

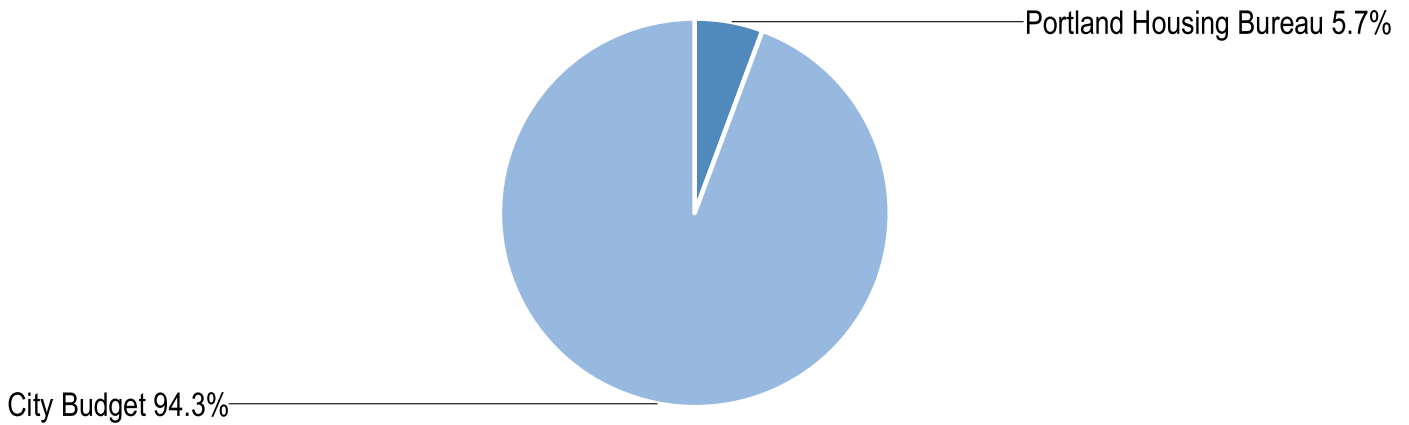
**Portland Housing Bureau**

Community Development Service Area

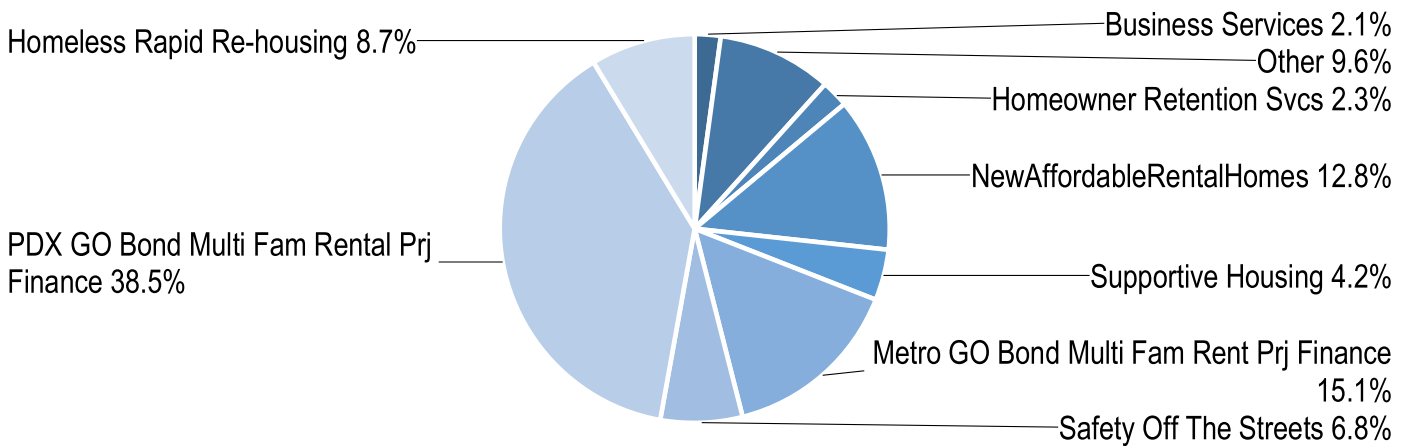
Dan Ryan, Commissioner-in-Charge

Shannon Callahan, Director

**Percent of City Budget Graph**



**Bureau Programs**



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%
Total	\$336,300,382	\$334,094,790	\$(2,205,592)	(1)%
Authorized Positions	81.00	81.00	—	—%

## Business Operations

### Program Description & Goals

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

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

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

### Explanation of Services

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

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

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

## **Portland Housing Bureau**

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

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

During the COVID-19 crisis, the Business Operations team provided support, planning, and project management for two of the three CARES programs: CVHAP and the HOME TBRA rent assistance, additionally over 100 contracts/amendments were processed for all the programs and invoices and payments for contracted services.

### **Equity Impacts**

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

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

### **Changes to Program**

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

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

## Program Budget

	<b>Actuals FY 2018-19</b>	<b>Actuals FY 2019-20</b>	<b>Revised FY 2020-21</b>	<b>Proposed FY 2021-22</b>	<b>Adopted FY 2021-22</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	2,655,095	2,717,367	2,757,636	2,847,678	2,847,678
External Materials and Services	1,113,876	1,207,575	1,353,245	1,327,475	1,331,057
Internal Materials and Services	1,309,877	1,418,337	2,105,768	2,806,419	2,806,419
Bureau Expenditures Total	5,078,847	5,343,279	6,216,649	6,981,572	6,985,154
<b>Fund Expenditures</b>					
Contingency	0	0	33,873	0	0
Fund Transfers - Expense	1,267,764	1,022,518	1,417,731	1,034,264	2,564,579
Fund Expenditures Total	1,267,764	1,022,518	1,451,604	1,034,264	2,564,579
Ending Fund Balance	0	0	0	0	0
Requirements Total	6,346,611	6,365,797	7,668,253	8,015,836	9,549,733
FTE	23.00	21.80	21.86	21.88	21.88

## Budget Narrative

<b>Resources</b>	The Business Operations program is funded by many of the bureau’s funding sources, including the many flavors of TIF, federal grants, the HIF, and the General Fund.
<b>Expenses</b>	Program expenses are nearly evenly split between staff costs and bureau operating costs (rent, computer systems maintenance, and interagency agreements). Staffing costs are charged to the funding sources noted above – approximately 45% TIF, 15% HIF and General Fund, 25% federal funds, and 15% to the Bond and Building funds. Bureau operating costs are collected in the General Fund but are offset approximately 75% to indirect allocations to other funding sources.
<b>Staffing</b>	The Business Operations program consists of three teams, one contract specialist, and the Business Operations Manager. The Administrative Services team has 5.0 FTEs, Finance and Accounting has 9.00 FTEs, and the RAC team has 6.88 FTEs.
<b>Assets and Liabilities</b>	The Business Operations program has several bureau software systems recorded as assets, most notably the Housing Development Software (HDS) system. HDS is critical to managing and tracking the bureau loan portfolio, as well as tracking compliance for the portfolio of housing projects the bureau has financed.

## Program Information

**Program Contact:** Leslie Goodlow

## **Portland Housing Bureau**

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Community Development Service Area

**Contact Phone:** 503-823-4160

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

## **Data Analytics and Systems**

### **Program Description & Goals**

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

### **Explanation of Services**

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

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

### **Equity Impacts**

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

# Portland Housing Bureau

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## Changes to Program

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

## Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	761,092	889,340	916,805	916,805
External Materials and Services	0	201,036	371,433	250,000	250,000
Bureau Expenditures Total	0	962,128	1,260,773	1,166,805	1,166,805
Ending Fund Balance					
Requirements Total	0	962,128	1,260,773	1,166,805	1,166,805
FTE	0.00	6.55	6.85	6.85	6.85

## Budget Narrative

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

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

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

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

## Program Information

**Program Contact:** Antoinette Pietka

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

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



## Development Incentives

### Program Description & Goals

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

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

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

### Explanation of Services

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

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

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

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

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

## **Equity Impacts**

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

## **Changes to Program**

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

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

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

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

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## Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	380,187	798,212	808,298	824,513	824,513
External Materials and Services	56,582	241,895	1,254,981	1,041,325	1,040,871
Internal Materials and Services	21,812	27,876	10,739	11,780	11,780
Bureau Expenditures Total	458,581	1,067,982	2,074,018	1,877,618	1,877,164
<b>Fund Expenditures</b>					
Fund Transfers - Expense	0	217,800	23,262	44,543	44,997
Fund Expenditures Total	0	217,800	23,262	44,543	44,997
Ending Fund Balance	16,504,983	16,489,204	0	0	0
Requirements Total	16,963,564	17,774,986	2,097,280	1,922,161	1,922,161
FTE	3.45	6.15	6.00	7.00	6.00

## Budget Narrative

<b>Resources</b>	Program income is currently generated through application and processing fees. Cost of living adjustments to these fees, as well as establishing fees for new programs added to the Development Incentives team, are anticipated for FY 2021-22. However, it is planned that a portion of in-lieu fee payments will become the primary funding stream for these program activities.
<b>Expenses</b>	Program costs for the inclusionary housing and indirect program activities are primarily for staffing and indirect costs. Ongoing expenses are limited and include document recording fees and payment to Multnomah County for each MULTE and HOLTE application approved.
<b>Staffing</b>	Staffing for the program is 6.00 FTEs, one of which is limited term. With the continuance of the IH Program and implementation of new programs, it is necessary to convert the limited-term position to a permanent position in FY 2021-22 to ensure sufficient customer service and timely review of applications and not delay building permits. The addition of more programming merits further supplementation of program staff by adding another Program Specialist and Program Coordinator as sufficient revenue is established from program fees and the fee-in-lieu.
<b>Assets and Liabilities</b>	While no City-owned assets are created by the program, affordable housing assets owned by third parties are created via indirect subsidy (limited tax exemptions and development fee waivers) and regulation (inclusionary zoning code).

## **Program Information**

**Program Contact:** Dory Van Bockel

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

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

## **Director's Office**

### **Program Description & Goals**

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

### **Explanation of Services**

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

### **Equity Impacts**

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

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

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

## Changes to Program

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

## Program Budget

	<b>Actuals FY 2018-19</b>	<b>Actuals FY 2019-20</b>	<b>Revised FY 2020-21</b>	<b>Proposed FY 2021-22</b>	<b>Adopted FY 2021-22</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	566,929	674,065	886,128	777,981	777,981
External Materials and Services	13,901	8,649	57,000	76,833	61,133
Internal Materials and Services	132	0	0	0	0
Bureau Expenditures Total	580,963	682,714	943,128	854,814	839,114
Ending Fund Balance	15,047,247	184,907,434	0	0	0
Requirements Total	15,628,210	185,590,148	943,128	854,814	839,114
<hr/>					
FTE	5.00	6.75	5.77	5.07	5.07

## Budget Narrative

<b>Resources</b>	This program is funded by a mix of resources – over 40% from Tax Increment Financing resources, with the remaining portions split somewhat evenly among federal grants, the GO Bond, and other local sources. The small amount of external materials and services is likewise spread among the same sources by means of the bureau’s internal cost recovery model.
<b>Expenses</b>	Program expenses consist primarily of the costs for staffing and a small amount of material and services.
<b>Staffing</b>	Staff funded within the program include the Director, Assistant Director, the Equity and Inclusion Manager, the Communications Team, and an Executive Assistant.
<b>Assets and Liabilities</b>	This program has no assets or liabilities.

## Program Information

<b>Program Contact:</b>	Shannon Callahan
<b>Contact Phone:</b>	503-823-2289
<b>Website:</b>	<a href="http://www.portlandoregon.gov/phb">www.portlandoregon.gov/phb</a>

## **Economic Opportunity Initiative**

### **Program Description & Goals**

PHB funds the Economic Opportunity Initiative (EOI), a citywide program focused on increasing income and economic self-sufficiency for very low-income residents. 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 (IBRN)’ and ‘Adult and Youth Workforce Development.’”

### **Explanation of Services**

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

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

### **Equity Impacts**

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

### **Changes to Program**

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

## Program Budget

	<b>Actuals FY 2018-19</b>	<b>Actuals FY 2019-20</b>	<b>Revised FY 2020-21</b>	<b>Proposed FY 2021-22</b>	<b>Adopted FY 2021-22</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	0	2,247,675	2,349,067	2,349,067	2,332,894
Bureau Expenditures Total	0	2,247,675	2,349,067	2,349,067	2,332,894
Ending Fund Balance					
Requirements Total	0	2,247,675	2,349,067	2,349,067	2,332,894

## Budget Narrative

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

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

**Staffing** CDBG funding does not cover any staffing costs at Prosper Portland or Worksystems, Inc. Those costs are covered through other non-PHB funding sources. CDBG and additional funds cover personnel at four service delivery organizations for microenterprise and 12 service delivery organizations (22 programs) for workforce development. The PHB contract manager (0.15 FTE) is funded by CDBG as well.

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

## Program Information

**Program Contact:** Anna Shook

**Contact Phone:** 503-823-2802

**Website:** [www.portlandoregon.gov/phb/26428](http://www.portlandoregon.gov/phb/26428)



## Homeowner Access Programs

### Program Description & Goals

The Portland Housing Bureau’s (PHB) Homeowner Access program invests in services to assist families, particularly from communities of color, access homeownership. Support for low income, first-time homebuyers includes 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.

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

<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>
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	25%	13%	10%	10%	10%
Percentage of households receiving homebuyer subsidies from Communities of Color	0%	83%	60%	60%	60%
Count of households receiving homebuyer education or counselling	976	1,429	975	975	975

### Explanation of Services

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

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

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

## Equity Impacts

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

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

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

## Changes to Program

There are no significant changes to this program.

## Program Budget

	<b>Actuals FY 2018-19</b>	<b>Actuals FY 2019-20</b>	<b>Revised FY 2020-21</b>	<b>Proposed FY 2021-22</b>	<b>Adopted FY 2021-22</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	117,801	230,065	321,030	297,781	297,781
External Materials and Services	3,625,976	4,862,910	4,736,954	3,082,300	3,382,300
Bureau Expenditures Total	3,743,777	5,092,975	5,057,984	3,380,081	3,680,081
Ending Fund Balance					
Requirements Total	3,743,777	5,092,975	5,057,984	3,380,081	3,680,081
<hr/>					
FTE	1.67	1.75	2.22	2.22	2.22

## Budget Narrative

<b>Resources</b>	Funding sources for Homeowner Access Programs include federal funds (Community Development Block Grant, which has income and usage limitations), and Tax Increment Financing (TIF) in the Lents and Interstate urban renewal districts (which are limited by location to the districts and require a small construction component).
<b>Expenses</b>	As some of these programs involve direct service, staffing costs as a ratio of funds disbursed to citizens tend to be higher than multifamily programs. But funds disbursed via subrecipient contracts and loans are still the primary expense of the program.
<b>Staffing</b>	The different service delivery models require different skill sets within the team. Subrecipient contract with community partners require contract development, management, and monitoring. DPA loans require coordination with community partners to identify potential buyers, income qualification, loan origination, and where a home improvement grant is paired with a DPA loan, construction coordination. There are 2.22 FTEs dedicated to this program.
<b>Assets and Liabilities</b>	This program assists in financing the acquisition of homes by citizens, owned by those citizens through DPA loans. These are deferred payment loans, but the bureau holds liens on the properties, and loans are due upon change of occupancy. For loans originated after 2015, the forgiveness model described under Explanation of Services is in effect. Data indicates that many loans are paid off within the first 15 years, though; since the DPA program is barely 15 years old, that trend will need to be monitored. The value received by the City for those loans not yet paid off is the benefit of a new homeowner, which represents a significant and critical component in the affordable housing resources available to the residents of Portland.

## Program Information

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

## Homeowner Retention Programs

### Program Description & Goals

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

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

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

### Explanation of Services

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

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

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

# Portland Housing Bureau

Community Development Service Area

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

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

## Equity Impacts

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

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

## Changes to Program

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

## Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	445,592	668,645	991,686	978,236	978,236
External Materials and Services	1,319,438	4,495,430	7,503,851	5,080,139	6,380,139
Internal Materials and Services	0	221	14,860	60,000	60,000
Bureau Expenditures Total	1,765,030	5,164,296	8,510,397	6,118,375	7,418,375

## Program Budget

	<b>Actuals FY 2018-19</b>	<b>Actuals FY 2019-20</b>	<b>Revised FY 2020-21</b>	<b>Proposed FY 2021-22</b>	<b>Adopted FY 2021-22</b>
Ending Fund Balance					
Requirements Total	1,765,030	5,164,296	8,510,397	6,118,375	7,418,375
FTE	4.10	6.24	5.95	7.68	7.68

## Budget Narrative

<b>Resources</b>	Funding sources for the Homeowner Retention Programs include federal funds (Community Development Block Grant, which has income and usage limitations, and the Lead Paint Hazard Control grant); Tax Increment Financing (TIF) in the Lents and Interstate urban renewal districts (which are limited by location to the districts); and General Fund resources (limited to east Portland).
<b>Expenses</b>	As some of these programs involve direct service, staffing costs as a ratio of funds disbursed to citizens tend to be higher than multifamily programs. But funds disbursed via sub-recipient contracts and loans are still the primary expense of the program.
<b>Staffing</b>	The different service delivery models require different skill sets within the team. Subrecipient contracts with community partners require contract development, management, and monitoring. Home Repair loans require marketing in the community, income qualification, loan origination, and construction coordination. There are 7.68 FTEs dedicated to this program, including the addition of two limited-term construction coordinators with existing resources.
<b>Assets and Liabilities</b>	This program assists in financing the repair of homes for citizens. These are deferred payment loans, but the bureau holds liens on the properties, and loans are due upon change of occupancy. Data indicates that many loans are paid off within the first 15 years. The value received by the City for those loans not yet paid off is the benefit of a homeowner remaining in their home, which represents a significant and critical component in the affordable housing resources available to the residents of Portland. Additional assets belonging to the program are equipment used in field testing for the federal Lead-Paint Hazard Control program (paid for with grant funding), which is on a regular maintenance and replacement schedule.

## Program Information

<b>Program Contact:</b>	Dana Ingram
<b>Contact Phone:</b>	503-823-2375
<b>Website:</b>	<a href="https://www.portlandoregon.gov/phb/74652">https://www.portlandoregon.gov/phb/74652</a>

## **Housing Development Support**

### **Program Description & Goals**

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

Program components include:

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

### **Explanation of Services**

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

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

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

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

## Equity Impacts

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

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

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

## Changes to Program

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

## Program Budget

	<b>Actuals FY 2018-19</b>	<b>Actuals FY 2019-20</b>	<b>Revised FY 2020-21</b>	<b>Proposed FY 2021-22</b>	<b>Adopted FY 2021-22</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	30,334	56,264	147,695	105,295	105,295
External Materials and Services	855,618	951,026	2,098,105	2,403,783	2,450,383
Internal Materials and Services	31	163	0	0	0
<b>Bureau Expenditures Total</b>	<b>885,983</b>	<b>1,007,453</b>	<b>2,245,800</b>	<b>2,509,078</b>	<b>2,555,678</b>
<b>Fund Expenditures</b>					
Debt Service	747,396	755,384	4,267,000	776,000	776,000
Contingency	0	0	31,833	0	0
Fund Transfers - Expense	1,306,777	393,701	1,361,358	373,453	375,633



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Community Development Service Area

## Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
Fund Expenditures Total	2,054,172	1,149,085	5,660,191	1,149,453	1,151,633
Ending Fund Balance	0	0	0	0	0
Requirements Total	2,940,155	2,156,538	7,905,991	3,658,531	3,707,311
<hr/>					
FTE	2.08	0.46	0.54	0.69	0.69

## Budget Narrative

- Resources** Program resources include the federal HOME entitlement grant, reserved for use by Multnomah County, the City of Gresham, and CHDO eligible partners, as well as the federal CDBG entitlement committed to Section 108 loan payments. The Risk Mitigation Pool is a reserve located in the Housing Investment Fund that has been in place for over ten years. Staff costs are paid for by multiple funding sources, including tax increment financing and federal grants.
- Expenses** Program expenses include the staffing costs for portions of several positions supporting these program elements among the HIPP and RAC teams. Home Consortium funding reflects federal HOME grant dollars anticipated to be spent by Multnomah County and Gresham. The Section 108 repayment is made from PHB's CDBG entitlement, offset partially by payments made to PHB by project funding partners.
- Staffing** Staffing is 0.69 FTE, which reflects portions of several positions in the bureau working on specific program activities as well as general support of multi-family project financing.
- Assets and Liabilities** Section 108 loan payments to HUD are a program liability that extends beyond FY 2029-30, and currently results in approximately \$730,000 in annual debt service. This payment reflects a pool of funds that financed capital assets owned by other nongovernmental entities through loans to those entities. These assets, while not owned by the City, represent a significant and critical component in the affordable housing resources available to the residents of Portland. The RMP is an asset maintenance tool that PHB makes available to affordable housing owners and developers as discussed in the program description section. As noted above, while these assets are not owned by the City, they are assets funded by the City.

## Program Information

- Contact:** Jill Chen
- Contact Phone:** 503-823-3339
- Website:** <https://www.portlandoregon.gov/phb/74685>

# Metro GO Bond Multi-Family Rental Housing Project Financing

## Program Description & Goals

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

## Explanation of Services

The implementation of the Metro Housing Bond is guided by the City of Portland's Local Implementation Strategy, which was approved by Metro in February 2020, and an Intergovernmental Agreement, executed in October 2020. Metro is providing the bond proceeds to PHB in the form of grants, which will be used as gap loans in the bureau's typical public-private partnership model for the creation of affordable housing, similar to the Portland Housing Bond. The implementation of the City of Portland's allocation of Metro Housing Bond will occur in three phases: 1) Metro direct award prior to Local Jurisdictions signing an IGA; 2) PHB's pre-development pipeline with an emphasis on increasing 30% AMI units; and 3) a series of competitive solicitations aligned with other public funders.

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

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

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

## Equity Impacts

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

# Portland Housing Bureau

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

## Changes to Program

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

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

## Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	153,758	490,516	467,240	467,240
External Materials and Services	0	3	6,099,316	38,914,115	48,949,115
Bureau Expenditures Total	0	153,761	6,589,832	39,381,355	49,416,355
<b>Fund Expenditures</b>					
Debt Service	0	0	0	0	401,278
Fund Expenditures Total	0	0	0	0	401,278

## Program Budget

	<b>Actuals FY 2018-19</b>	<b>Actuals FY 2019-20</b>	<b>Revised FY 2020-21</b>	<b>Proposed FY 2021-22</b>	<b>Adopted FY 2021-22</b>
Ending Fund Balance					
Requirements Total	0	153,761	6,589,832	39,381,355	49,817,633
FTE	0.00	0.82	3.42	3.32	3.32

## Budget Narrative

- Resources** Primary resources for this program are grant proceeds from the Metro GO Bond.
- Expenses** The primary cost is staffing costs for the team related directly and indirectly to the packaging and oversight of the bureau contribution to projects.
- Staffing** Staffing for this program is 3.32 FTEs for the initial planning and projects under the Metro program. PHB will utilize its existing executive, community engagement, finance, and implementation staff during the early implementation of the bond. These staff collaborate with other bureau staff and the City Attorney’s Office.
- Assets and Liabilities** At this time, this program will finance capital assets owned by other non-governmental entities through loans. These assets are represented on financial statements by loan receivables (for which a property lien would be held). The value received by this figure is the units developed using these loans. The capital assets, while not owned by the City, represent a significant and critical component in the affordable housing resources available to the residents of Portland. However, the financial relationship between the City and Metro has not been fully defined, especially in terms of assets and liabilities.

## Program Information

- Contact:** Molly Rogers
- Contact Phone:** 503-823-3377
- Website:** [www.portlandoregon.gov/phb](http://www.portlandoregon.gov/phb)

## **Multi Family Affordable Ownership Project Financing**

### **Program Description & Goals**

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

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

### **Explanation of Services**

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

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

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

### **Equity Impacts**

The Multi Family Affordable Ownership Project Financing program supports the PHB mission of addressing the housing needs of the people of Portland through: 1) building and preserving quality, affordable housing; 2) supporting programs that help low income Portlanders find, rent, buy, retain, and repair their homes; and 3) reaching out to communities of color to ensure their participation in the economic opportunities that quality housing investments create. The Multi Family Affordable Ownership Project Financing program seeks to advance equity by building sustainable, high quality homes for low-income buyers in high opportunity areas that are sold in an inclusive and equitable manner such that these buyers have the opportunity for wealth creation.

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

## Changes to Program

Prosper Portland and Portland City Council are exploring the possibility of achieving maximum indebtedness in the ICURA in FY 2021-22, thereby generating an additional \$45 million for affordable housing developments. If this request is approved, a portion of these funds are slated to support Multi Family Affordable Ownership opportunities for N/NE Preference Policy households.

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

## Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	113,994	61,137	44,896	44,896
External Materials and Services	0	4,200,948	5,805,661	0	0
Bureau Expenditures Total	0	4,314,942	5,866,798	44,896	44,896
Ending Fund Balance					
Requirements Total	0	4,314,942	5,866,798	44,896	44,896
<hr/>					
FTE	0.00	1.45	0.37	0.37	0.37

## Budget Narrative

### Resources

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

# Portland Housing Bureau

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**Expenses** Almost all program expenditures are disbursements made as part of the financing package for multi-family affordable ownership projects. PHB lends the resources listed above to make up a financing gap typically found with affordable projects. These gap funds cover the difference between the equity a project attracts and the money that can be borrowed against the project as part of the financing package. The secondary cost is staffing costs for the team related directly to the packaging and oversight of the bureau contribution to projects.

**Staffing** Staffing for this program consists of 0.37 FTE, with assistance from staff from multiple teams to effectively implement the program.

**Assets and Liabilities** This program finances capital assets that are eventually owned by qualified homeowners for which PHB funds are provided as a permanent subsidy in exchange for an affordability covenant. These assets, while not owned by the City, represent a significant and critical component in the affordable home ownership stock that generates wealth creation opportunities for low-income residents of Portland.

## Program Information

**Contact:** Jill Chen

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

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

## Multi Family Affordable Rental Project Financing

### Program Description & Goals

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

The City’s affordable housing production has more than doubled in the latter half of the decade, with an unprecedented 878 units opening in 2019 and more than 2,000 in the pipeline. Despite the economic slowdown, PHB remains on track to exceed annual production targets for 2021.

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

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



## Explanation of Services

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

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

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

## Equity Impacts

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

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

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

## Changes to Program

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

## Program Budget

	<b>Actuals FY 2018-19</b>	<b>Actuals FY 2019-20</b>	<b>Revised FY 2020-21</b>	<b>Proposed FY 2021-22</b>	<b>Adopted FY 2021-22</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	901,967	878,822	799,958	608,305	608,305
External Materials and Services	48,736,344	24,745,930	42,412,280	30,838,531	41,050,655
Internal Materials and Services	269,328	70,851	0	0	0
Capital Outlay	3,705,556	6,712,383	0	0	300,000
Bureau Expenditures Total	53,613,195	32,407,985	43,212,238	31,446,836	41,958,960
<b>Fund Expenditures</b>					
Debt Service	124,043	0	0	0	0
Contingency	0	0	2,022,778	0	0
Fund Transfers - Expense	3,211,602	0	961,638	0	225,000
Fund Expenditures Total	3,335,646	0	2,984,416	0	225,000
Ending Fund Balance	7,016,941	3,650,718	0	0	0
Requirements Total	63,965,782	36,058,703	46,196,654	31,446,836	42,183,960
FTE	7.03	12.19	5.82	4.72	4.72

## Budget Narrative

### Resources

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

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- 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.
- Staffing** Staffing for this program consists of 4.72 FTEs (including an additional Senior Housing Loan Coordinator being added within existing resources), who spend an estimated 70% of time on developing new affordable rental housing and about 30% on restructuring and modifications of affordable housing projects. This team collaborates with other bureau staff and the City Attorney's Office in getting project financing delivered. The same positions working in this program are also working on the bond programs.
- Assets and Liabilities** This program finances capital assets owned by other nongovernmental entities through loans. These assets are represented on the City's financial statements by approximately \$438 million of gross loan receivables (for which the City holds a property lien), which is primarily soft debt; thus the net receivables are closer to \$60 million. The value received by the City for the difference in the gross and net figures is the approximately 400 properties with over 13,000 units developed using these loans. These assets, while not owned by the City, represent a significant and critical component in the affordable housing resources available to the residents of Portland. All PHB gap-financed buildings are required to have asset management plans and replacement reserves. In addition, the Risk Assessment and Compliance (RAC) team reviews regulatory agreements for compliance with asset management requirements, grant funding requirements, and in some cases financial condition.

## Program Information

- Program Contact:** Jill Chen
- Contact Phone:** 503-823-3339
- Website:** [www.portlandoregon.gov/phb](http://www.portlandoregon.gov/phb)

## **Policy and Planning**

### **Program Description & Goals**

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

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

### **Explanation of Services**

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

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

### **Equity Impacts**

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

# Portland Housing Bureau

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## Changes to Program

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

## Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	1,407,974	592,526	641,178	881,048	881,048
External Materials and Services	351,862	87,115	654,212	471,109	621,109
Internal Materials and Services	(211)	3,800	0	0	0
Bureau Expenditures Total	1,759,626	683,441	1,295,390	1,352,157	1,502,157
Ending Fund Balance					
Requirements Total	1,759,626	683,441	1,295,390	1,352,157	1,502,157
FTE	12.64	7.00	5.08	7.08	7.08

## Budget Narrative

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

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

**Staffing** This program includes 7.08 FTE positions. Staff are assigned a portfolio of policy and planning issues (see Explanation of Services section) and are responsible for the associated work products.

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

## Program Information

**Contact:** Matthew Tschabold

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

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

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

### **Program Description & Goals**

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

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

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

### **Explanation of Services**

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

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

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

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

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

## **Equity Impacts**

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

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

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

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

## **Changes to Program**

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

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



# Portland Housing Bureau

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## Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	567,085	1,189,594	1,126,261	1,126,261
External Materials and Services	0	5,649,145	79,230,515	87,139,390	125,081,534
Internal Materials and Services	0	472,507	747,472	0	0
Bureau Expenditures Total	0	6,688,737	81,167,581	88,265,651	126,207,795
<b>Fund Expenditures</b>					
Debt Service	0	621,949	2,188,542	0	0
Contingency	0	0	37,096,334	0	0
Fund Transfers - Expense	0	0	550,000	550,000	550,000
Fund Expenditures Total	0	621,949	39,834,876	550,000	550,000
Ending Fund Balance					
Requirements Total	0	7,310,687	121,002,457	88,815,651	126,757,795
FTE	0.00	2.70	8.49	8.19	8.19

## Budget Narrative

### Resources

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

### Expenses

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

### Staffing

Staffing for this program consists of 8.19 FTEs (including a portion of an additional Senior Housing Loan Coordinator being added within existing resources), who collaborate with other bureau staff and the City Attorney's Office in getting project financing delivered. The same positions working in this program also are working on the Multi-Family Rental Project Financing program and the Metro GO Bond Multi-Family Rental Housing program.

**Assets and Liabilities** A number of capital assets have been purchased to date through the Portland Housing Bond program, through a combination of the Housing GO Bond, the Short-term Rental Revenue Bond, interim borrowing, TIF, and Housing Investment Fund sources. These assets include the following apartments: the Ellington, East Burnside, the Joyce, NE Prescott, and the Westwind Apartments. As an aging existing property, the Ellington has significant future major rehabilitation needs and maintenance expense. PHB is working with its contracted asset manager Home Forward on capital asset plans for the Ellington. Property management costs for all properties can be found in the Property Management program offer, along with further discussion of asset and liability issues for these properties.

## **Program Information**

**Contact:** Molly Rogers

**Contact Phone:** 503-823-3377

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

## **Property Management**

### **Program Description & Goals**

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

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

### **Explanation of Services**

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

## Equity Impacts

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

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

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

## Changes to Program

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

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

## Program Budget

	<b>Actuals FY 2018-19</b>	<b>Actuals FY 2019-20</b>	<b>Revised FY 2020-21</b>	<b>Proposed FY 2021-22</b>	<b>Adopted FY 2021-22</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	79,985	54,587	132,981	101,219	101,219
External Materials and Services	2,914,610	5,230,431	8,821,753	5,301,458	5,450,322
Internal Materials and Services	185,430	136,779	233,321	157,945	160,945
Capital Outlay	0	5,554	0	0	0
<b>Bureau Expenditures Total</b>	<b>3,180,026</b>	<b>5,427,351</b>	<b>9,188,055</b>	<b>5,560,622</b>	<b>5,712,486</b>
<b>Fund Expenditures</b>					
Debt Service	398,474	0	7,729,000	549,999	549,999

# Portland Housing Bureau

Community Development Service Area

## Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
Contingency	0	0	1,559,209	342,581	342,581
Fund Transfers - Expense	0	0	128,526	108,836	110,056
Fund Expenditures Total	398,474	0	9,416,735	1,001,416	1,002,636
Ending Fund Balance					
Requirements Total	3,578,500	5,427,351	18,604,790	6,562,038	6,715,122

FTE	0.22	0.28	0.78	0.81	0.81
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## Budget Narrative

- Resources** Acquisition of these properties utilized many funding sources: TIF, HIF, various bond proceeds, and interim financing. Operations and maintenance of the properties are covered primarily by property income (rents), although holding costs for a couple are covered by TIF, and the bureau is subsidizing two others from HIF sources. In FY 2019-20, one-time and ongoing funds were added to support drug and alcohol treatment services as part of permanent supportive housing services.
- Expenses** Current expenses are the operations and maintenance of the properties. These expenses can include major maintenance items that are not capitalized.
- Staffing** PHB has spread staffing responsibility for this program among the Affordable Rental Housing, Bond, and Business Operations teams. This consists of approximately 0.81 FTE dispersed over a number of individual staff positions.
- Assets and Liabilities** PHB property assets have a value of approximately \$90 million. These properties vary in need from major rehabilitation to major maintenance to construction. Newer properties like the East Burnside and Headwaters apartments have time to build maintenance reserves, while older properties like the Ellington may need additional financing to address major maintenance issues. For PHB-owned buildings, property management contractors are required to provide multi-year capital needs assessments for review by bureau staff, and Home Forward advises on proper replacement and capital reserve amounts.

## Program Information

- Contact:** Tanya Wolfersperger
- Contact Phone:** 503-823-1354
- Website:** [www.portlandoregon.gov/phb/](http://www.portlandoregon.gov/phb/) 26428

## **Rental Services Policy and Planning**

### **Program Description & Goals**

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

### **Explanation of Services**

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

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

This program is responsible for leading the coordination and implementation of the 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 the 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.

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## Equity Impacts

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

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

## Changes to Program

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

## Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	128,535	182,806	182,285	182,285
External Materials and Services	0	14,575	10,000	0	0
Bureau Expenditures Total	0	143,110	192,806	182,285	182,285
Ending Fund Balance					
Requirements Total	0	143,110	192,806	182,285	182,285
FTE	0.00	1.45	1.27	1.27	1.27

## Budget Narrative

### Resources

The program is primarily funded by the City's General Fund, along with rental registration revenue and some CDBG resources.

### Expenses

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

**Staffing** This program offer includes 1.27 FTE positions. Staff are assigned a portfolio of policy and planning issues (see Explanation of Services section) and are responsible for the associated work products.

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

### **Program Information**

**Contact:** Kim McCarty

**Contact Phone:** 503-823-5312

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



## Tenant and Landlord Programs

### Program Description & Goals

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

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

### Explanation of Services

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

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

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

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

## Equity Impacts

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

## Changes to Program

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

## Program Budget

	<b>Actuals FY 2018-19</b>	<b>Actuals FY 2019-20</b>	<b>Revised FY 2020-21</b>	<b>Proposed FY 2021-22</b>	<b>Adopted FY 2021-22</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	131,413	435,108	612,223	594,898	594,898
External Materials and Services	0	1,560,748	2,555,700	2,865,700	2,865,700
Internal Materials and Services	0	0	555,632	463,520	463,520
<b>Bureau Expenditures Total</b>	<b>131,413</b>	<b>1,995,856</b>	<b>3,723,555</b>	<b>3,924,118</b>	<b>3,924,118</b>
<b>Fund Expenditures</b>					
Contingency	0	0	103,850	251,872	251,872
<b>Fund Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>103,850</b>	<b>251,872</b>	<b>251,872</b>
Ending Fund Balance					
<b>Requirements Total</b>	<b>131,413</b>	<b>1,995,856</b>	<b>3,827,405</b>	<b>4,175,990</b>	<b>4,175,990</b>
FTE	2.50	4.40	4.85	4.85	4.85

## Budget Narrative

### Resources

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

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**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 4.85 FTEs. Staff operate the Relocation Assistance program and manage numerous Fair Housing, legal assistance, education, and outreach contracts.

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

### Program Information

**Program Contact:** Kim McCarty

**Contact Phone:** 503-823-5312

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

## **JOHS Administration and Operations**

### **Program Description & Goals**

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

### **Explanation of Services**

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

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

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

### **Equity Impacts**

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

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

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

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

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

## Changes to Program

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

## Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	1,250,688	433,319	451,745	510,179	590,415
Bureau Expenditures Total	1,250,688	433,319	451,745	510,179	590,415
Ending Fund Balance					
Requirements Total	1,250,688	433,319	451,745	510,179	590,415

## Budget Narrative

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

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

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

**Assets and Liabilities** The City has no assets or liabilities associated with this program.

### **Program Information**

**Program Contact:** Marc Jolin

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

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

## **JOHS Employment Services**

### **Program Description & Goals**

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

### **Explanation of Services**

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

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

### **Equity Impacts**

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

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 participants who are experiencing homelessness or at imminent risk of losing their housing that are utilizing employment and housing support services, at least 75% are from communities of color.

## Changes to Program

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

## Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	0	0	951,010	951,729	951,729
Bureau Expenditures Total	0	0	951,010	951,729	951,729
Ending Fund Balance					
Requirements Total	0	0	951,010	951,729	951,729

## Budget Narrative

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

## Program Information

- Program Contact:** Marc Jolin
- Contact Phone:** 503-988-5531
- Website:** [multco.us/joint-office-homeless-services](http://multco.us/joint-office-homeless-services)



## JOHS Homelessness Diversion

### Program Description & Goals

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

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

### Explanation of Services

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

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

### Equity Impacts

Achieving equity in the delivery of homeless services requires that all communities have equitable access through multiple pathways into services, and that services are culturally-specific and culturally-responsive. All JOHS investments are evaluated using an equity lens. Of those newly prevented from becoming homeless in FY 2018-19, 76% were people from communities of color; 36% identified as Black or African American; 29% identified as Hispanic or Latino/a; 7% identified as American Indian or Alaska Native; 5% identified as Asian; and 3% identified as Native Hawaiian or Pacific Islander.

### Changes to Program

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

## Program Budget

	<b>Actuals FY 2018-19</b>	<b>Actuals FY 2019-20</b>	<b>Revised FY 2020-21</b>	<b>Proposed FY 2021-22</b>	<b>Adopted FY 2021-22</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	1,466,861	1,477,186	1,491,130	1,349,068	1,349,068
Bureau Expenditures Total	1,466,861	1,477,186	1,491,130	1,349,068	1,349,068
Ending Fund Balance					
Requirements Total	1,466,861	1,477,186	1,491,130	1,349,068	1,349,068

## Budget Narrative

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

## Program Information

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

## JOHS Housing Placement/Retention

### Program Description & Goals

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

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

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

## Explanation of Services

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

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

## Equity Impacts

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

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

## Changes to Program

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

## Program Budget

	<b>Actuals FY 2018-19</b>	<b>Actuals FY 2019-20</b>	<b>Revised FY 2020-21</b>	<b>Proposed FY 2021-22</b>	<b>Adopted FY 2021-22</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	0	0	57,861,553	8,883,224	28,531,197
Bureau Expenditures Total	0	0	57,861,553	8,883,224	28,531,197
Ending Fund Balance					
Requirements Total	0	0	57,861,553	8,883,224	28,531,197

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## Budget Narrative

**Resources** The City's contribution to the JOHS budget is General Fund resources, as well as from American Rescue Plan Act resources.

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

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

**Assets and Liabilities** The City has no assets or liabilities associated with this program.

## Program Information

**Program Contact:** Marc Jolin

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

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

## JOHS Safety Off the Streets

### Program Description & Goals

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

<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>
Average length of time (days) spent in homeless shelter (all populations)	64	67	85	60	60
Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years	5,410	5,360	6,400	5,500	5,500

## Explanation of Services

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

- ◆ Night shelter: Overnight shelter programs for all populations include approximately 1,400 beds of year-round shelter and 300 beds of winter shelter. Shelters are low-barrier and most, such as the Willamette Center, operate 24/7. Funds are contracted to nonprofit providers to pay the operating expenses for shelter, including maintenance, staffing, materials and supplies, and on-site services.
- ◆ Day shelter: Day shelters serve the purpose of providing a safe place to be out of the elements during the day, access to showers and other hygiene services, and as a vital point of access to the services needed to end homelessness. Day shelters function as resource centers, bringing together numerous partners at one location to offer an array of services, including employment, health care, and education.
- ◆ Severe weather shelter: In the event of severe weather that significantly elevates the risk to people sleeping unsheltered in our community, additional shelter capacity is added and remains in place for the duration of the event. This program includes base funding to open severe weather shelters on an as-needed basis during the course of the year.
- ◆ Emergency assistance: This program also funds an array of services associated with ensuring basic safety, including staffing, flexible funding for material needs, and extended information and referral services during winter months.
- ◆ Alternative shelter: Alternative shelter spaces (including ‘villages’) provide a safe space to sleep and access resources for those who are not currently served by traditional shelters. People using these alternative shelters have improved access to services with the goal of moving in to permanent housing as quickly as possible.

## Equity Impacts

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

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

## Changes to Program

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

## Program Budget

	<b>Actuals FY 2018-19</b>	<b>Actuals FY 2019-20</b>	<b>Revised FY 2020-21</b>	<b>Proposed FY 2021-22</b>	<b>Adopted FY 2021-22</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	0	0	0	0
External Materials and Services	9,758,969	10,586,000	13,045,358	13,236,848	22,234,155
Bureau Expenditures Total	9,758,969	10,586,000	13,045,358	13,236,848	22,234,155
Ending Fund Balance					
Requirements Total	9,758,969	10,586,000	13,045,358	13,236,848	22,234,155

## Budget Narrative

**Resources** The City’s contribution to the JOHS budget is from the City’s General Fund and the federal Emergency Solutions Grant (ESG), as well as from American Rescue Plan Act resources.

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

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

**Assets and Liabilities** The City has no assets or liabilities associated with this program.

## Program Information

**Program Contact:** Marc Jolin

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

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



## JOHS Supportive Housing

### Program Description & Goals

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

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

### Explanation of Services

On any given night, there are more than 1,700 individuals who have been homeless for more than a year and are living with one or more severe disabilities. These individuals are considered chronically homeless. Offering a combination of permanently affordable housing and appropriate ongoing support services has proven locally and nationally to be the most cost-effective response for those who are chronically 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 or the absence of other sources of support.

## Equity Impacts

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

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

## Changes to Program

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

The Service Coordination Team (SCT) is an existing program coordinated by the Portland Police Behavioral Health Unit responsible for the coordination of law enforcement, criminal justice, supportive housing and treatment resources for individuals who are experiencing chronic addiction, chronic homelessness, and are chronically in and out of the criminal justice system. The goal is to decrease police contact by assertively addressing the needs of individuals with mental health, co-occurring disorders, and unstable housing. Qualified providers are contracted for direct access to behavioral health treatment, supportive housing, and robust wrap around services. In the FY 2020-21 Fall BMP, City Council directed that those ongoing resources be provided in the FY 2021-22 Adopted Budget to the JOHS to administer the contracts with the providers of those professional services.

## Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	8,028,727	9,626,084	12,027,498	13,816,066	13,816,066
Bureau Expenditures Total	8,028,727	9,626,084	12,027,498	13,816,066	13,816,066

# Portland Housing Bureau

Community Development Service Area

## Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
<b>Fund Expenditures</b>					
Fund Transfers - Expense	0	0	323,000	0	0
Fund Expenditures Total	0	0	323,000	0	0
Ending Fund Balance					
Requirements Total	8,028,727	9,626,084	12,350,498	13,816,066	13,816,066

## Budget Narrative

**Resources** The City's contribution to the JOHS budget includes General Fund resources and a federal grant - Housing Opportunities for Persons with AIDS (HOPWA) - as well as American Rescue Plan Act resources.

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

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

**Assets and Liabilities** The City has no assets or liabilities associated with this program.

## Program Information

**Program Contact:** Marc Jolin

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

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

## JOHS System Support Services

### Program Description & Goals

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

### Explanation of Services

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

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

# Portland Housing Bureau

Community Development Service Area

## Equity Impacts

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

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

## Changes to Program

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

## Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	1	0	0	0	0
External Materials and Services	2,343,814	2,721,505	1,134,275	1,345,848	1,345,848
Bureau Expenditures Total	2,343,815	2,721,505	1,134,275	1,345,848	1,345,848
Ending Fund Balance					
Requirements Total	2,343,815	2,721,505	1,134,275	1,345,848	1,345,848

## Budget Narrative

**Resources:** The City's contribution to the JOHS budget is from the City's General Fund, as well as from American Rescue Plan Act resources.

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

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

**Assets and Liabilities:** The City has no assets or liabilities associated with this program.

## Program Information

**Program Contact:** Marc Jolin

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

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