Oregon Housing and Community Services

2025-27 Agency Request Budget

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Governor

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BUDGET NARRATIVE

CERTIFICATION

I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the accuracy of all numerical information has been verified.

Oregon Housing and Community Services Department

AGENCY NAME

725 Summer St NE Ste B, Salem, OR 97301

AGENCY ADDRESS

SIGNATURE

Agency Director

TITLE

___X___ Agency Request _____ Governor's Budget _____ Legislatively Adopted

Legislative Actions



91400 - Oregon Housing and Community Services

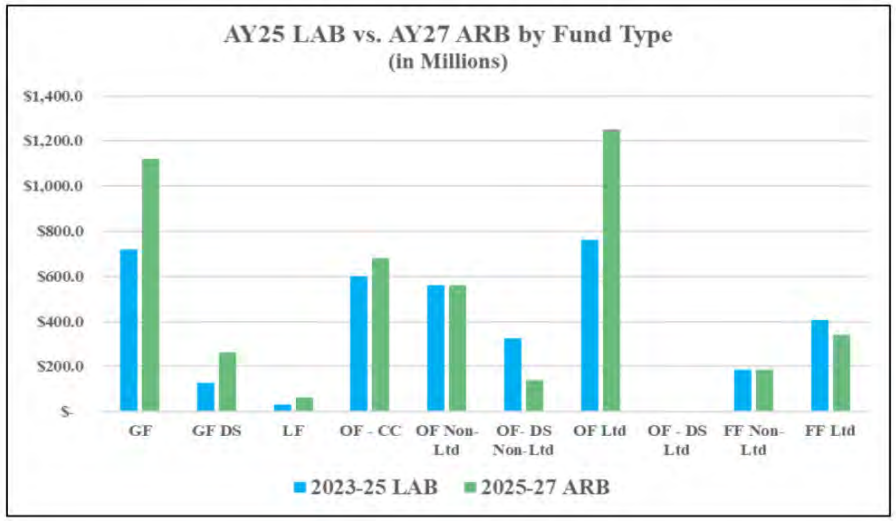
Agency Contact: **Monica Brown**
Date Submitted:
CFO Analyst: **Tamera Brickman**

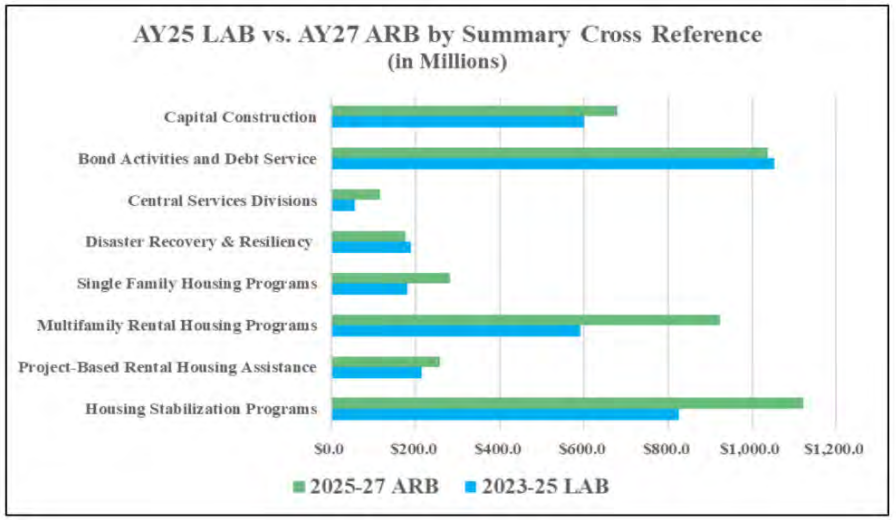
Session/Eboard	Month (Eboard only)	Year	Bill Number	Short Description of Action Taken
Session		2023	HB 2001	Adjusts for Modular Housing and Oregon Housing needs assessment
Session		2023	HB 3395	Adjusts for Affordable Homeownership Revolving Loan Fun and Network for Oregon Affordable Housing (NOAH)
Session		2023	HB 5006	Agency budget for Capital Construction
Session		2023	HB 5019	Effects 21-23 and 23-25 Budgets for Executive Order 23-02 Homelessness Emergency
Session		2023	SB 5506	End of Session Bill
Session		2023	SB 5511	Agency Main Budget Bill
Session		2024	SB 1501	No fiscal impact, expands allowed uses of funds deposited into the Long-Term Rent Assistance Fund
Session		2024	SB 1537	Adjust Agency Main budget for Housing Accountability and Production Loan Fund
Session		2024	SB 5701	Adjustment Agency Main for Long Term Rental Assistance and Admin Cost
Session		2024	SB1530	Adjustment to 2023-25 Main Budget

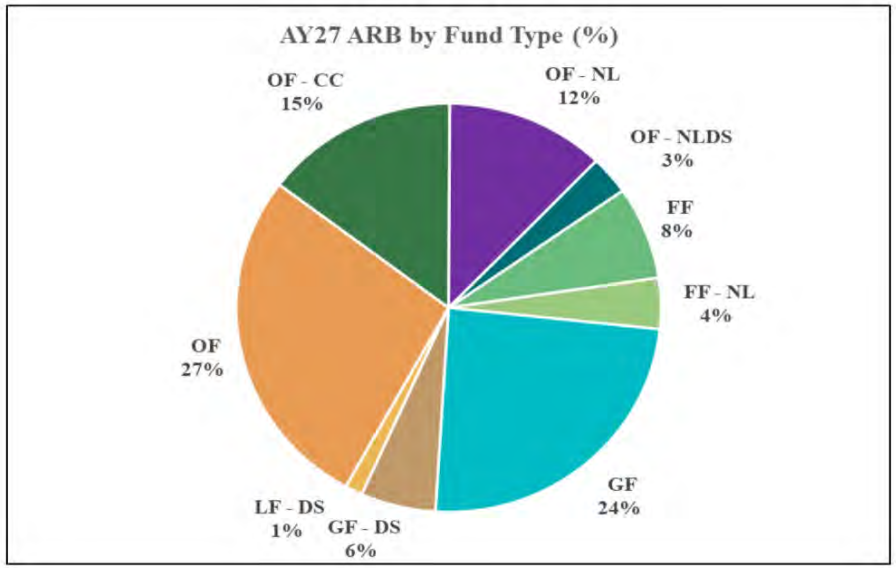
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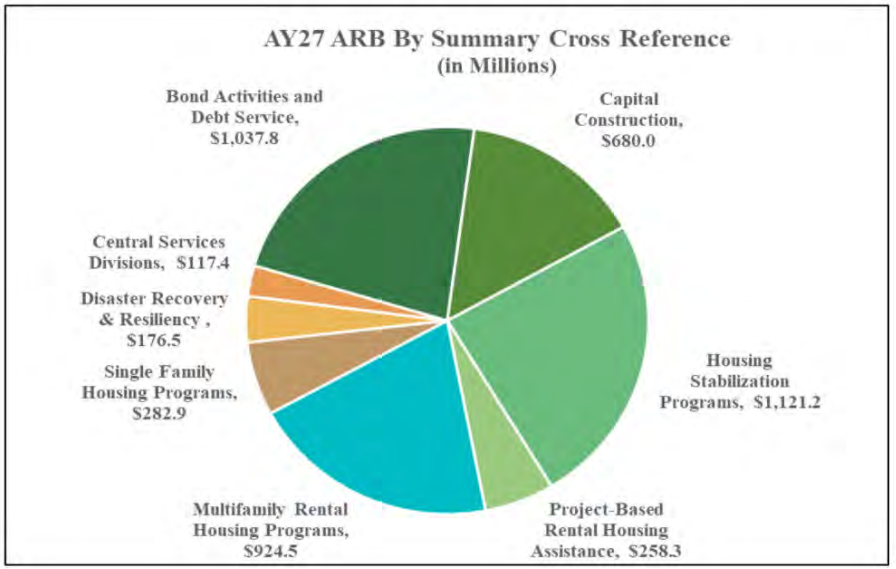


Agency-Wide Summary Graphics

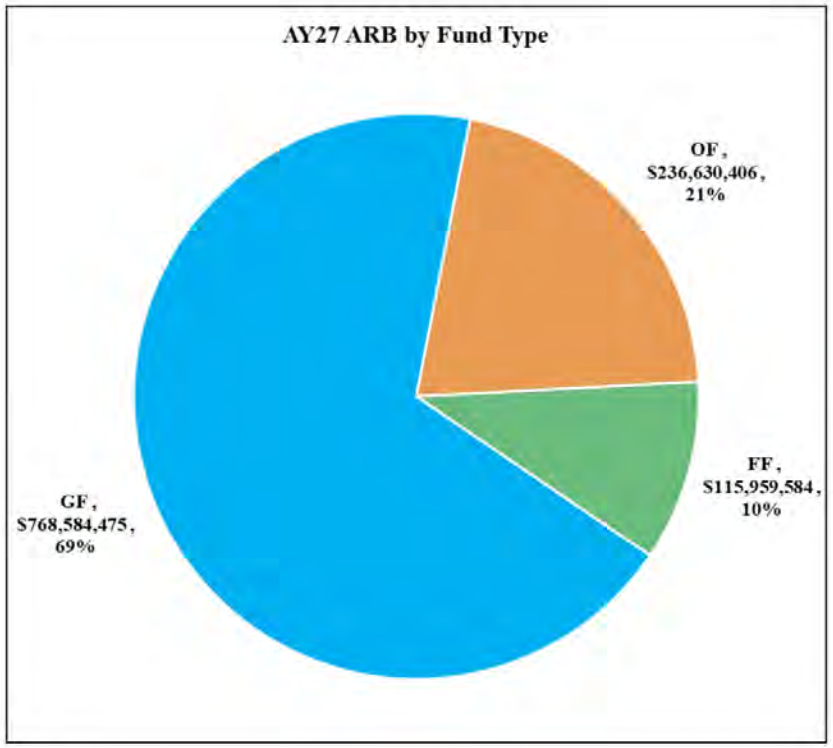


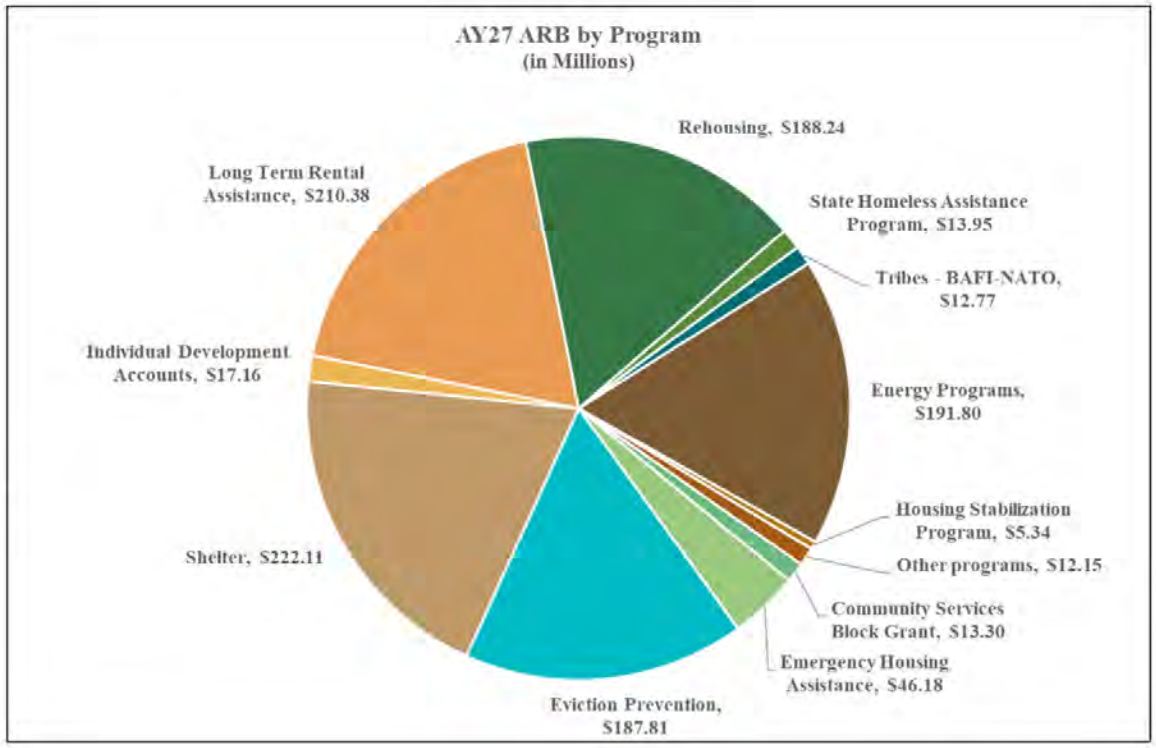




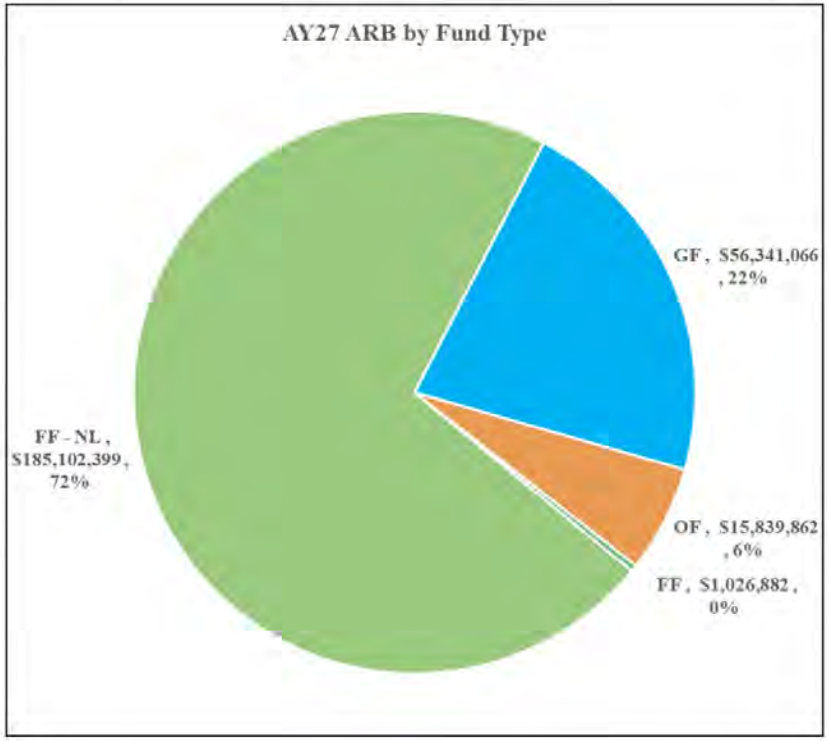


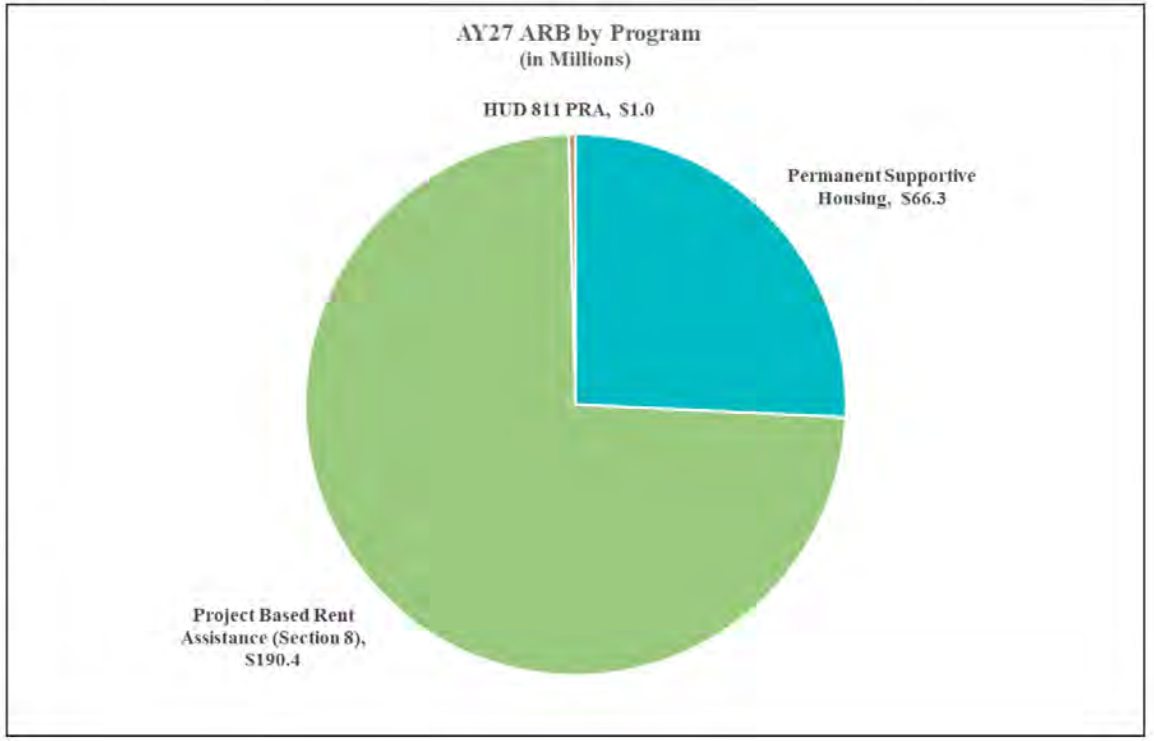
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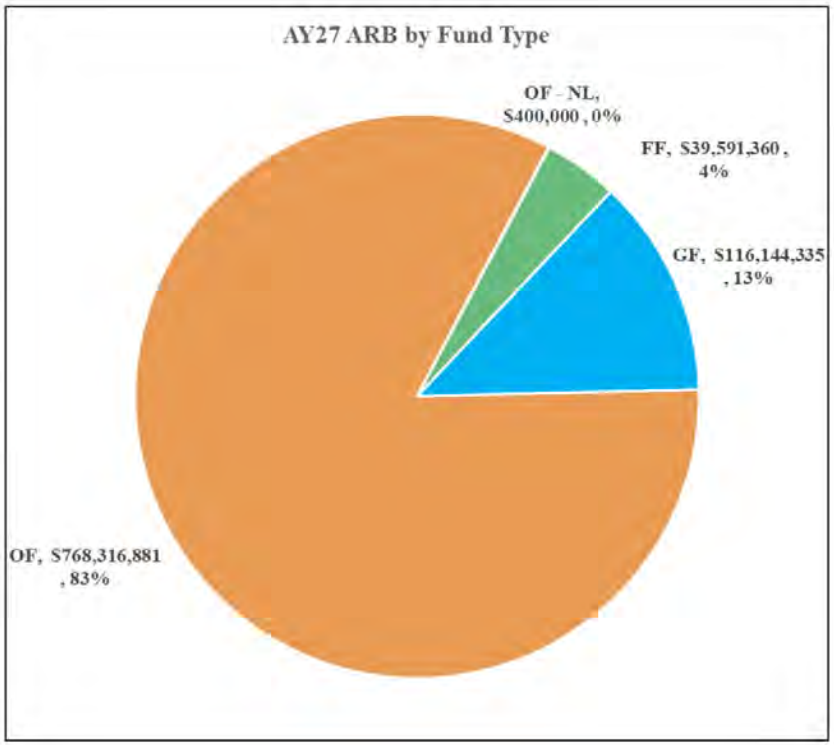


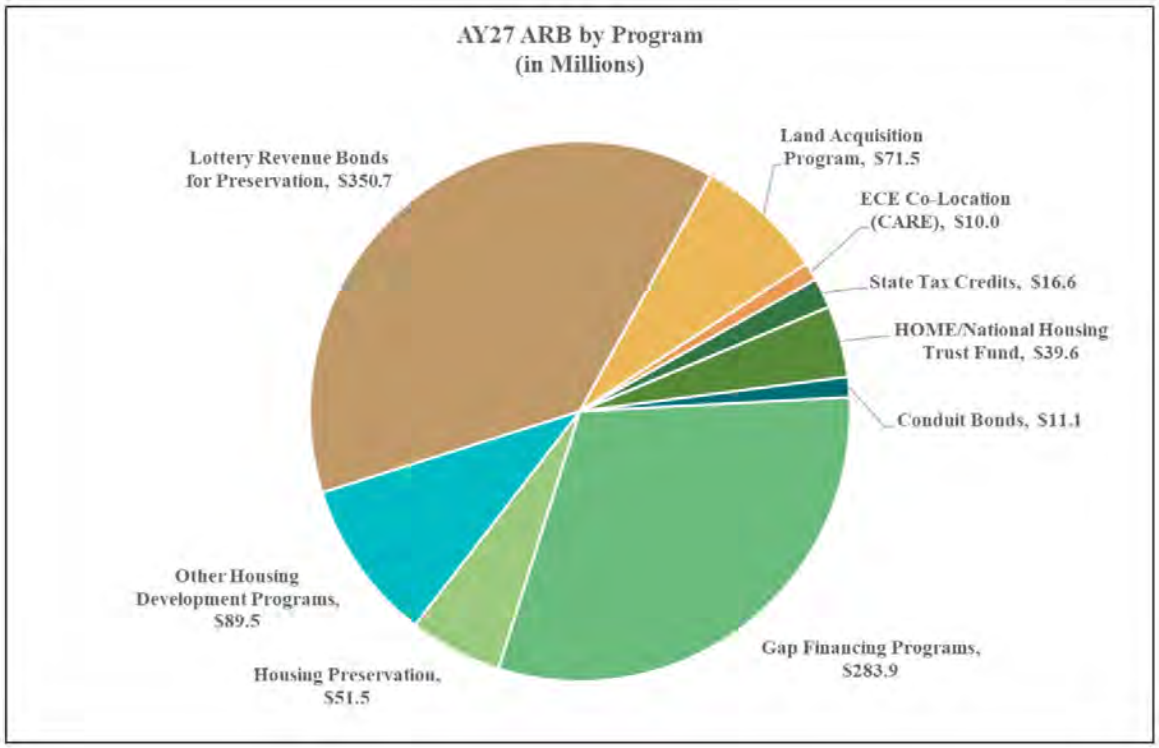
Project-Based Rental Housing Assistance Graphics



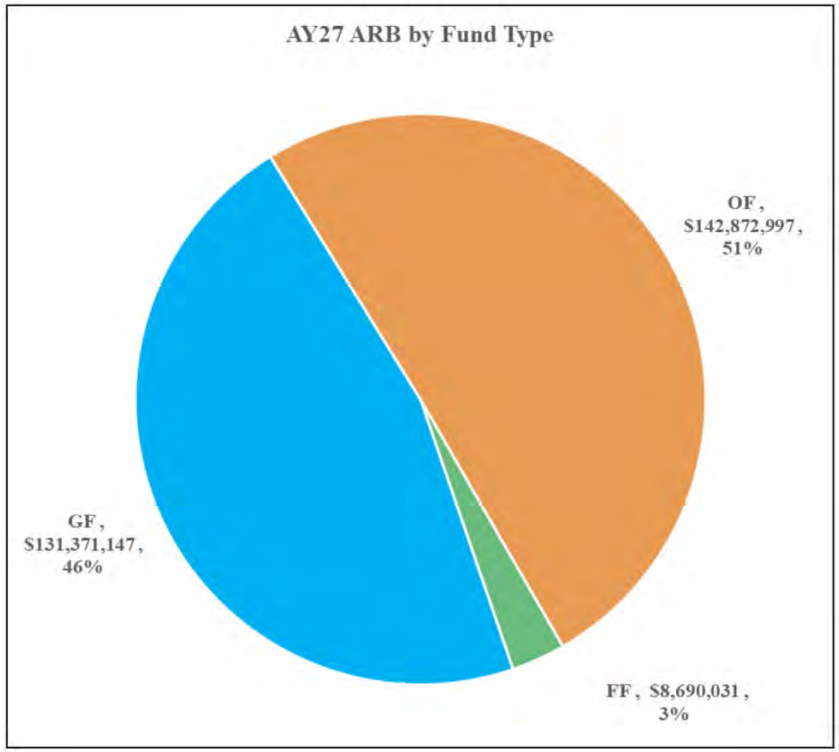


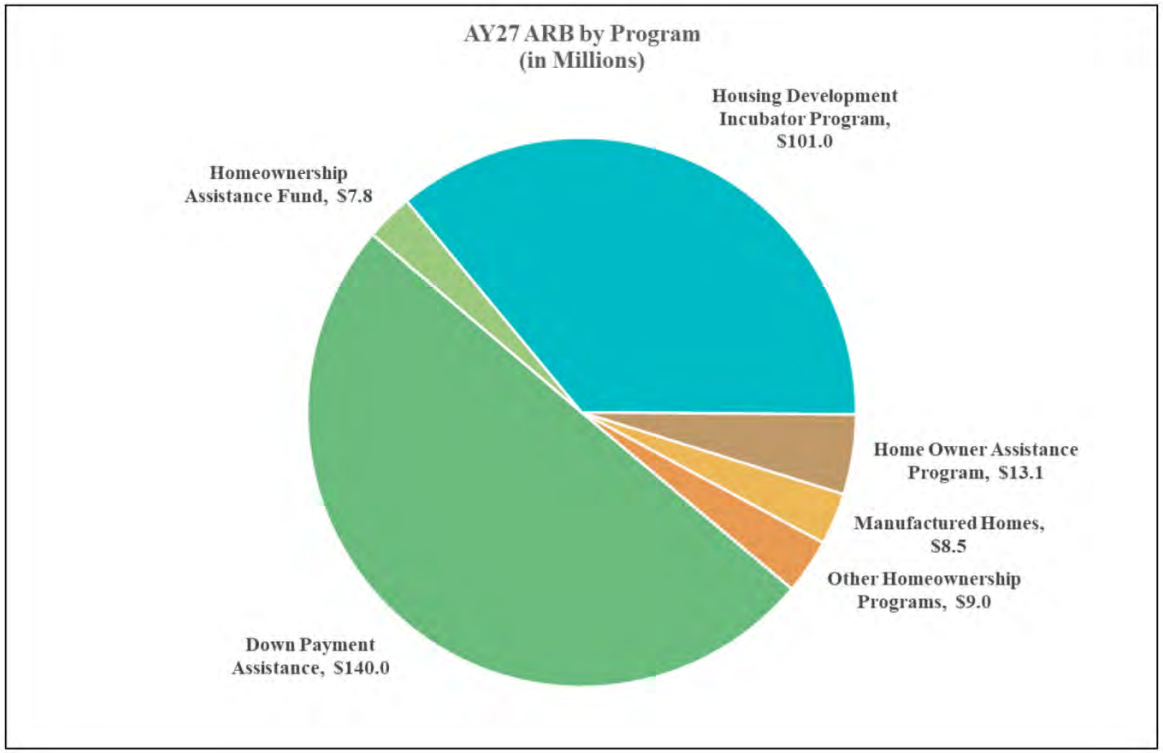
Affordable Rental Housing (a.k.a. Multifamily) Graphics



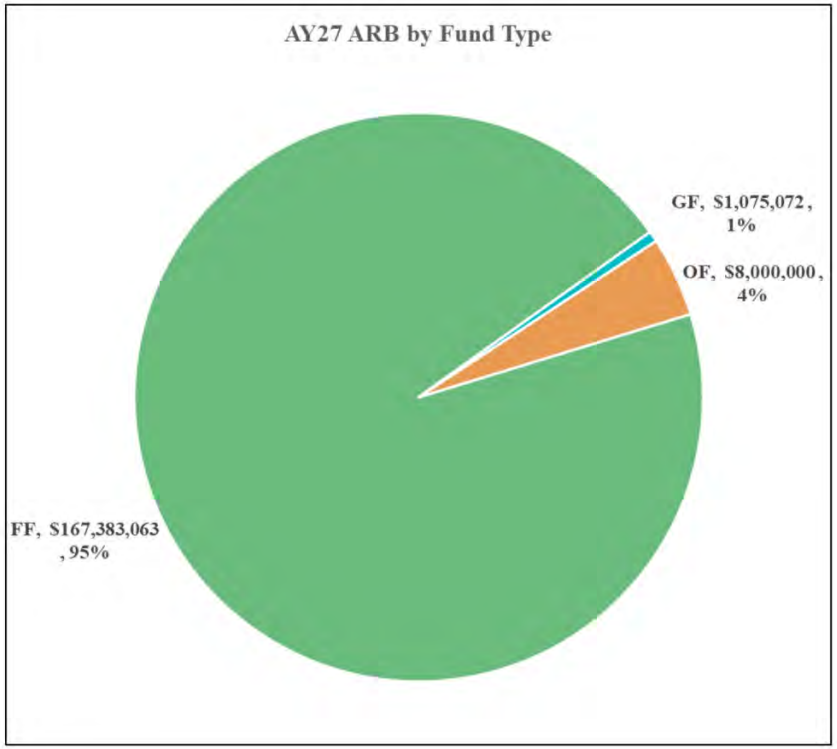


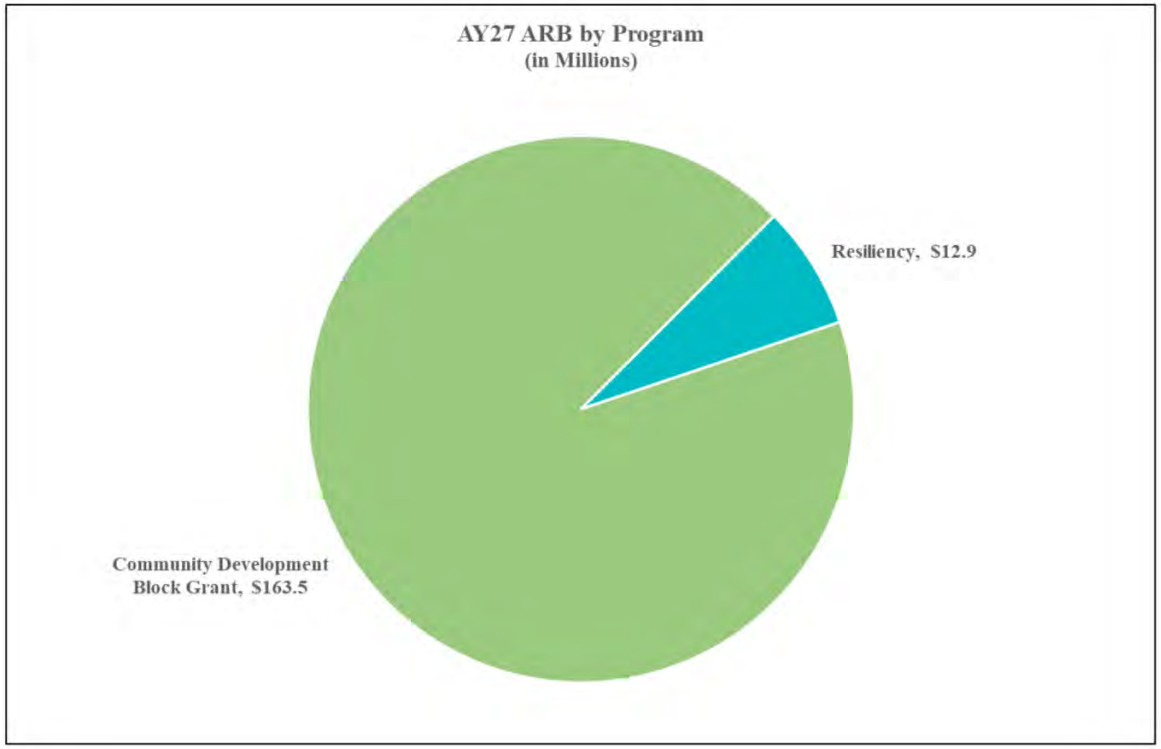
Homeownership (a.k.a. Single-Family Housing) Graphics



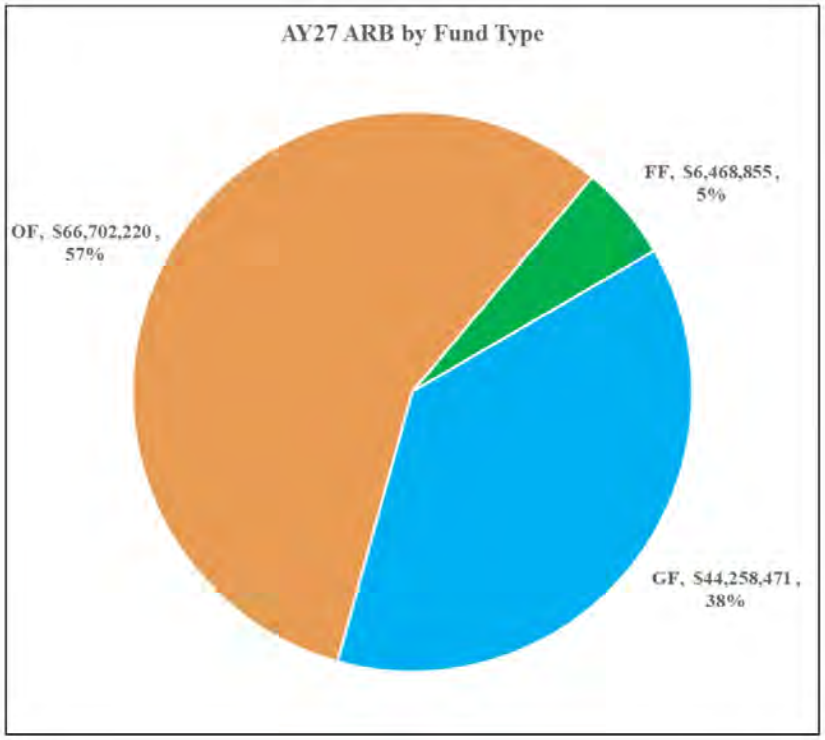


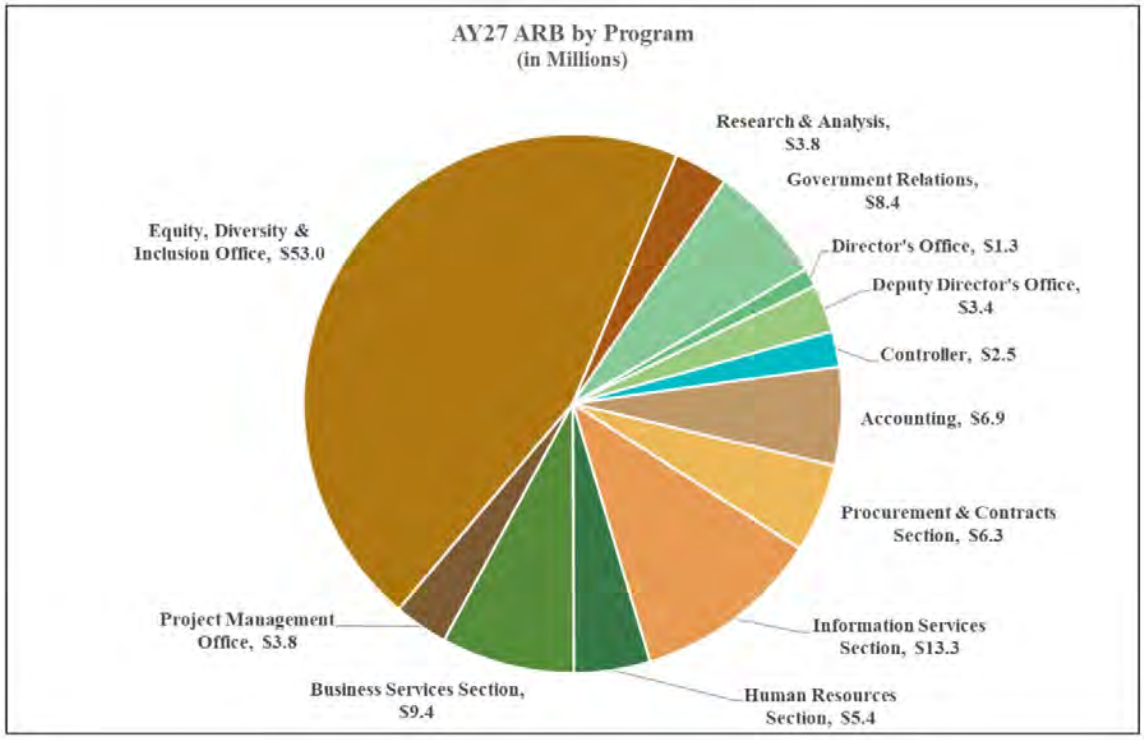
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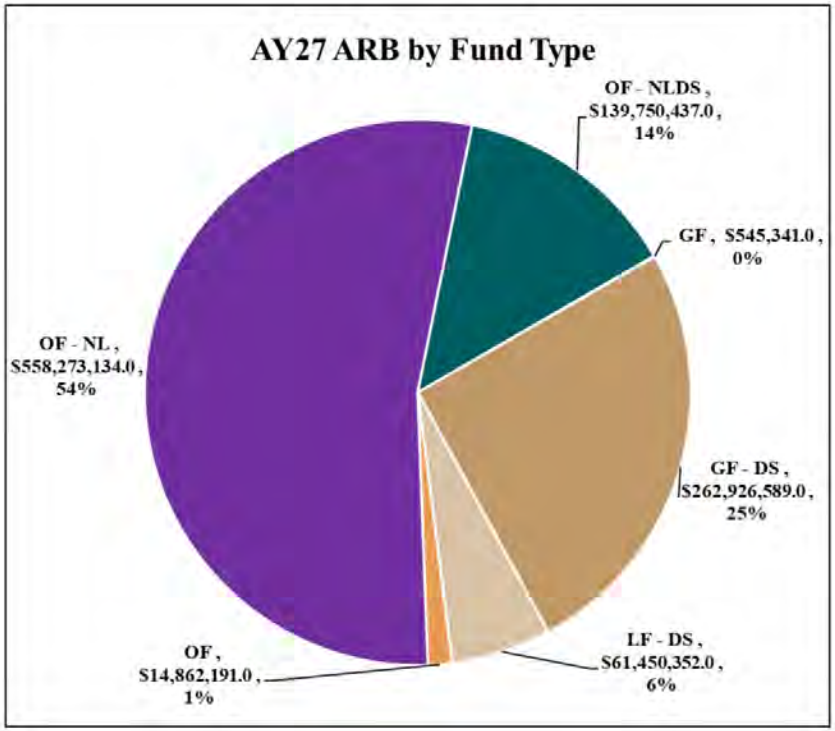


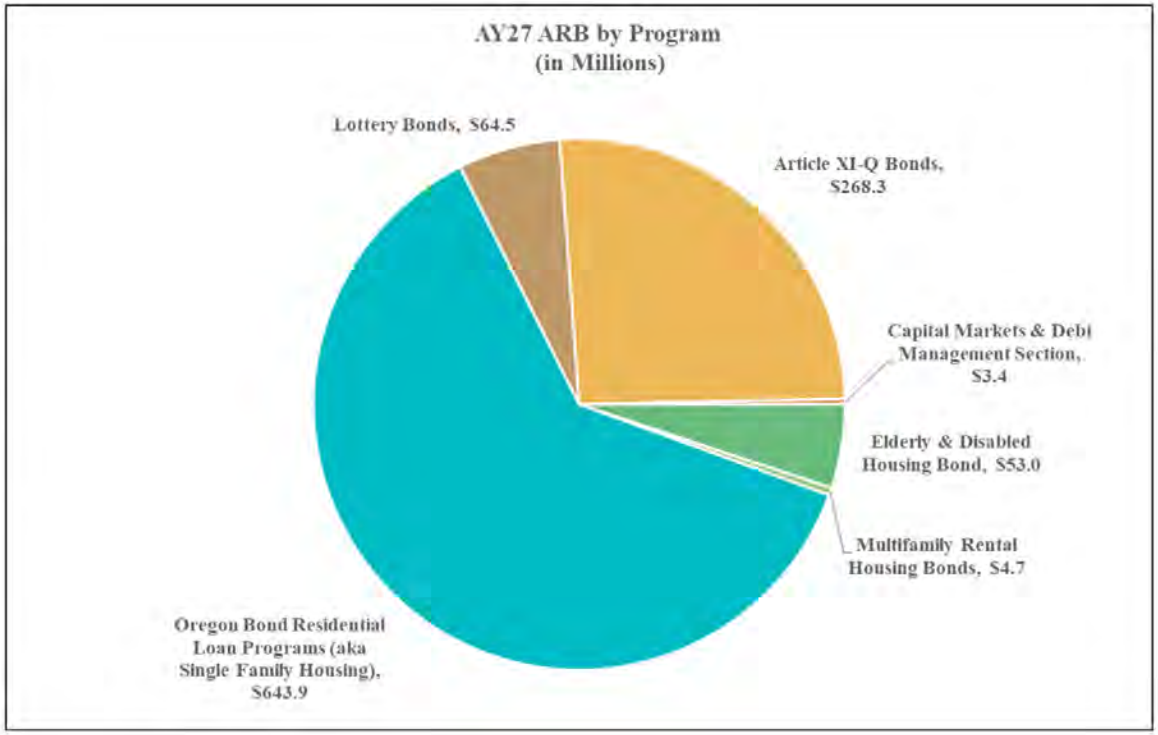
Central Services





Bond Activities and Debt Service





Mission Statement

The mission of Oregon Housing and Community Services (OHCS) Department is to provide stable and affordable housing and engage leaders to develop an integrated statewide policy that addresses poverty and provides opportunity for Oregonians. We do this by:

- Creating economic opportunity and stability for Oregonians by using housing as a platform for their success.
- Strengthening partnerships among public, private, and nonprofit organizations, as well as between state agencies, to effectively create more affordable housing and support services.
- Maximizing and leveraging resources to advance housing and homelessness response goals.
- Responding to housing inequities and addressing the disproportionate impacts of housing instability on people of color, protected classes, and underserved communities.

Statutory Authority

Oregon Revised Statutes (ORS) 456.555 establishes the Housing and Community Services Department (OHCS) and defines the agency's governance. Additional statutes that authorize OHCS activities and describe responsibilities are in the following ORS chapters:

90.643 - 90.671	294.187	456.250 – 456.270
90.732 - 90.738	307.203	456.355 - 456.725
90.767 - 90.775	315.164 - 315.169	458.215 - 458.740
90.840 – 90.849	315.271 - 315.272	566.340 - 566.360
131A.005	317.097	757.612 – 757.650
183.530 – 183.534	317.991	757.687
279A.025, 279A.050	426.506	

Agency Strategic Plan

OHCS uses Oregon's Statewide Housing Plan (SWHP), a five-year strategic plan (2019-2024), to guide policy and funding decisions. The SWHP includes six priorities that reflect the areas where OHCS can grow and lead to better address housing needs. For each priority, the SWHP outlines the evidence supporting it, the goals associated with addressing it, the strategies OHCS will undertake to implement it, the funding opportunities and challenges associated with implementation, and our intention to work with partners to advance these priorities. The six priorities are:

Equity and Racial Justice – Advance equity and racial justice to address disparities in housing and economic prosperity.
Homelessness – Build a coordinated and concerted statewide effort to prevent and end homelessness.
Permanent Supportive Housing – Invest in permanent supportive housing.
Affordable Rental Housing – Work to close the affordable rental housing gap.
Homeownership – Expand homeownership for low- and moderate-income Oregonians.
Rural Communities – Unlock housing opportunities in small towns and rural communities.

Despite the many challenges over the last five years, OHCS made considerable progress in advancing Oregon's housing and homelessness response goals as outlined in the Statewide Housing Plan. For the six goals corresponding to each of the six priorities, we exceeded the goal for five of them. Even for the sixth goal, we achieved 93% completion. These outcomes demonstrate significant progress that can be seen across Oregon and felt, most particularly, by the people we serve. They also show there is more work to do and the need for continued investment.

Criteria for 2025-27 Budget Development

Housing and homelessness response are complex issues that often seem daunting to address. However, as described previously, we can make progress in these areas and, in fact, have been making progress in Oregon. Governor Kotek has given clear direction to OHCS through Executive Orders 23-02, 23-02, and 23-04 and through the Homelessness Response Framework and the Housing Production Framework that housing and homelessness are priorities for the State, and OHCS (along with our partner agencies) must continue making progress. That is what this Agency Request Budget represents—it is the document outlining the continued progress for housing and homelessness response and shows what is possible in Oregon this next biennium with meaningful investments in key areas.

Along with the Statewide Housing Plan, OHCS uses our core values of collaboration, compassion, dedication, equity, integrity, and leadership to lead our work. Additionally, we used the following principles to create the 2025-27 Agency Request Budget:

- Center underserved communities and make progress for all people.
- Recognize that local governments and other partners are invaluable to our work.
- Expand existing tools to support even more Oregonians.
- Continue to embrace the expanding nature of our work, knowing that we must change, grow, and evolve in order to effectively serve Oregonians and the housing needs they face today.

With those principles in mind, OHCS further refined requested investments through engagement with external partners. The agency held webinars and conducted surveys, hearing from local governments, service providers, and others from across the state. The 2025-27 Agency Request Budget is the result of extensive internal and external work to determine what is needed and what is possible in the next biennium.

Agency Programs

The vision statement that guides OHCS is "*Through centering humanity in our investments, all Oregonians have the opportunity to pursue prosperity and live free from poverty in their community*" validates the need for statewide clarity and focus on efforts to increase and sustain housing stabilization for Oregonians in need. The agency programs support the strategies that help all Oregonians have the opportunity to work toward self-sufficiency and increased personal well-being.

The department's programs address the continuum of housing needs of all Oregonians, from homelessness prevention and housing stabilization to affordable rental housing, to home ownership and foreclosure prevention. The services funded by OHCS are summarized in the following overview of the agency's program units.

Housing Stabilization Programs

This program unit comprises a continuum of services intended to help individuals stabilize their housing, including Homeless Services and Energy Services.

Homelessness Services include programs that provide access to emergency housing, rental assistance, and other activities that assist homeless individuals or families, or that prevent homelessness from occurring.

Energy Services programs mitigate high energy costs, address health and safety risks, improve energy efficiency in the homes of low-income Oregonians, and serve as housing stabilization tools. Services include utility bill payment assistance, health and safety improvements, heating system repair and replacement, energy conservation services, replacement of inefficient appliances and lighting, and energy conservation education.

Related housing stabilization programs work to address poverty and help low-income Oregonians build assets. Programs include the Individual Development Account (IDA) program and landlord rent guarantee programs.

Project-Based Rental Assistance

The Project-Based Rental Assistance (PBRA) program was created with the 2021-23 biennium Agency Request Budget. The PBRA programs provide rental assistance that is associated with specific housing units rather than awarded to a tenant regardless of where the person lives. The Project-Based Rent Assistance efforts of OHCS are three-fold: HUD Contract Administration (HCA), HUD 811 PRA (HUD 811), and Permanent Supportive Housing Project-Based Rent Assistance (PSH PBRA). To support these programs, the department has also launched Risk Mitigation funds which serve to off-set the insurance impacts associated with serving permanent supportive housing populations.

Affordable Rental (a.k.a. Multifamily Rental) Housing Programs

OHCS facilitates the increased availability of safe, decent, affordable housing for low- and moderate-income Oregonians by administering federal and state-funded multifamily rental housing resources. The resources assist in developing new housing units, financing for acquisition and rehabilitation of existing housing units, and preserving affordable housing properties with project-based federal rental subsidies.

The Portfolio Administration Section ensures that rental housing developed using OHCS funds complies with all of the requirements of the various funding sources and remains affordable to low-income households.

Homeownership (a.k.a. Single Family Housing) Programs

The Homeownership Division consists of four sections, each driven by the central goal of engaging low to moderate income Oregonians who wish to attain or retain homeownership: Homeownership Programs, Manufactured & Marina Communities, Homeowner Assistance, and Homeownership Lending. Collectively, these programs expand access to affordable homeownership through competitive market rate mortgages, down payment assistance, and pre-purchase education and counseling, and by assisting homeowners to retain their homes through education, foreclosure counseling, and health and safety repairs, including resources specific to manufactured housing. In addition, Homeownership Development Programs increase the supply of affordable homes for purchase, addressing a dearth in affordable homes available throughout the state. These programs benefit homebuyers and homeowners who are typically not served by traditional lenders, and who would not otherwise have access to the housing market and homeownership services.

Disaster Recovery and Resiliency

The Disaster Recovery and Resilience (DRR) Division of OHCS was founded in response to the massive destruction of the 2020 Labor Day wildfires and straight-line winds. OHCS was funded by the Oregon Legislature to support housing and community recovery. The DRR division was identified as the implementing agency for the $422M Community Development Block Grant – Disaster Recovery (CDBG-DR) grant appropriated by Congress and granted by the Department of Housing and Urban Development (HUD) in response to the 2020 Labor Day fires. DRR is focused primarily on implementing a series of programs, called ReOregon, that serve impacted individuals, families and communities in eight counties - Clackamas, Douglas, Jackson, Klamath, Lane, Lincoln, Linn and Marion. Government.

Central Services

The Central Services program unit provides essential leadership and business support crucial to achieving the vision of the agency: All Oregonians have the opportunity to pursue prosperity and live free from poverty. Central Services includes the Director's Office, the Research Office, the Public Affairs Office, the Equity, Diversity and Inclusion Office, Human Resources Office, and the Central Services Division that consists of the Business Services Section, the Chief Finance Section, the Procurement and Grant Compliance Section, the Accounting Section, Project Management office, and Information Services.

Bond Activities and Debt Service

OHCS' bond-financed loan programs finance safe and affordable rental housing for low-income Oregonians and provide opportunities for first-time homebuyers to finance their mortgages at competitive interest rates. Bond-related activities include disbursement of bond proceeds to finance multifamily and single-family mortgage loans, bond issuance costs, administrative expenses related to outstanding debt, and asset-protection costs associated with foreclosures and acquired properties. Debt service activities represent non-limited expenditures that repay investors and other parties' obligations owed on the outstanding debt issued by the agency to fund various bond financed loan program activities. The Capital Markets and Debt Management Team, which is the staff needed to manage the department's bond indentures, is include here as well.

Debt service for Article XI-Q General Obligation bonds and lottery-backed bonds issued on the department's behalf is also in this program unit. Bond proceeds have been used for the Local Innovation and Fast Track (LIFT) Housing program, Permanent Supportive Housing program, providing housing for tenants with mental health and addiction issues, and preserving housing with federal rent subsidies and manufactured home parks.

Capital Construction

This program unit was created for the proceeds from Article XI-Q General Obligation bonds. The bond proceeds are categorized as Capital Construction with an expenditure limitation period of six years, and the funds are used for financing affordable housing development.

COMMUNITY PLAN for EQUITY, RACIAL JUSTICE, and BELONGING

OHCS Diversity, Equity, and Inclusion Action Plan for the State of Oregon



June 2024

"As Oregon's state housing finance agency our responsibility to all people of Oregon is to solve complex housing challenges. This responsibility creates an inherent mandate that we do not replicate previous ways of doing business that inflicted generational harm. We intentionally place racial equity at the forefront of our state action plan to resist and reverse discriminatory policies and practices which lower the ceiling of shared progress."

– a message from OHCS Executive Director &
Director of the Office of Equity, Diversity, and Inclusion



Level 3 - Restricted

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Executive Summary

Our commitment to Equity, Diversity, and Inclusion (EDI) began over five years ago when we stepped out boldly with equity and racial justice (ERJ) initiatives as the backbone of our 2019-2023 Statewide Housing Plan. In 2019, along with several other state agencies and government entities in the Pacific Northwest, we joined as members of the Government Alliance on Race and Equity (GARE) and hired an equity consultant to conduct an organizational assessment to inform a comprehensive organizational plan. We acted upon this plan and established our agency's first Office of Equity, Diversity, and Inclusion to oversee and support our ERJ work. Today, our internal structure of people and resources is robust and this year (2024) we are ushering in a new EDI Community Organization. We have had many successes and learned a lot since those early years and remain in gratitude for our staff's passion and unwavering dedication to mission. It's because of them we are well positioned and excited to rise to the challenges of tomorrow.

We are encouraged by Oregon State Government's continued commitment to embed diversity, equity, and inclusion (DEI) into our work and are pleased to provide our first official state action plan. Our **Community Plan for Equity, Racial Justice, and Belonging** ("OHCS DEI Action Plan") follows GARE's approach to **Visualize, Normalize, Organize, and Operationalize** which is intended to advance racial justice initiatives in government. The operational component – our **EDI Implementation Plan** follows a structure of Focus Areas, Objectives, Strategies, and Key Results ("OSKRs"). This OSKR structure was adopted to better align with our new OHCS Strategic Plan (launching in 2024) which will be focused on organizational assessments and organizational improvements to support our staff

and the communities we serve. We acknowledge and appreciate the Oregon State DEI Action Plan is available as a standing resource and we anticipate returning to it often as we further evolve our OHCS DEI Action Plan.

Our OHCS DEI Action Plan is covered in three parts. **Part one: Equity, Racial Justice, and Belonging at OHCS** – describes our approach to **visualize and normalize** and details our why, who we are, how we work, and our leadership values. It also details how we live our commitment to ERJ, increase cultural competency, and grow our internal community. **Part two: OHCS's Equity, Diversity, and Inclusion (EDI) Community Organization** – describes our approach to **organize & operationalize** and details how we care for our community, our new EDI design, and our focus on learning and development. It also details all the elements of our EDI Implementation Plan. **Part three: On the Horizon** – describes next steps and provides closing remarks.

We believe our OHCS DEI Action Plan will ground us in our commitment and keep us focused on what really matters which is to serve all our communities, as we continue to pursue housing and economic justice in the national affordable housing industry and right at home in Oregon.

Part One: Equity, Racial Justice, and Belonging at OHCS

A. **Visualize**. Before we can, "*develop a vision with communities most negatively impacted by racial inequities [where] communities are no longer experiencing racial inequities, when ALL people are thriving with purpose and power*," we

must fully comprehend the root cause of housing inequities and embrace a greater understanding of our role as changemaking leaders in government.

The core of our "why" is grounded in the root causes of housing inequities. Local and national housing policies have long been a product of structural racism. To better understand current disparities in Oregon's housing markets, we must examine the lasting impacts of past discriminatory and exclusionary programs and policies, which included explicit and specific exclusion of Black people in the state. From the 1930s through the 1960s, Federal Housing Administration policies explicitly limited loans to neighborhoods of color based on race. Approximately 98% of FHA loans during this time went to white applicants. This practice, combined with others such as segregation in schools and a lack of access to housing for people of color through exclusionary brokering, illustrate how past practices that shaped residential segregation led to disproportionate generational wealth accumulation and racial inequities today.

There have been attempts to mitigate the pervasive harm caused by discriminatory housing policies, such as the Supreme Court outlawing of restrictive residential covenants in 1948 and the passing of the Fair Housing Act in 1968. This law expanded on previous acts and prohibited discrimination concerning the sale, rental, and financing of housing based on race, religion, national origin, sex, disability, and family status. Despite these efforts, people of color experience both active discrimination in the housing market and are impacted by the lasting impacts of past exclusionary policies. It is important to

understand these historic discriminatory policies and how well-intentioned laws have yet to address the disparities to design more equitable programs and policies that move toward eliminating these inequities. Studies show that intentional strategies that raise awareness of the root causes of systemic inequities strategically help to sustain long-term inclusive policies and practices.

Who we are. Our **mission** is to improve all Oregonians' quality of life through investing in safe, stable, and affordable housing and engaging leaders to develop an integrated statewide policy centered on racial equity. Our **vision** believes that through centering humanity in our investments, all Oregonians have the opportunity to pursue prosperity and live free from poverty in their community. Our **role** intentionally focuses on serving Oregonians across the housing continuum. This includes preventing homelessness, reducing energy burden, providing housing stability support, innovating in affordable housing financing and preservation, reducing the racial wealth gap through homeownership and asset building, and strengthening community resiliency.

How we work. The shared values of our internal OHCS community are the most vital aspect for sustaining success. OHCS leadership offers diverse expertise and experience that ranges across disciplines. Collectively, we lead by setting standards for how we are in the community, with each other, and more broadly. These standards serve as guidelines for how we engage, achieve decisions, balance priorities, and provide autonomy to leaders at each level. Our leaders are empowered and expected to apply these standards in

independently achieving decisions aligned with how we work collectively. We are proud to be an organization of leaders in the national affordable housing industry and we know we can do great things when we work together with community.

OHCS leadership values

- **We are human-centered.** OHCS puts the people we serve at the center of all we do. This approach requires recognizing systems of oppression that historically and presently harm black, indigenous, and people of color and acting boldly to upend them. We control more housing resources than any other organization in Oregon. We must center our collective humanity and understand the short and long-term impact of our policies and programs.
- **We are proactive.** We all came to government because we believe in public service, and these are our institutions. We all know we have a housing crisis; our role requires us to think both short and long term, meaning modernizing processes and thinking holistically across OHCS resources.
- **We are convenors & thought leaders.** We have a unique vantage point to understand what works across the state and nation. Our passion is embodied through our work, and it is our job to lead the conversation and to use our standing as Oregon's Housing Finance Agency to convene our partners to exchange ideas and move the work forward.

- **We are committed to continuous improvement**. We are partners in shared success. This begins with the effectiveness of our internal operations. Our collective responsibility is to act with trust and courage to challenge the status quo. This means speaking truth to power and making proactive improvements that advance our mission.
- **We are responsive to emergencies**. OHCS works to reduce suffering and facilitates resiliency through our disaster recovery role. At times we may receive Federal funding to launch emergency-specific programs that sometimes require direct service approaches. Being close to disaster survivors is crucial to understanding and resolving their needs quickly.

B. **Normalize**. At OHCS we, "*use a racial equity framework [of building culture and community] that clearly names the history of government in creating and maintaining racial inequities, envisions and operationalizes a new role, and utilizes clear and easily understood definitions of racial equity and inequity*." We build culture and community by living our commitment to equity and racial justice. We cultivate opportunities that encourage staff to increase cultural competency as we continue to grow our internal community of equity leaders and practitioners.

OHCS is deeply dedicated to reversing the multigenerational effects of structural racism and inequity. We know that this work will take time and that there are many obstacles to overcome. This is why we are dedicated to cultivating a culture of belonging at the agency that embraces our agency

"why" and provides support for one another as we learn and grow leadership skills and abilities together.

How we build culture and community

Equity Leaders and Practitioners. In 2022 we contracted with the Center for Equity & Inclusion (Portland, OR) to start a leadership cohort for our agency's equity leaders and supervising managers. We intentionally set out to grow leadership skills and abilities within this collective to serve as a sustainable resource for all agency staff. In 2023, the cohort expanded to include Human Resource Services, additional equity leaders and practitioners, and targeted training and consultation for our executive team. This year (2024) we can offer all agency staff access to equity training courses through CEI's online platform.

CEI is a specialized consulting agency focused on advancing racial equity, diversity, and inclusion efforts within organizations driven by transformational change and culture shifting. Their work, as should ours be, comes from increasing racial and economic disparities experienced in communities, and focuses on long term organizational change via training and leadership development. At the outset of our partnership with CEI we strategically chose to focus our work with this core group of positional leaders because, while we have a firm belief that there are leaders across our organization, we also know that staff who specifically hold leadership-level positions have an increased responsibility to raise our consciousness and understand how we can and should lead with racial justice and equity at the forefront of all that we do; everything from how we listen to and engage with our staff on their

employment experiences, to how we make decisions and put critical investments in a way that is equitable and decreases disparities. This requires practice, trust-building, and willingness to have uncomfortable and courageous conversations.

Cultural Events. Cultural events are opportunities to create a sense of community by bringing staff together around celebration, education, story-telling, and compassionate relationship building. Staff have opportunities throughout the year to see and support one another, increase their cultural competency, and engage in meaningful discussion with colleagues. Through a multicultural lens, a cultural events calendar has been created to celebrate and acknowledge significant historical events in 2024 and we have added two campaigns inspiring collective action hoping to leverage partnerships with other state government organizations. Cultural events are organized in one of two ways: (1) a cultural spotlight (video content or written statement sourced internally with staff and outside resources) or (2) community coffee chat (virtual meeting with guest speakers and attendee participants).

Affinity Groups. To best serve employees across the agency, OHCS promotes and supports a diverse community of employees with a shared desire to gather in affinity. The ability to convene on a regular basis goes a long way in making employees feel connected, especially with a predominately virtual workforce. Affinity groups are part of how we build culture and community.

Equity Practice.

1. The six agreements from Courageous Conversations are part of our equity practice and culture at OHCS. They may be used one-one and mostly used with groups to help develop trust, center relationships, and cultivate mutual respect and accountability.

Stay engaged	Speak your truth responsibly	Listen to understand
Be willing to do things differently and experience discomfort	Expect and accept non-closure	Confidentiality

2. My "why" equity story. Creating a personal why unlocks the potential to align yourself and agency values with your work because stories connect us individually and collectively with our shared humanity. Using the model learned from CEI, we facilitate creative workshops for staff to write their own personal equity story. Here are a few staff quotes reflecting on the value of this equity practice:

    - *"Equity stories celebrate our differences and invite us to recognize our commonalities, especially when it comes to how we align who we are with the work we do in partnership with others."*
    - *"It helps me build, maintain, and sustain engagement in the workplace. It makes equity work less academic, less abstract and connects me to my personal stake in what we are doing."*
    - *"It is anchoring for me. It builds a connection and takes away the abstraction, especially as a white person. Reframes it on yourself,*

not something you're doing for someone else (altruism). It recognizes that I'm in it too. Equity stories teach us we can all be so different as we work towards the same goal. Understanding stories told by others connects us to identities we share, a common ground."

- *"My why is a whom and brings me empowerment, encouragement, and creativity with fresh ideas. Sometimes a why is a better way to connect with people who don't understand equity work. Stories are personal and intently non-divisive. When others can feel your why it can help reconnect people."*

Part Two – Equity, Diversity, and Inclusion (EDI) Community Organization

C. **Organize**. "*To achieve racial equity, local and regional governments must work both internally and externally with a network of partners - ranging from jurisdiction departments/bureaus/offices to nonprofit organizations, educational institutions, businesses, and philanthropic foundations. Most importantly, government must partner with, and center, racial equity work with communities of color*." With our new EDI Community Organization our staff are better aligned and resourced across the agency and there are new interconnections between staff, our partners, and the communities we serve.

How we care for our staff

At OHCS, we hold a firm belief that as our communities' shift, so too must we as a government entity. This shift requires us to move DEI work forward intentionally and diligently in our work, and OHCS believes in doing so, we

cannot separate this from a specific and strategic focus on racial justice and its direct impact on employee wellness and belonging. A focus on our collective wellness with a strategic focus on the wellness and engagement of Black, Indigenous, Latinx, Asian-American, Native Hawaiian and Pacific Islander, and other staff of color and culture, is critical to ensure that we truly operationalize our racial justice work, both internally and externally.

Over the years, we have seen that staff of color and culture have experienced triggers, trauma, micro and macro-aggressions in their work life. Many times, they are expected, whether spoken or unspoken, to engage in racial justice and equity work, but fear being marginalized because of engaging in the work and/or being passionate about it. Staff of color and culture may not get mentorship opportunities or tapped for promotions in the same way white staff do; therefore, they may feel the need to look for opportunities to advance outside of the agency.

It is with this understanding that we have set out, as an organization and within our leadership teams, to deepen our learning and raise our consciousness around race equity as the foundation of who we are, what we do, and who we want to be to each other and in communities around the state.

Equity-focused support for staff

EDI Office staff offer ongoing support, education, and guidance to all employees, and provide:

- Consultation and support services for departments, sections, and teams.
- Additional support and services on a one-to-one basis.
- Initial and ongoing support for new employees and participate in our new employee orientation process.
- Guidance and recommendations for beginning and/or sustaining employees' own equity practice.

Communication and connection

On February 14, 2024, the **EDI Café** was established as a virtual space created for staff as our consistent and sustainable form of maintaining our connection. The EDI Café is a Microsoft SharePoint intranet page, and the architecture includes:

- A menu offering a selection of podcasts, interviews, books, and other resources focused on diversity, equity, inclusion, and belonging tied to the vision and mission of OHCS.
- Doorway to diversity, equity, inclusion, and belonging (DEIB) learning and staff development, offering various training opportunities.
- A calendar updated annually with our internal cultural events and campaigns to build community culture and encourage DEIB focused learning and development of OHCS employees.

- Highlights OHCS external partnerships that align OHCS priorities with being in service to enterprise-wide goals of other state agencies and community partners.
- Provides employee resources to inform and educate employees on OHCS's equity practices and other tools that build cultural competency and inter-relational skills.
- Promotes the health and well-being of a primarily remote employee workforce though a variety of virtual engagement opportunities to be in community with teammates and colleagues that work across the agency's enterprise.
- Introduces and connects employees with our Office of Equity, Diversity, and Inclusion as a resource OHCS departments, sections, and teams while continuing to service the equity needs of all agency employees.

New <u>EDI Community Organization</u>

First, Gratitude. We have greatly appreciated the passion and commitment of all the staff who have served as part of our equity, diversity, and inclusion (EDI) infrastructure which launched in the fall of 2020. Over the years we have learned so much about what equity work can do and at what cost.

We've also said goodbye to cherished colleagues whose legacy lives on at OHCS. We have grown into an impressive community of equity leaders and influencers and as we begin a new year in 2024, it's time to take what we've learned, grow from it, and embrace a few changes contemplating a new EDI community organization.

The vision for our new EDI design – for the first time ever – invites the communities we serve to be part of our new internal community organization of employee led **Inclusion Council (IC)** and employee-based action teams:

- **Diversity, Inclusion, & Belonging (DIB)**
- **Professional Equity, Growth, & Empowerment (PEGE)**
- **Program & Policy for Racial Justice (PPRJ)**

New Inclusion Council

The new **Inclusion Council** (IC) will be a part of the **Global Diversity, Equity, and Inclusion Benchmarks (GDEIB)** FOUNDATION GROUP authorized to drive the GDEIB strategy forward in partnership with OHCS Executive Team and the Housing Stability Council. The IC will also be a strategic partner for the Diversity, Inclusion, & Belonging Action Team for support and to ensure transparency of agencywide initiatives and outcomes.

Focus areas for this group are:

- Develop a strong rationale for DEI vision, mission, and strategy and align it to organizational goals.
- Hold leaders accountable for implementing the organization's DEI vision, setting goals, achieving results, and being role models.
- Provide visible, dedicated support and structure with authority and budget to effectively implement DEI.

Professional Equity, Growth, and Empowerment (PEGE) Action Team

The **PEGE Action Team** will be part of the GDEIB BRIDGING GROUP, authorized to align and connect the GDEIB strategy in partnership with OHCS Communications Team and staff who specialize in employee learning and development.

Focus areas for this group are:

- Ensure that all assessments, measurement, and research guide DEI decisions.
- Make communication clear, simple to understand and a crucial force in achieving the organization's DEI goals.
- Educate all to achieve the level of DEI competence and confidence needed to create a diverse, equitable, and inclusive organization.
- Connect the organization's DEI and Sustainability initiatives to increase the effectiveness of both.

Diversity, Inclusion, and Belonging (DIB) Action Team

The **DIB Action Team** will be part of the GDEIB INTERNAL GROUP authorized to align and connect people across the enterprise in partnership with OHCS Human Resource Services Team and the Inclusion Council.

Focus areas for this group are:

- Ensure that attraction, sourcing, and recruitment is done through the lens of DEI.
- Ensure that DEI is integrated into professional development, performance management, advancement, and retention.

- Ensure that job design and classification are evaluated for bias and that compensation is equitable across key dimensions of diversity.
- Achieve work-life integration, flexibility, and equitable benefits. Flexible work options are widely available and accessible.

Program & Policy for Racial Justice (PPRJ) Action Team

The **PPRJ Action Team** will be part of the GDEIB EXTERNAL GROUP authorized to listen to and serve all communities in Oregon in partnership with OHCS Strategic Action Leadership Team (SALT), OHCS Procurement Team, staff who serve as equity advisors and staff who specialize in community engagement.

Focus areas for this group are:

- Be proactive in working with community, public and private partnerships, government, society at large, and through philanthropy.
- Embed DEI in services and products development to serve diverse customers and clients.
- Integrate DEI into marketing and customer service.
- Practice responsible and ethical sourcing. Develop and nurture underrepresented suppliers.

Community engagement

What does it look like? Community outreach is a central part of our OHCS DEI Action Plan. The joint efforts of our EDI Office and PPRJ Action Team will ensure we are in dialogue, collaboration, and co-creation with housing partners, service provider organizations, advocacy groups, and Oregonians most impacted by our policies and programs. Our PPRJ Action Team will

include staff who specialize in community engagement and staff who serve as division-wide equity advisors. Every step of the way we will commit to living our values as we build trust and relationship with our partners.

Main priority

The main priority of the EDI Office in 2024 is to continue work on our OHCS DEI Action Plan in collaboration with our equity leaders and in partnership with the communities we serve. Our plan will document our continuous work to advance equity and racial justice goals and it will include new initiatives to help ensure our plan is comprehensive and aligns with our mission and values. The creation of our new EDI Community Organization will 100% support our main priority and better align outcomes with other enterprise-wide strategic initiatives. This year (2024) we will begin to conduct an organizational assessment using the GDEIB to further inform operational aspects of the OHCS DEI Action Plan and the focus areas for our EDI Community Organization's Inclusion Council and Action Teams.

Global Diversity, Equity, and Inclusion Benchmarks (GDEIB)

GDEIB is a global standard of 275 actionable benchmarks, developed by 112 experts, for organizations committed to diversity, equity, inclusion, and belonging (DEIB). It is a tool to evaluate performance in achieving goals and intended outcomes; a way to identify gaps and opportunities for improvement. For OHCS, GDEIB will be our main method of accountability and measure of DEIB outcomes for the *next five years*. Following is an overview of

the GDEIB structure and our extended timeline for the assessment. *To learn more see the **2024 Edition of GDEIB Groups & Benchmarks** – Attachment 1.*

GDEIB assessment groups, purpose, and categories

Groups			
Foundation	Internal	Bridging	External
Purpose			
Drive the Strategy	Attract and Retain People	Align and Connect	Listen to and Serve Society
Categories			
Vision	Recruitment	Assessment	Community
Leadership	Benefits	Communications	Services & Products
Structure	Compensation	Learning	Marketing
	Benefits & Flexibility	Sustainability	Responsible Sourcing

Our GDEIB strategy timeline

Begins Jan. 2024 (Qtr. 1) - Ends June 2025 (Qtr. 2)



01 Communication & Outreach
02 Launch Foundation & Bridging
03 Impact Analysis & Alignment
04 Launch Internal & External
05 Impact Analysis & Alignment
06 Community Engagement

GDEIB Next Steps. In 2024, we will begin a series of survey and analysis to establish a baseline of agency performance in year one of our five-year horizon. Our GDEIB assessment will show us which benchmarks we have achieved, so we can learn where we have room to grow as an organization. We will begin by assessing ourselves and at the end of our timeline we will engage with our external partners to share our analysis and invite their feedback as well. Feedback is a gift when shared with good intentions and met with a commitment from OHCS to learn and turn that feedback into positive action and outcomes to better serve our communities.

EDI learning and development

Our steady approach to learning and development for staff involves the many ways we build culture and community at the agency – by creating and participating in cultural events, being a member of an affinity group, and leaning into our equity practices. These experiences help create a supportive environment that values relationships. In the process we become better listeners, we learn to keep an open mind to new perspectives and because we are learning from each other, we understand the value of lived experience. This approach both humbles and empowers us to put our mission to work in service to community.

The **foundation for our learning and development** includes several resources. We provide memberships for education and networking opportunities, affiliations to enhance our EDI training plans and tools, and professional contracts for foundational and targeted training objectives. OHCS invests in

acclaimed leaders in the field of DEI, and we invest locally to support Oregon-based enterprise. In addition, we leverage resources provided by the state.

OHCS Foundation for EDI Learning and Development	
Memberships	Government Alliance on Race & Equity (GARE) Partners in Diversity, Portland, OR
Affiliations	Race Forward Othering & Belonging Institute
Contracts	Center for Equity & Inclusion (Portland, OR) Paradigm REACH (D&I Training)
Other Resources	Workday Learning State of Oregon Library

D. **Operationalize**. "*Racial inequities are not random—they have been created and sustained over time. Inequities will not disappear on their own. Tools must be used to change the policies, practices, and procedures that are perpetuating inequities and contribute to the development of new policies and programs*." OHCS resources two specific tools/processes to operationalize our equity and racial justice initiatives. These are described below along with our **EDI Implementation Plan**.

Racial Equity Impact Statement (REIS). The REIS is a set of key questions staff will plan for and respond to during the process of developing legislative policy packages on behalf of the agency. Implementation of the REIS will begin this year (2024) resulting in a direct action to help ensure our proposals and agency request budget is responsive to our commitment to equity and racial justice.

Racial Equity Analysis Tool (REAT). The REAT has been three years in the making, and we are excited to scale implementation in 2024. This tool is a variation of GARE's racial equity toolkit that is inspired by OBI's concept of targeted universalism, and a variety of other sources and industry standards. Fundamentally, REAT is a stable structure that lends itself to continued process improvements and it is a pathway to engage and cocreate with community. The REAT also has the aspirational goal of driving positive cultural change at the agency because it allows us to shift our mindset and approach to our policy and program work. When we invest time and resources on REAT implementation – across the agency – we will achieve more equitable outcomes for Oregonians and live up to our commitment to racial justice for all. *To learn more see the **2022 Edition of the OHCS Racial Equity Analysis Toolkit** – Attachment 2.*

EDI Implementation Plan

This plan serves as our main operational component and includes our Focus Areas, Objectives, Strategies, and Key Results ("OSKRs"). The plan can be considered in two phases – concept and implementation. The concept phase has been completed and this year (2024) we have transitioned into the implementation or "ongoing" phase of our EDI Implementation Plan.

Concept Phase (complete) – Identify a set of four focus areas and challenges associated with the work of OHCS's EDI Office. Detail an objective for each focus area. Working with objectives will prepare for the operational phase, which is to attach strategies for each objective, based on desired key results.

Focus Areas	Challenges	Objectives
A. Community Engagement & Tribal Engagement	We do not have a fully developed community engagement strategy so communities we want to engage with are often overburdened by our engagement process.	Develop a coordinated community engagement strategy and a system to better track engagement with community partners; development of Tribal Consultation Policy.
B. Inclusive Communication & Language Accessibility	Communities are not fully aware of the programs and investments available to them.	Identify and invest in translation, interpretation, promotion, and other access strategies. Update Language Access Plan.
C. Decision-Making & Budgets	Resource allocation decisions, including discretionary budget allocation, investments, contracts, grants, and sponsorships aren't consistently using an equity and racial justice lens.	Fully incorporate Racial Equity Impact Statement (REIS) Process into Agency Request Budget (ARB) build; fully implement OHCS' Racial Equity Analysis Tool (REAT) into agency policymaking and program-building process.
D. Diversity Workforce & Building Internal Culture	While we are making positive strides to ensure our agency is a safe, inclusive, accessible place where people feel they belong, we are not consistent in ensuring an inclusive and belonging workplace environment.	Build workforce equity, diversity, and inclusion proficiency; continue to increase employee engagement.

Implementation Phase (in progress) – Building from each set of objectives, develop and propose strategies and key results for the four focus areas identified during the concept phase. This year (2024) the EDI Office will collaborate with equity leaders and influencers, and other agency staff to finalize and approve at least three strategies and corresponding key results for implementation.

OSKRs are intended to be SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) and responsive to the results of GDEIB staff and community surveys and will be implemented alongside the agency's new strategic plan, in development, and to be launched in 2024.

Based on our ongoing and current work to center racial justice and equity and in effort to keep momentum moving while centering accountability, we believe our four areas of operational focus represent the core work for our agency to ensure we are truly living our values.

-the pages to follow include OSKRs for each of our four focus areas-

Focus Area (A): Community Engagement & Tribal Engagement	
Objectives: • develop a coordinated community engagement strategy. • a system to better track engagement with community partners. • development of Tribal Consultation Policy.	
Strategies	Key Results
1. Collaborate internally and join existing efforts to develop strategies. 2. Collect data/info on what existing engagement looks like and understand the impact on community. 3. Seek to cocreate with community and tribal partners whenever possible in a way that centers and values their participation and voice.	A set of strategies is created, and staff has utilized them in 1-2 outreach campaigns in 2024. A working prototype (digital solution) for tracking engagement activities, ready for internal use. A policy for tribal consultation is drafted and ready for approval. All KRs due by 12/31/24 Next update on 9/30/24

Focus Area (B): Inclusive Communication & Language Accessibility	
Objectives: • identify and invest in translation, interpretation, promotion, and other access strategies. • update Language Access Plan.	
Strategies	Key Results
1. Hire and onboard a primary staff member to work on inclusive communication and language accessibility initiatives and serve as contract administrator for service entity. 2. Conduct outreach to agency staff to help identify needs and challenges unique to various departments. 3. Collaborate with agency staff and other external advisors regarding necessary changes and unique improvements to OHCS's Language Access Plan.	A completed contract for language and translation support services. An updated Language Access Plan in draft form (internal target date for a completed plan is June 2025). Language access information and resources are readily available for all staff and all agency divisions (homeownership, affordable rental housing, housing stabilization, and disaster recovery and resilience) have developed strategies for implementing changes to the Language Access Plan. All KRs due by 12/31/24 Next update on 9/30/24

Focus Area (C): Decision-Making & Budgets	
Objectives: • fully incorporate Racial Equity Impact Statement (REIS) Process into Agency Request Budget (ARB) build. • fully implement OHCS Racial Equity Analysis Tool (REAT) into agency policymaking and program-building process.	
Strategies	**Key Results**
1. Identify and train primary staff member to work on the REIS initiative. 2. Use the 2024 legislative session to conduct an operational impact study and create a standard set of metrics at the outset before the REIS process begins. 3. Implement REAT across the agency cognizant of agency priorities and fluctuations in staff capacity.	Review and provide feedback for 100% of the Racial Equity Impact Statements produced. Complete operational impact study which will determine level of sustainability going forward and lead to process improvement. REAT information and resources are readily available for all staff and all agency divisions (homeownership, affordable rental housing, housing stabilization, and disaster recovery and resilience) have utilized the REAT for 2-3 existing programs and/or new funding sources. All KRs due by 12/31/24 Next update on 9/30/24

Focus Area (D): Diversity Workforce & Building Internal Culture	
Objectives: • build workforce equity, diversity, and inclusion proficiency. • continue to increase employee engagement.	
Strategies	Key Results
1. Collaborate internally and outreach to agency staff to better understand what is and what is not working about the formal equity-based trainings available (includes mandatory and optional trainings). 2. Based on data/info collected, identify solutions to address training barriers and fill in learning gaps. 3. Develop content focused on the aspects of building culture and community at OHCS.	Solutions to address training barriers and learning gaps is completed and shared with agency leadership. Agency leadership has agreed to endorse solutions and finds ways to fund and/or resource them for implementation. A working draft Practitioner's Guide to Building Culture and Community at OHCS. All KRs due by 12/31/24 Next update on 9/30/24

Part Three – On the Horizon

Next Steps

In the coming months we will focus on these activities:

- Follow our GDEIB timeline which includes cycles of staff survey, analysis, and community engagement.
- We will recruit for and onboard new members to our EDI Community Organization. A well-sourced group of equity leaders and influencers is essential to the success and progress of our OHCS DEI Action Plan.
- We will work to finalize, approve, and implement our objectives, strategies, and key results (OSKRs).
- We will continue to work with professional consultants involved in developing our new OHCS strategic plan to help ensure cohesion between it and our OHCS DEI Action Plan.

Our **EDI Implementation Plan will be updated on 9/30/24** with an eye on the target completion date for all OSKRs (12/31/24). The next edition of our OHCS DEI Action Plan will include these resources:

- EDI Implementation Plan Report (9/30/24 update)
    - GDEIB Survey Report
    - REIS Summary Report
    - OSKR Progress Report
- REAT User Guide

Closing Remarks. As our focus on equity and racial justice has deepened over the last five years, we continue to see our staff lean into their own learning and

curiosity and we anticipate this growth to continue because of the current structure of support we are providing; our staff are eager to continue their learning and consciousness raising.

As this desire deepens, we see our main challenge being that organizationally we are unpracticed with clearly and confidently identifying and articulating our "why" for centering race equity as a housing institution in every bit of our work. It does not come as easily as articulating the need for housing affordability, safe and stable housing, or the need to invest in homeownership opportunities.

While we have made great strides, there is more culture building and shifting work to be done to build our organizational confidence. We consider our OHCS DEI Action Plan as a prime driver to build this confidence and clarity over time.

Attachments

1. 2024 Edition GDEIB Groups & Benchmarks
2. 2022 Edition of the OHCS Racial Equity Analysis Toolkit

Weblinks

2019-2023 Statewide Housing Plan – *OHCS origin of equity and racial justice*

Center for Equity & Inclusion (Portland, OR) – *Equity training and consultation*

Courageous Conversations – *Equity practice of six agreements*

Cultural events calendar – *Canva page from EDI Café*

EDI Community Organization – *Canva presentation for staff*

Government Alliance on Race and Equity (GARE) – *Membership network*

Weblinks continued…

GARE's approach – *Centering race equity in government*

Oregon State DEI Action Plan – *Resource document for state agencies*

Othering & Belonging Institute, UC Berkeley – *Affiliate partner*

Paradigm REACH (D&I Training) – *Equity training and consultation*

Partners in Diversity, Portland, OR – *Membership network*

Race Forward – *Affiliate partner*

State of Oregon Library – *Resource for state agencies*

Black in Oregon, OR Secretary of State historical archives – *OHCS core "why"*

Workday Learning – *Resource for state agencies*

THE FOUNDATION GROUP

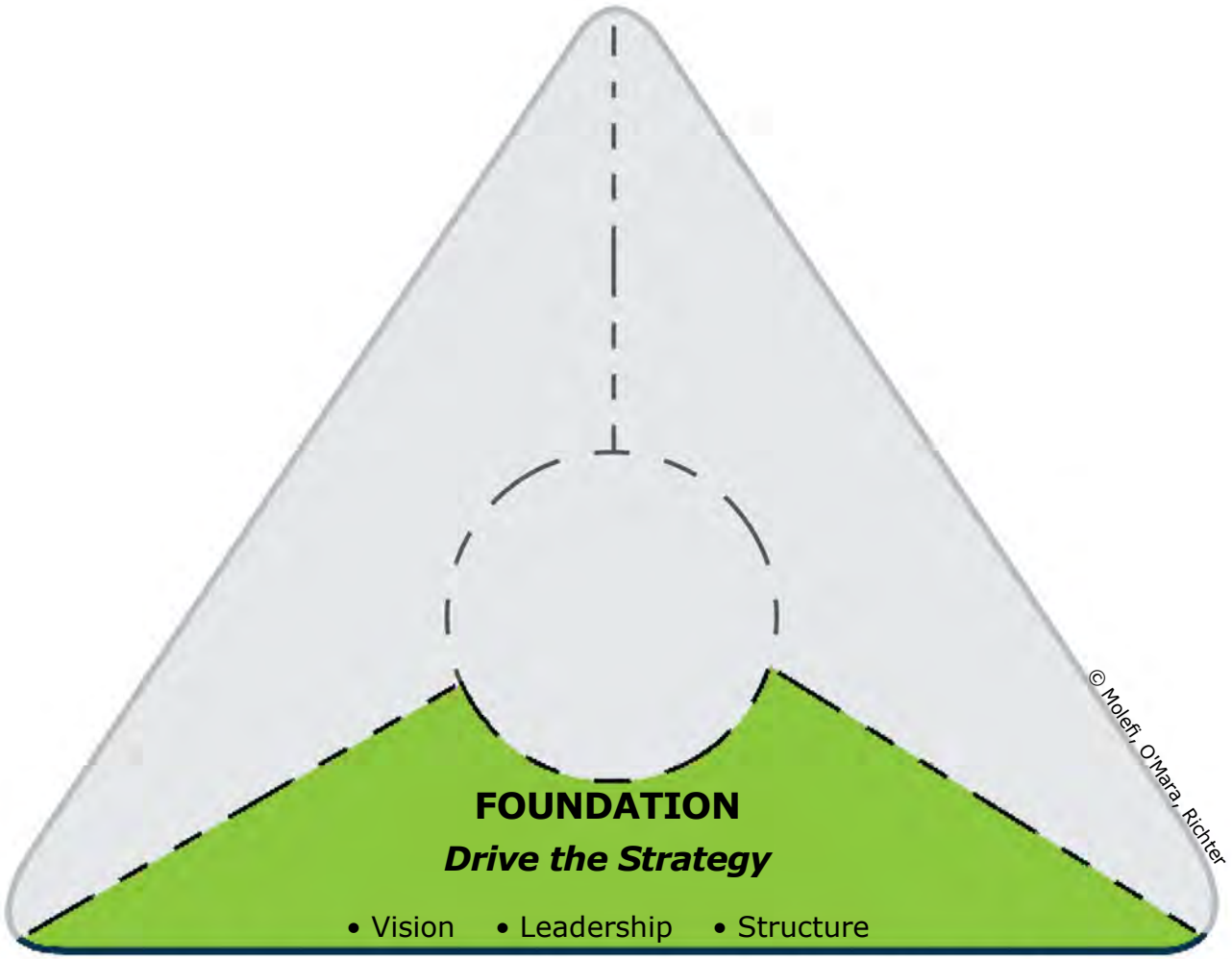
Drive the Strategy

The three foundational categories build a strong DEI initiative. They are necessary for the effective operation of all other categories. The authors and Expert Panellists believe that it is difficult to have an impactful DEI program without being at least a Level 3 in all of the categories in the Foundation group.

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Drive the Strategy

- Develop a strong rationale for DEI vision, mission, and strategy and align it to organizational goals.
- Hold leaders accountable for implementing the organization's DEI vision, setting goals, achieving results, and being role models.
- Provide visible, dedicated support and structure with authority and budget to effectively implement DEI.



Global Diversity, Equity & Inclusion Benchmarks

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CATEGORY 1: VISION, STRATEGY, AND BUSINESS IMPACT

Action: Develop a strong rationale for DEI vision and strategy and align it to organizational goals.

DEI is embedded in the values, mission, culture, and processes of the organization and plays an integral part in achieving organizational growth and success. There is a clear DEI vision and mission, and an explicit understanding of the business impact, which allows for the development of measurements to track progress towards meeting DEI goals. The organization's strategy includes numerical goals for equitable representation. It also includes goals that create inclusion and belonging. The organization is a known leader in DEI and is frequently benchmarked by other organizations.

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CATEGORY 1: VISION, STRATEGY, AND BUSINESS IMPACT

LEVEL 5: BEST PRACTICE

☐ **1.1** DEI strategy is an integral part of the overall organizational strategy and is reflected in vision, values, policies, and practices.

☐ **1.2** DEI is embedded in organizational culture as a core value, a source of innovation, and a means to belonging, sustainability and success.

☐ **1.3** The organization is frequently acknowledged, cited, and benchmarked by others for its DEI accomplishments.

☐ **1.4** The organization is proactive and responsive to DEI challenges that are faced by society, including but not limited to, political and economic trends, and recognizes that organizations are microcosms of the societies in which they operate.

☐ **1.5** The organization continues to strive for excellence and is known for its pioneering DEI initiatives that help change the patterns which perpetuate systemic oppression.

☐ **1.6** The organization's strategy includes numerical goals resulting in equitable representation of underrepresented groups across functions and levels.

LEVEL 4: PROGRESSIVE

☐ **1.7** The organization's DEI vision and goals to embed equity, prevent harassment, and reduce or eliminate discrimination and oppression are part of the organizational strategy.

☐ **1.8** The majority of stakeholders acknowledge that DEI is important to the success of the organization.

☐ **1.9** DEI competencies that help achieve the DEI strategy are demonstrated by most leaders and a majority of employees.

☐ **1.10** The organization has examined its organizational culture and created strategies to eliminate inequities and reduce barriers to inclusion.

☐ **1.11** DEI qualitative and quantitative goals are developed with the help of new technologies and algorithms that include input from a variety of stakeholders.

☐ **1.12** The organization invests in ethical artificial intelligence to ensure that barriers to inclusion and equity are minimized.

LEVEL 3: PROACTIVE

☐ **1.13** A DEI vision, mission, strategy, and business impact statement has been developed and communicated to all employees.

☐ **1.14** DEI is defined broadly to include visible, non-visible, inherent, and acquired dimensions.

☐ **1.15** DEI qualitative and quantitative goals that include input from a variety of internal and external stakeholders are being developed.

☐ **1.16** Compliance with legislation that protects human rights and ensures safe workplaces is included in the strategy.

LEVEL 2: REACTIVE

☐ **1.17** A basic DEI vision, mission, and strategy have been developed and communicated to all employees.

☐ **1.18** DEI is defined broadly to include some dimensions beyond gender, race, and ethnicity.

☐ **1.19** Compliance with basic legislation is in place.

LEVEL 1: INACTIVE

☐ **1.20** There is no DEI vision, mission, strategy, goals, policies, principles, or program.

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CATEGORY 2: LEADERSHIP AND ACCOUNTABILITY

Action: Hold leaders accountable for implementing the organization's DEI vision, setting goals, achieving results, and being role models.

Leaders and board members view the accomplishment of DEI goals and objectives as an important part of their management and oversight responsibilities. They publicly support internal and external diversity-related activities and are seen as DEI change agents. Leaders are held accountable for implementing the DEI strategy. They position DEI as a key component of their organization's sustainability agenda and provide DEI coaching to those they manage, creating both a psychologically and physically safe workplace. Leadership development includes DEI competency building and this is evaluated when determining succession pools for leadership.

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CATEGORY 2: LEADERSHIP AND ACCOUNTABILITY

LEVEL 5: BEST PRACTICE

☐ **2.1** Leaders are change agents and role models for DEI. They inspire others to take individual responsibility and become role models themselves.

☐ **2.2** A large majority of employees across a wide array of diversity dimensions rate their leaders as trustworthy, citing equitable and inclusive treatment.

☐ **2.3** Leaders and board members publicly support DEI-related initiatives, even if they are perceived to be controversial or come with personal risk.

☐ **2.4** Leaders ensure that DEI is systemic, sustainable, and involves cross-functional collaboration.

☐ **2.5** Leaders take accountability for DEI, help create both a psychologically and physically safe workplace, and accept consequences for their actions.

LEVEL 4: PROGRESSIVE

☐ **2.6** Leaders promote DEI initiatives, communicate the strategy, and provide recognition for DEI champions and advocates.

☐ **2.7** The leadership and board of directors are diverse, engaged in DEI issues, and accountable for achieving the DEI strategy.

☐ **2.8** Leaders are competent in applying conflict resolution skills to resolve DEI-related grievances and challenges.

☐ **2.9** Leaders are rewarded for demonstrating high competency in DEI.

LEVEL 3: PROACTIVE

☐ **2.10** DEI is an essential leadership competency and leaders are rated on it.

☐ **2.11** Leaders engage in DEI issues important to employees and prevalent in the societies in which they operate.

☐ **2.12** To increase their knowledge and competence, leaders seek coaching in DEI and provide coaching, sponsoring, and mentoring to others.

LEVEL 2: REACTIVE

☐ **2.13** Leaders are generally unfamiliar or uncomfortable with DEI.

☐ **2.14** Although leaders accept some responsibility for DEI, the focus is mainly on complying with regulations.

☐ **2.15** Leaders defer regularly to HR or Legal when concerns regarding DEI are observed or reported.

LEVEL 1: INACTIVE

☐ **2.16** There is no leadership involvement or accountability for DEI.

☐ **2.17** Leaders do not see differences as opportunities for enrichment, progress, and success.

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CATEGORY 3: DEI STRUCTURE AND IMPLEMENTATION

Action: Provide visible, dedicated support and structure with authority and budget to effectively implement DEI.

As a reflection of the importance of DEI, there is a dedicated person with DEI expertise on the executive management team and at the Board level. These leaders interact with and have full access to other leaders and the rest of the board, and, if the organization's size merits it, has a professional staff dedicated to DEI. In addition, there are teams, committees or networks within the organization that champion DEI initiatives. DEI professional staff have an adequate budget and resources to implement the strategy.

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CATEGORY 3: DEI STRUCTURE AND IMPLEMENTATION

Special Note for Category 3: If your organization chooses not to have diversity networks (see Terminology) or diversity councils/committees then just skip those benchmarks below. If you have those groups, then all the benchmarks apply.

LEVEL 5: BEST PRACTICE

☐ **3.1** The most senior person responsible for DEI is an equal and influential partner on the senior leadership team.

☐ **3.2** DEI is integrated into core organizational structures, policies, systems, and practices.

☐ **3.3** Diversity is reflected equitably in all levels and functions.

☐ **3.4** Inclusive/universal design of buildings, products, services, and emerging technologies helps ensure accessibility for all.

☐ **3.5** The organization's governance structure is supported by inclusive practices to mitigate concentrations of power and dominance.

☐ **3.6** The organization ensures that structures for elected positions (for example in unions and diversity networks, and community/political positions) are fair and equitable.

LEVEL 4: PROGRESSIVE

☐ **3.7** The board of directors has a committee dedicated to DEI.

☐ **3.8** The organization provides resources, staffing, and support to help ensure implementation of its DEI strategy.

☐ **3.9** The DEI function is headed by an influential leader who is knowledgeable about and committed to DEI.

☐ **3.10** An organization-wide DEI council/committee, which includes line and staff employees, is given visible and meaningful support by leaders.

☐ **3.11** Diversity networks are recognized as credible, influential, and valued resources to the organization. They sometimes coordinate in recognition of their intersectionality.

☐ **3.12** All departments/business units collaborate to ensure a holistic and integrated approach to DEI.

LEVEL 3: PROACTIVE

☐ **3.13** The organization has a DEI champion/leader with responsibility for DEI.

☐ **3.14** Departments have their own DEI councils/committees.

☐ **3.15** A budget has been allocated to cover DEI implementation, including support for diversity networks.

☐ **3.16** If the organization has labour unions or similar groups, they are engaged and included in DEI efforts.

☐ **3.17** Members of the DEI department or function are called upon for advice, counsel, and expertise.

LEVEL 2: REACTIVE

☐ **3.18** DEI is simply an additional duty of the human resources, legal, or other department.

☐ **3.19** Diversity networks and DEI committees may exist, but they have no real power, influence, or resources.

LEVEL 1: INACTIVE

☐ **3.20** There is no organizational structure, policy, or budget for DEI.

☐ **3.21** No one in the organization has formal responsibility for DEI.

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THE INTERNAL GROUP

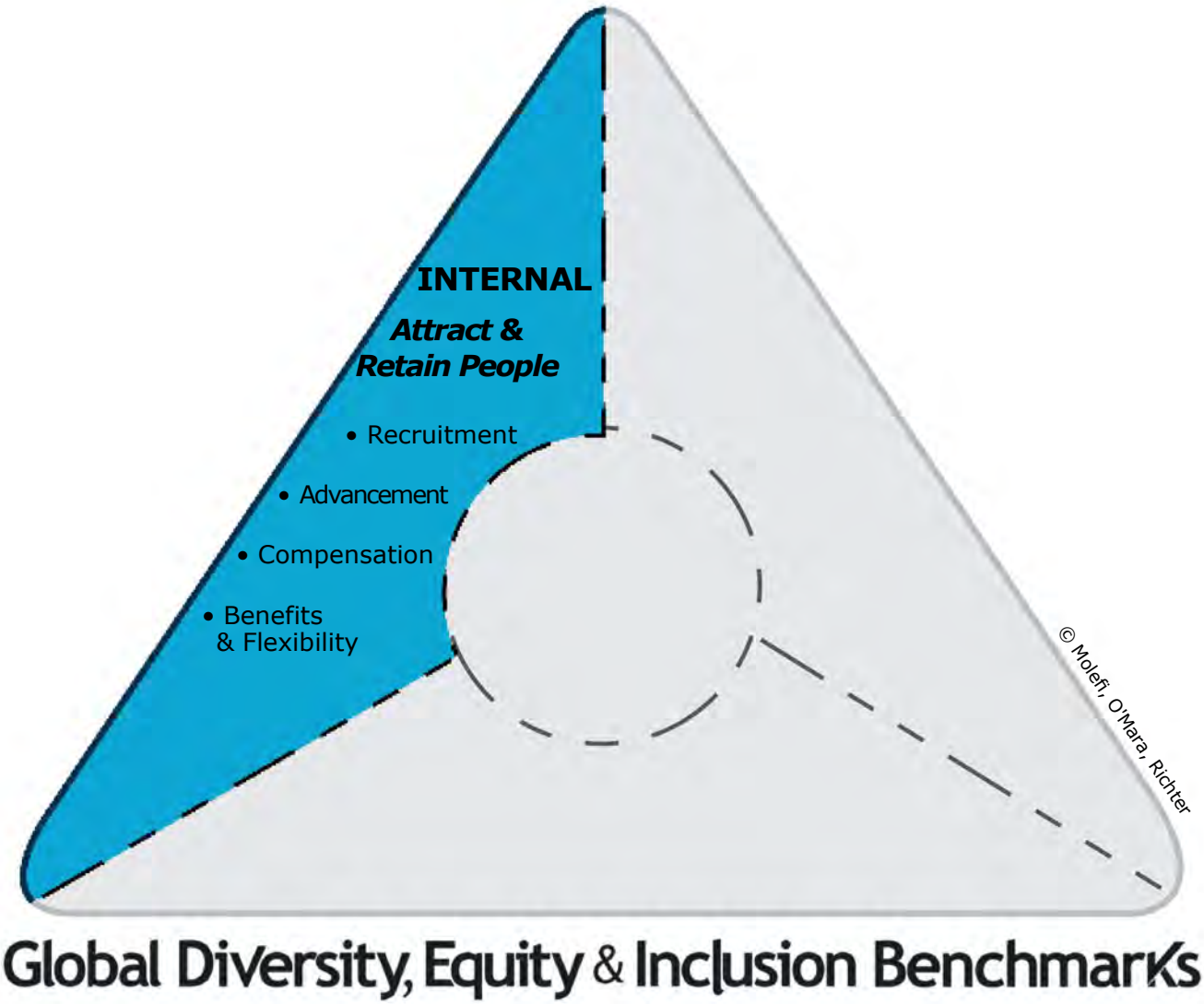
Attract & Retain People

The four categories in the Internal Group focus primarily on strengthening policies, systems and processes to advance DEI. Many DEI programmes have emphasized categories in the Internal Group. One reason is that this group is part of the Human Resources function, which is where DEI has traditionally been placed on the organization chart. Consideration should be made to position DEI where it can effectively work with all other functions and departments to facilitate change.

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Attract & Retain People

- Ensure that attraction, sourcing, and recruitment is done through the lens of DEI.
- Ensure that DEI is integrated into professional development, performance management, advancement, and retention.
- Ensure that job design and classification are evaluated for bias and that compensation is equitable across key dimensions of diversity.
- Achieve work-life integration, flexibility, and equitable benefits. Flexible work options are widely available and accessible.



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CATEGORY 4: RECRUITMENT

Action: Ensure that attraction, sourcing, and recruitment is done through the lens of DEI.

A conscious effort is made to attract applicants from diverse groups to achieve and maintain a workforce that is equitably representative across levels and functions. Advertising and recruitment are targeted to diverse communities. Diversity on interviewing panels is standard, and staffing/ hiring managers are educated on the impact of conscious and unconscious bias. The recruitment process is regularly reviewed to ensure it is equitable and fair. Hiring of underrepresented groups is roughly proportionate to their representation. There are clear DEI measures of success throughout the recruitment process.

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CATEGORY 4: RECRUITMENT

LEVEL 5: BEST PRACTICE

☐ **4.1** The organization's attraction and hiring processes result in measurable, transparent, and equitable recruitment.

☐ **4.2** The organization's reputation for quality DEI efforts enhances its ability to attract diverse and underrepresented employees.

☐ **4.3** When technological solutions are used for recruitment, the organization implements practices to minimize or remove algorithmic bias.

☐ **4.4** The organization conducts regular evaluations of recruiting practices to ensure that candidates from different groups and identities are given equitable opportunities.

☐ **4.5** There are clear measures of success throughout the recruitment process, such as the percentage of diverse and underrepresented applicants at each stage.

LEVEL 4: PROGRESSIVE

☐ **4.6** The organization effectively recruits from representative labour markets.

☐ **4.7** Recruitment includes advertising on DEI-focused websites and in a variety of other media.

☐ **4.8** Recruitment and selection panels are diverse and knowledgeable about recruiting processes and in mitigating biases.

LEVEL 3: PROACTIVE

☐ **4.9** Interviewers conduct culturally competent interviews.

☐ **4.10** Staff are hired for their competence and their ability to bring diverse perspectives to the work and not only because they are from an underrepresented identity group.

☐ **4.11** The organization's advertisements and/or diversity networks reach broad pools of diverse talent.

☐ **4.12** External search firms are selected based in part on their expertise in diversity recruiting.

LEVEL 2: REACTIVE

☐ **4.13** Recruitment is based primarily on representation to meet numerical goals or targets.

☐ **4.14** Recruitment practices do not include sourcing diverse candidates from underrepresented groups.

☐ **4.15** Interviewers do not consider how people from different cultures and backgrounds may respond to interview questions and methods.

LEVEL 1: INACTIVE

☐ **4.16** There is no effort to recruit employees from underrepresented groups.

☐ **4.17** Other than a short statement that the organization has an equal opportunity or similar policy, there is no mention of DEI in the organization's recruitment practices.

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CATEGORY 5: ADVANCEMENT AND RETENTION

Action: Ensure that DEI is integrated into talent development, performance management, advancement, and retention.

A conscious effort is made to maintain a workforce that is diverse across levels and functions. High-potential employees from underrepresented groups are provided with coaching, mentoring, and sponsorship opportunities to advance within the organization. The onboarding process results in all new employees feeling valued and included. Promotion and advancement of underrepresented groups is proportional to the representation of those groups in the organization. Performance reviews, involuntary and voluntary turnover of underrepresented groups are measured and analyzed using interviews, employee engagement surveys, and so forth.

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CATEGORY 5: ADVANCEMENT AND RETENTION

LEVEL 5: BEST PRACTICE

☐ **5.1** The organization's talent management, advancement, and retention processes result in equitable treatment of employees.

☐ **5.2** Diverse employees hold positions at all levels and functions to ensure equitable representation.

☐ **5.3** The organization's reputation for quality DEI initiatives enhances its ability to retain and advance diverse employees.

☐ **5.4** The pool of candidates in the organization's succession plan is diverse along multiple dimensions and prioritizes underrepresented groups.

☐ **5.5** Turnover is at an acceptable rate. Adverse impact, unfairness, and discrimination are not the primary cause of turnover.

☐ **5.6** The onboarding process results in all new employees feeling valued and included.

LEVEL 4: PROGRESSIVE

☐ **5.7** The organization's talent management plan emphasizes retention of underrepresented employees at most levels and in most functions.

☐ **5.8** All employees are encouraged to consider advancement opportunities and positions outside their current functional, technical, or professional area.

☐ **5.9** The organization counteracts bias in advancement and develops practices to overcome inequities.

☐ **5.10** The organization has established mentoring and/or coaching processes to help ensure advancement and retention.

☐ **5.11** The organization conducts regular stay and exit interviews to understand its culture of inclusion and belonging.

LEVEL 3: PROACTIVE

☐ **5.12** An onboarding process is beginning to show effectiveness at integrating underrepresented employees into the organization.

☐ **5.13** The workforce is beginning to reflect the diversity found in the organization's labour markets.

☐ **5.14** Turnover is actively and regularly tracked with exit interviews to understand DEI issues and remove barriers to retention.

☐ **5.15** The organization offers a variety of advancement opportunities responsive to diverse needs.

☐ **5.16** The organization addresses conscious and unconscious bias in its entire talent development processes.

LEVEL 2: REACTIVE

☐ **5.17** Advancement and promotion processes are based primarily on representation to meet numerical or equity goals or targets.

LEVEL 1: INACTIVE

☐ **5.18** There is no effort to advance or retain employees from underrepresented groups at any level.

☐ **5.19** The entire talent management process is not sensitive to cultural and other differences.

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CATEGORY 6: JOB DESIGN, CLASSIFICATION, AND COMPENSATION

Action: Ensure that job design and classification are evaluated for bias and that compensation is equitable across key dimensions of diversity.

The organization systematically reviews job requirements, classifications, technology and compensation for potential bias and adverse impact. Job descriptions and requirements are understandable and do not include non-job-related factors. The organization designs work to accommodate—as much as possible—individual needs as well as the organization's needs. Remuneration is based on job requirements and performance. The organization aspires to pay at minimum a living wage, in accordance with locally agreed upon standards. Compensation analyses are conducted regularly to ensure that biases based on race, ethnicity, age, gender, gender identity, gender expression, sexual orientation, function, and other potential areas of discrimination are significantly reduced.

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CATEGORY 6: JOB DESIGN, CLASSIFICATION, AND COMPENSATION

LEVEL 5: BEST PRACTICE

☐ **6.1** The organization maintains equitable job design, classification, and compensation practices.

☐ **6.2** Jobs are designed to ensure that roles and responsibilities support work/life integration and decent work for all.

☐ **6.3** Regular reviews of pay differentials are conducted and discrepancies between underrepresented groups and dominant groups are eliminated.

☐ **6.4** Performance, pay, bonuses, and promotions are tied to a variety of DEI measures.

LEVEL 4: PROGRESSIVE

☐ **6.5** Classification and compensation systems are regularly reviewed to address inequities.

☐ **6.6** There are measures in place to ensure that the role, authority, decision making, and benefits of a job do not change when a member of an underrepresented group is appointed.

☐ **6.7** Employees are paid for performance and outcomes rather than attendance.

☐ **6.8** Job requirements and descriptions are clear and not confused with non-job-related factors, especially those based on preferences and biases.

☐ **6.9** Job design accommodates employees' need for part time or flexible work, working non-standard hours, working remotely, and taking leave for personal or other reasons.

LEVEL 3: PROACTIVE

☐ **6.10** The organization pays wages that exceed the legal minimum for the local marketplace.

☐ **6.11** Work and job roles are designed to align individual talents and needs with organizational requirements.

☐ **6.12** Job classification and compensation systems are understood by most employees.

☐ **6.13** The organization has standardized job designs to minimize subjectivity and ensure equity.

LEVEL 2: REACTIVE

☐ **6.14** Some written procedures exist for classifying jobs and determining compensation, but these are frequently determined by supervisors' personal preferences.

☐ **6.15** Pay equity is measured and audited only if required by law.

☐ **6.16** The organization adheres to locally agreed upon minimum wage levels.

☐ **6.17** Based on stereotypes involving language, gender, age, race, culture or disability, some jobs are thought to be a "better fit" for members of certain groups.

LEVEL 1: INACTIVE

☐ **6.18** The organization lacks methods for classifying jobs, determining compensation, and assessing pay differences of underrepresented groups.

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CATEGORY 7: WORK-LIFE INTEGRATION, FLEXIBILITY, AND BENEFITS

Action: Achieve work-life integration, flexibility, and equitable benefits. Flexible work options are widely available and accessible.

Work-life integration, flexibility, and equitable benefits are encouraged, actively promoted, recognized as enhancements of productivity, and are not career limiting. To this end, the organization's performance management focusses on output, contribution, and impact. Benefits and services that are specific to the diverse needs of employees are provided based on ongoing assessments of employee needs. Some examples are: subsidized dependent-care, parental leave, extended family consideration, eldercare, emergency care, fitness programs, and paid leave. Accommodations for religious practices, persons with disabilities, and others are achieved with care and consideration and go beyond legal requirements. Organizations and their leaders prioritize psychological safety, security, and wellness within their employees' work environment.

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CATEGORY 7: WORK-LIFE INTEGRATION, FLEXIBILITY, AND BENEFITS

LEVEL 5: BEST PRACTICE

☐ **7.1** The organization's policies and practices regarding benefits, work-life integration and flexibility meet the organization's commitment to decent work, psychological safety, and respect for human rights.

☐ **7.2** A comprehensive range of flexible benefits and services, including education, counselling, and physical and mental health services are provided equitably to all employees whether permanent or temporary.

☐ **7.3** The organization gives benefits to part-time and temporary employees.

☐ **7.4** All leaders model and encourage work-life integration.

☐ **7.5** Working part-time, job sharing, working remotely, and other flexible work arrangements are available for all appropriate positions and levels.

☐ **7.6** Benefits and services are regularly adapted to changing conditions such as pandemics and natural disasters, and technological breakthroughs.

LEVEL 4: PROGRESSIVE

☐ **7.7** Policies and practices guard against favouritism and are communicated and applied equitably across the organization in a culturally sensitive way.

☐ **7.8** An inclusive concept of family that is multicultural and non-patriarchal guides family-friendly policies including childcare and eldercare, emergency care.

☐ **7.9** Paid leave beyond what is legally required is provided and used. The definition of family is inclusive. This may include caregiving for partners, children, and adult dependents or bereavement for extended families.

☐ **7.10** Using flexible work arrangements does not negatively impact employee performance, evaluation, advancement, or benefits.

☐ **7.11** Facilities and accommodations for meditation, religious practices, lactation, and other needs are provided.

☐ **7.12** Technology support for mobility, disabilities, mental health, and flexible work arrangements are available for employees.

LEVEL 3: PROACTIVE

☐ **7.13** The organizational culture equitably treats those who work flexible schedules.

☐ **7.14** Religious practices, cultural celebrations, and holidays are accommodated, even when they are not the practices of the dominant culture.

☐ **7.15** Flexibility in personal appearance and designing one's workspace are accepted if done in a non-offensive manner and under an agreed upon policy.

LEVEL 2: REACTIVE

☐ **7.16** Benefit programs generally are "one-size-fits-all" and their value or relevance to employees is not monitored.

☐ **7.17** Work schedules are generally traditional, inflexible, or compliance driven.

☐ **7.18** Flexibility may be applied inconsistently or perceived as favouritism.

LEVEL 1: INACTIVE

☐ **7.19** There is no provision for childcare and family needs, schedule flexibility, or work leave other than what is legally required.

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THE BRIDGING GROUP

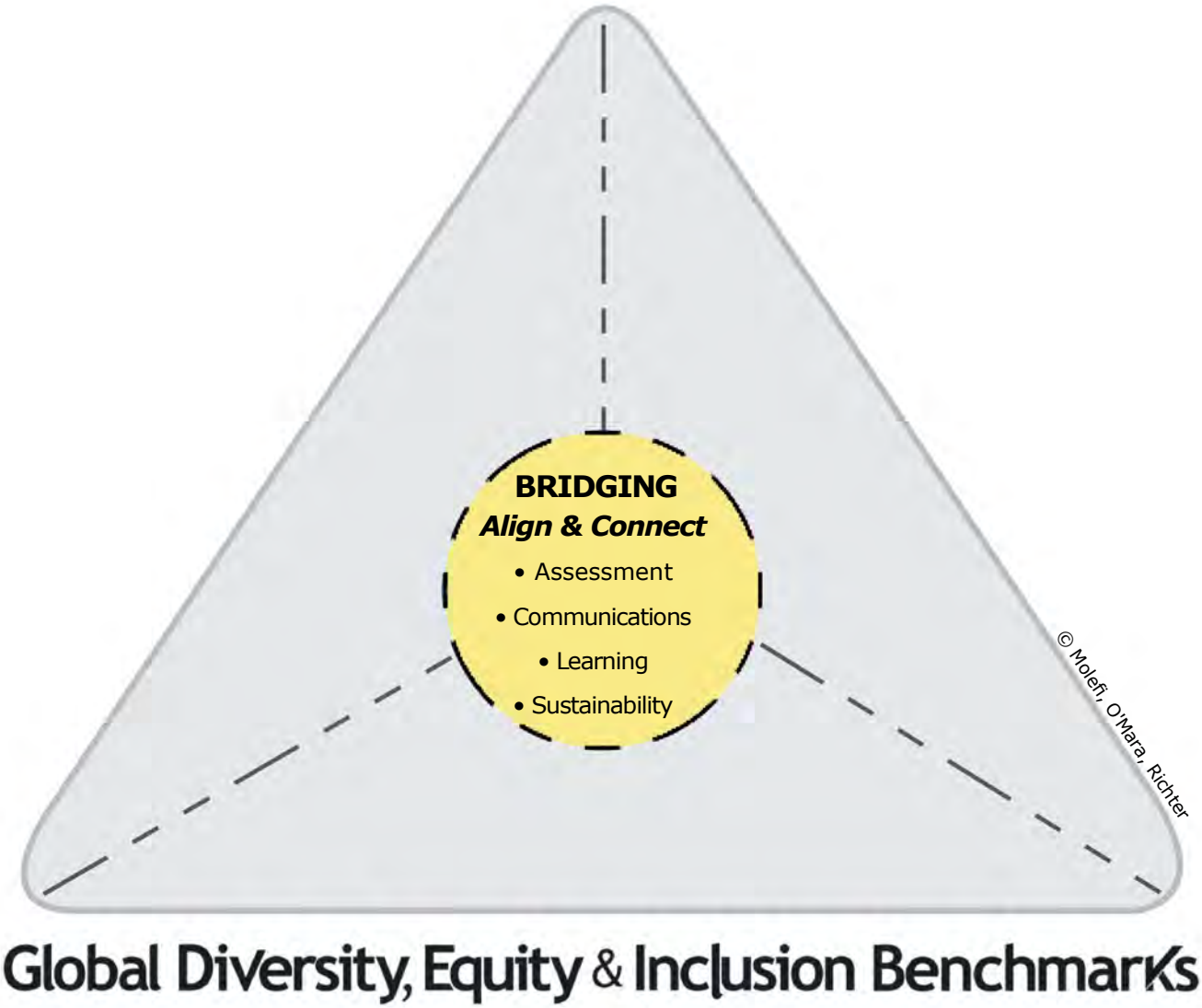
Align & Connect

The four categories in this group provide critical linkages that bridge foundational work with the internal and external focus of DEI in the organization. It would be difficult for any of the benchmarks in the other Groups to be achieved without effective work in the Bridging Group.

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Align & Connect

- Ensure that all assessments, measurement, and research guide DEI decisions.
- Make communication clear, simple to understand, and a crucial force in achieving the organization's DEI goals.
- Educate all to achieve the level of DEI competence and confidence needed to create a diverse, equitable, and inclusive organization.
- Connect the organization's DEI and Sustainability initiatives to increase the effectiveness of both.



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CATEGORY 8: ASSESSMENT, MEASUREMENT, AND RESEARCH

Action: Ensure that assessments, measurement, and research guide DEI decisions.

DEI measures are explicitly linked to strategy and have an impact on leaders at all levels, including their performance appraisals, recognition, and rewards. The organization has a dashboard or scorecard for reputational risk assessment on DEI issues.

The views of stakeholders are an important factor in measuring DEI and sustainability performance for both the organization and individuals. The measurements include stakeholder opinions and experiences, and a mix of quantitative and qualitative measures. Information on all aspects of DEI is gathered and evaluated using practices such as 360-feedback and/or multifaceted, culturally sensitive, and linguistically appropriate feedback, focus groups, opinion and engagement surveys, and organizational audits.

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CATEGORY 8: ASSESSMENT, MEASUREMENT, AND RESEARCH

LEVEL 5: BEST PRACTICE

☐ **8.1** In-depth DEI assessments are regularly conducted on the overall organization and within departments, and the results are incorporated into strategy and implementation.

☐ **8.2** The organization regularly reports and reviews progress against benchmarks and has consistently demonstrated significant improvements in meeting DEI goals over several years.

☐ **8.3** The organization is known for its investment in DEI research and the impact of research on organizational performance.

☐ **8.4** A reputational risk assessment including several DEI issues, such as racism, sexism, homophobia, harassment, disability discrimination, and other forms of discrimination, is regularly conducted.

☐ **8.5** The organization ensures that the design of its assessment, measurement, and research incorporate DEI perspectives.

LEVEL 4: PROGRESSIVE

☐ **8.6** Integrated, multiple approaches to monitoring and evaluating DEI goals are implemented to track their impact, outcomes, and effectiveness.

☐ **8.7** The organization invests in research to study DEI for both internal and external purposes.

☐ **8.8** DEI measurement is integrated into assessment tools, such as engagement surveys or cultural audits.

☐ **8.9** All employees are measured on their performance, which includes DEI goals.

☐ **8.10** Information from all assessments from employees, former employees, and customers shape future DEI initiatives.

☐ **8.11** Culturally competent artificial intelligence is used to identify and minimize bias in assessment tools.

☐ **8.12** All organizational assessments have been reviewed from a DEI perspective and work to counteract bias.

LEVEL 3: PROACTIVE

☐ **8.13** Employees regard DEI measurements as credible and they participate willingly in assessment, measurement, and research.

☐ **8.14** Cultural audits, assessments, and surveys take into account such issues as language, education levels, complexity, and accessibility.

☐ **8.15** Data are sorted by self-identified characteristics and diversity dimensions to increase an organization's learnings about employee groups.

☐ **8.16** The organization regularly conducts a census of employee demographics and monitors representation throughout the organization.

☐ **8.17** The principles of self-identification for use in collection of employee information is clear, applied ethically, and agreed-upon by all impacted parties.

LEVEL 2: REACTIVE

☐ **8.18** Representation of groups of some diversity dimensions are monitored, but only if required by law.

☐ **8.19** Measurements are primarily based on past indicators, such as turnover, lawsuits, and complaints.

LEVEL 1: INACTIVE

☐ **8.20** There are no assessments to gather information about underrepresented employee or customer needs and concerns.

☐ **8.21** There is no effort to evaluate or monitor diversity-related issues or DEI progress.

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CATEGORY 9: DEI COMMUNICATIONS

Action: Make communication clear, simple to understand, and a crucial force in achieving the organization's DEI goals.

Communications professionals are educated about DEI and its link with sustainability. All internal and external communication is fully accessible and available in multiple formats and, if applicable, in locally spoken languages. The organization has made and communicated a decision on the use of inclusive language to account for various diversity dimensions. The communication sent out both internally and externally does not prejudice or harm any group intentionally and where this occurs, it is corrected quickly and clearly. DEI topics are easy and quick to find on the organization's websites and social media platforms. DEI communication is frequent, ongoing, innovative, and contributes to an enhanced reputation for the organization. Progress on reaching DEI vision and goals is reported to the public regularly.

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CATEGORY 9: DEI COMMUNICATIONS

LEVEL 5: BEST PRACTICE

☐ **9.1** The organization is known for its high-quality DEI initiatives that are regularly communicated internally and externally enhancing the organization's reputation.

☐ **9.2** DEI content is easily and quickly located on the organization's websites. Information is thorough, regularly updated, and fully accessible.

☐ **9.3** The organization has made and communicated a policy on the use of inclusive language on race and ethnicity, gender, gender identity, and gender expression, sexual orientation, disability, and other dimensions.

☐ **9.4** The organization uses bold and transparent communication in naming and dealing with challenging issues such as racism, sexism, homophobia, privilege, toxic masculinity, and white supremacy.

☐ **9.5** The organization uses live and accurate translation services to ensure accessibility and linguistic inclusion.

LEVEL 4: PROGRESSIVE

☐ **9.6** The purposes of DEI initiatives are clearly stated, and communication strategies are adapted for different stakeholders.

☐ **9.7** Information on DEI is sent frequently and systematically through a variety of channels to employees and other stakeholders.

☐ **9.8** Communications professionals and speechwriters are knowledgeable about DEI and they include DEI messages in general communications.

☐ **9.9** The organization has an ethical framework to leverage social media in both internal and external communication platforms.

☐ **9.10** The organization proactively addresses socially-charged issues and events related to DEI internally and externally, including on social media.

LEVEL 3: PROACTIVE

☐ **9.11** The organization integrates DEI into many aspects of communication.

☐ **9.12** The organization encourages employees to discuss DEI and provide input to the organization's initiatives.

☐ **9.13** The organization enables employees to indicate gender pronouns, if desired, on email signatures and other written communication.

☐ **9.14** Translations and other accessible formats are provided when needed. Communication is location-sensitive across countries, dialects, and languages, including braille, sign language, and closed captioning.

LEVEL 2: REACTIVE

☐ **9.15** DEI communication is done solely to remind or educate employees about adhering to policy and compliance requirements.

☐ **9.16** Most DEI communication is disseminated by councils/ committees or diversity networks rather than through regular organizational channels and therefore is sometimes seen as not officially endorsed by the organization.

☐ **9.17** Language translations are only provided when legally required.

LEVEL 1: INACTIVE

☐ **9.18** There is no explicit communication about DEI.

☐ **9.19** Discussions on DEI are perceived to be risky and are avoided.

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CATEGORY 10: DEI LEARNING AND DEVELOPMENT

Action: Educate all to achieve a level of DEI competence and confidence needed to create a diverse, equitable, and inclusive organization.

Leaders and employees throughout the organization receive DEI training specific to their job and level geared to achieving the organization's goals. Learning and education is also offered to other stakeholders such as vendors, and the public at large. A DEI lens is used to integrate all learning and education programs. The organization uses blended DEI learning and continuously updates and customizes this to changing stakeholder needs. Programs may focus on general DEI and on specific issues such as systemic and structural racism, sexism, ageism, ableism, white supremacy, internalized oppression, classism, heterosexism, prejudice, discrimination (including harassment and bullying), privilege, micro-aggressions, and conscious and unconscious bias, all of which are addressed with sensitivity, conviction, and compassion, and in ways that enhance inclusion and equity.

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CATEGORY 10: DEI LEARNING AND DEVELOPMENT

LEVEL 5: BEST PRACTICE

☐ **10.1** DEI is integrated into all learning offered internally and externally.

☐ **10.2** DEI learning programs result in behaviour change that advances the organization's strategy and enhances inclusion and equity.

☐ **10.3** Learning and education addresses racism, anti-racism, sexism, white supremacy, privilege, internalized oppression, classism/casteism, homophobia, transphobia, religious bias, disabilities, mental health awareness, and other issues.

☐ **10.4** Development through involvement in high-profile projects is transparent and encouraged for underrepresented groups.

LEVEL 4: PROGRESSIVE

☐ **10.5** DEI professionals, experts in learning methods and intercultural education, members of diversity networks, and organizational leaders are involved in the design, development, delivery, workplace application, and evaluation of DEI learning and education.

☐ **10.6** DEI content is adapted and customized to the local environment, cultural nuances, languages, and social and political realities.

☐ **10.7** DEI learning and education involves ongoing, multi-year, developmental curricula.

☐ **10.8** All employees and key external stakeholders are educated on the importance of equity and ways to mitigate and remove discrimination and bias.

☐ **10.9** The organization provides training to both current and new suppliers on how to engage and access supplier opportunities.

☐ **10.10** A variety of innovative DEI tools including micro-learning, chatbots, gaming, social media, blended learning, coaching, physical classrooms and virtual platforms, and instructor-led learning, are accessible to all employees regardless of level, location, or function.

LEVEL 3: PROACTIVE

☐ **10.11** Employees are exposed to and actively seek engagement across organizational functions, as well as externally with diverse markets and stakeholders.

☐ **10.12** Experiential learning, including virtual reality and simulations, is used to help employees experience different identities and learn how to best respond to DEI situations.

☐ **10.13** The organization ensures that all staff are able to fully participate in virtual meetings, innovative learning methods, and the use of technology.

☐ **10.14** All employees and, if needed, their families, receive cultural awareness training when relocating internationally, and when working with international teams.

☐ **10.15** The organization encourages cultural celebrations and organization-wide activities that combine social interaction with DEI learning.

☐ **10.16** When possible all training sessions are populated with a diverse group of learners to offer an experience of working with others who represent different diversity dimensions.

LEVEL 2: REACTIVE

☐ **10.17** DEI learning is brief and focused only on educating employees about policies, meeting legal requirements, or addressing inappropriate language or labels.

☐ **10.18** DEI programs are primarily packaged and are not tailored for local and specific cultural needs and issues.

☐ **10.19** Learning programs may be offered in reaction to special dates such as women's or pride month, with no linkage to strategy.

LEVEL 1: INACTIVE

☐ **10.20** There are no formal DEI learning or educational activities.

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CATEGORY 11: CONNECTING DEI AND SUSTAINABILITY

Action: Connect the organization's DEI and Sustainability initiatives to increase the effectiveness of both.

The organization connects and aligns DEI and sustainability initiatives. There is a clear link between the organization's sustainability strategy (based on ESG - environmental, social, and governance – dimensions or factors) and the UN's Sustainable Development Goals. The strategies for each initiative support the other, and opportunities for collaboration make both initiatives stronger. Leaders and practitioners in sustainability participate in the DEI initiative and vice versa. Both work with diverse stakeholders and report progress to the public.

THE SUSTAINABILITY DEFINITION FOR THE GDEIB IS:

Sustainability is the process of simultaneously pursuing:

• societal equity • workplace inclusion
• economic prosperity & • long term environmental health.

Additional definitions and key factors of Sustainability:

For the purposes of the GDEIB, we view the values and desired outcomes of DEI work (See GDEIB page 2, The Ultimate Goals of DEI) as similar to the goals of Sustainability.

1. The definition of Sustainability adopted by the United Nations is "Meeting the needs of the present without compromising the ability of future generations to meet their own needs." To date, 193 world leaders agreed to achieve the United Nations 17 Sustainable Development Goals (SDG's) by 2030 as the framework to achieve sustainability. The 5 Ps that shape the SDGs are People, Planet, Prosperity, Peace, and Partnership.



2. Another definition comes from an African conference delegate: "Enough—for all—forever."
3. Another related term used by some corporations and the investor community in their advocacy for Sustainability is ESG – Environmental, Social, and Corporate Governance. This refers to the three central factors in measuring sustainability and social impact.

These factors embrace the UN concept of "leave no one behind" and invite us to consider this meaning of success: "I succeed when you succeed."

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CATEGORY 11: CONNECTING DEI AND SUSTAINABILITY

LEVEL 5: BEST PRACTICE

☐ **11.1** DEI is seen as integral to the sustainability of the organization and its stakeholders. Sustainability is fully integrated into DEI strategies/initiatives.

☐ **11.2** The organization has evidence that its sustainability and DEI initiatives benefit from their alignment with each other and show more meaningful impact than if they were separate and unconnected.

☐ **11.3** The organization takes a leadership role in influencing and supporting the connection of DEI and sustainability initiatives locally and globally including being a champion of ESG and the UN's Sustainable Development Goals.

☐ **11.4** The organization adapts its sustainability strategy, policies, and practices based on collaboration with diverse stakeholders.

☐ **11.5** The organization's public reporting on sustainability integrates its performance on DEI and includes an accurate assessment of its challenges.

LEVEL 4: PROGRESSIVE

☐ **11.6** Innovative digital technologies contribute to the organization's commitment to ESG and the UN's Sustainable Development Goals.

☐ **11.7** The organization has a sustainability strategy, which recognizes the link between DEI and sustainability.

☐ **11.8** DEI leaders partner with the organization's sustainability initiative. Likewise, sustainability leaders partner with the DEI initiative.

☐ **11.9** The organization's sustainability data are analyzed and sorted to enable reviewers to determine the impact on diverse groups.

☐ **11.10** The organization financially supports DEI and sustainability initiatives, whether global, regional, or local.

LEVEL 3: PROACTIVE

☐ **11.11** The sustainability strategy proactively and specifically calls for the integration of diverse voices and perspectives.

☐ **11.12** DEI and sustainability professionals receive learning and education to keep up to date with developments both in sustainability and DEI.

LEVEL 2: REACTIVE

☐ **11.13** There is a superficial effort to connect DEI and the organization's sustainability goals.

LEVEL 1: INACTIVE

☐ **11.14** There is no sustainability function or no organizational connection between DEI and sustainability.

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THE EXTERNAL GROUP

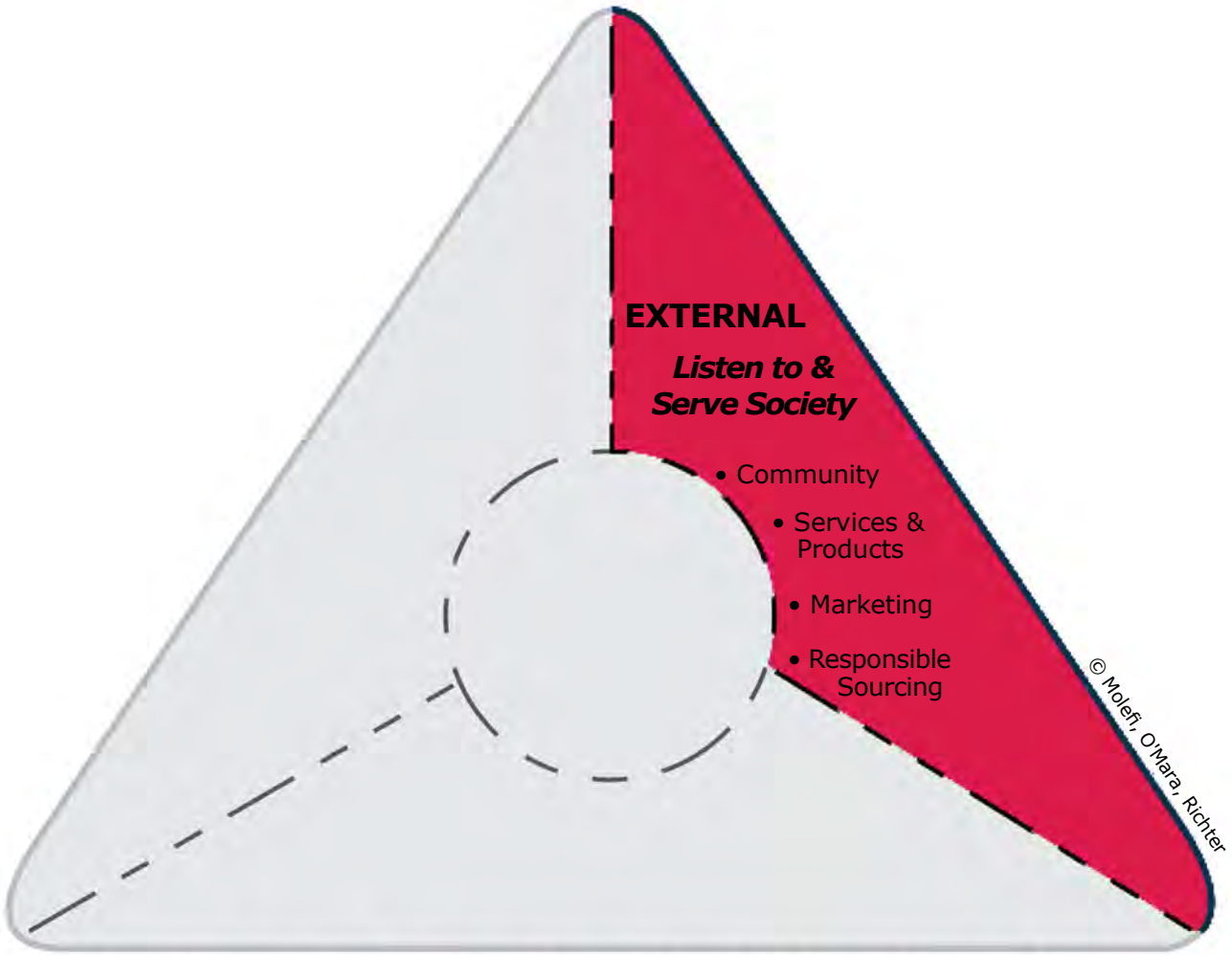
Listen to & Serve Society

The four categories in this group relate to how the organization offers its services and products to and interacts with its customers, clients, communities, and other stakeholders. The External Group is critically important because it is through an emphasis on these categories that the most direct results of the organization's DEI rationale/ business impact will be shown.

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Listen to & Serve Society

- Be proactive in working with community, public and private partnerships, government, society at large, and through philanthropy.
- Embed DEI in services and products development to serve diverse customers and clients.
- Integrate DEI into marketing and customer service.
- Practice responsible and ethical sourcing. Develop and nurture underrepresented suppliers.



Global Diversity, Equity & Inclusion Benchmarks

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CATEGORY 12: COMMUNITY, GOVERNMENT RELATIONS, AND PHILANTHROPY

Action: Be proactive in working with community, public and private partnerships, government, society at large, and through philanthropy.

The organization is a recognized leader for supporting and advocating for DEI interests in communities and society, and in working with government. The organization is socially responsible and leverages efforts with industry or sector peers. It is generous in partnering with or supporting other organizations in their DEI initiatives to advance DEI in the community.

Where appropriate, special efforts are made to acknowledge indigenous communities and to respect their territory and adhere to legal and cultural requirements when entering their space. Employees are encouraged to participate in and support various community projects, share DEI learning from such activities, and reinforce the organization's commitment to DEI. These efforts are explicitly linked to the organization's sustainability strategy.

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CATEGORY 12: COMMUNITY, GOVERNMENT RELATIONS, PHILANTHROPY

LEVEL 5: BEST PRACTICE

☐ **12.1** The organization is explicit in living its DEI values and actively supports, invests in, and advocates for DEI-related initiatives in the community, government, and society at large.

☐ **12.2** The organization takes bold stands in word and action on societal issues related to achieving equity and justice for marginalized people, such as #BlackLivesMatter, #MeToo, #Genderbasedviolence, #UnitedAgainstRacism, and #Standup4humanrights.

☐ **12.3** The organization has addressed and atoned for any past behaviours and policies with regard to the mistreatment of people.

☐ **12.4** The organization helps its community by promoting economic growth, addressing income inequality and groups that have been historically disadvantaged.

☐ **12.5** The organization encourages employee volunteerism in community projects by providing time off and/or compensation and rewards where appropriate.

LEVEL 4: PROGRESSIVE

☐ **12.6** The organization's philanthropy and social responsibility strategies promote DEI.

☐ **12.7** The organization's community investment supports those most in need.

☐ **12.8** The organization supports scholarship, paid internship programs and/or apprenticeships for underrepresented populations.

☐ **12.9** Employees are encouraged to volunteer in their community. In some cases, the organization "loans" them to work for community organizations or matches their volunteer hours with monetary contributions.

☐ **12.10** Community development plans are designed in collaboration with diverse groups, including those from underrepresented or marginalized groups.

☐ **12.11** The organization uses objective criteria to fund nonprofit organizations to ensure that bias in philanthropy is mitigated.

LEVEL 3: PROACTIVE

☐**12.12** The organization partners with other organizations that work to advance the rights of underrepresented groups in the community.

☐ **12.13** The organization supports DEI publicly when exclusionary and discriminatory actions occur in the community or society at large.

☐ **12.14** Individuals who have made a significant difference with DEI in their communities are recognized and honoured by their organization.

LEVEL 2: REACTIVE

☐ **12.15** There is some involvement in or support for societal DEI issues but only if considered non-controversial.

☐ **12.16** There is some support for the community, schools, and/or local government projects, primarily for public relations purposes.

LEVEL 1: INACTIVE

☐ **12.17** There is no involvement or support provided to community, government, and societal initiatives related to DEI.

☐ **12.18** The organization has no philanthropy.

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CATEGORY 13: SERVICES AND PRODUCTS DEVELOPMENT

Action: Embed DEI in services and products development to serve diverse customers and clients.

DEI considerations are integrated into the services and products development cycle to leverage the diversity of the communities they serve. The process contributes to social and economic progress and eliminates or reduces inequities. Service or product development teams are diverse and include customers, stakeholders, and community representatives. Recognition is also given to the value of DEI in innovation, and the organization consistently leverages the diversity of cultures, lived experiences, perspectives, and thought for product and service improvement.

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CATEGORY 13: SERVICES AND PRODUCTS DEVELOPMENT

The term customers may also refer to constituents, stakeholders, clients, students, educators, patients, and so forth—whoever is the intended beneficiary of the organization's work. Some other terms may need customizing for this category to be useable for all sectors.

LEVEL 5: BEST PRACTICE

☐ **13.1** The organization successfully leverages diverse teams, including diversity networks, customers, partners, the community, and other stakeholders, to improve its products and services.

☐ **13.2** The product and service development cycles prioritize diversity and accessibility from the start. The organization doesn't merely adapt products first developed for the dominant group or culture.

☐ **13.3** The organization contributes to equity by creating services and products that advance social and economic progress.

☐ **13.4** Humane and ethical technology is used to ensure access and equity, for example in inclusive facial recognition systems.

☐ **13.5** Voice and facial recognition software is sensitive to accents, dialects, gender, race/ethnicity, age, and other characteristics.

LEVEL 4: PROGRESSIVE

☐ **13.6** Changes in demographics, values, and consumer behaviours are researched, anticipated, and addressed.

☐ **13.7** Culturally responsive products and services, such as engaging a traditional healer in a hospital, Sharia-compliant financial products, and products for left-handed users, are accepted and provided.

☐ **13.8** The organization leverages diverse teams to improve the quality and innovation of products and services.

LEVEL 3: PROACTIVE

☐ **13.9** Products and services are analyzed for their value to current and potential customers and are tailored appropriately.

☐ **13.10** Staff and/or consultants with expertise in DEI are involved in products and services development.

☐ **13.11** Research and product testing help analyze how different customer/stakeholder groups and cultures may perceive, value, and use the organization's products and services.

☐ **13.12** Accessibility for persons with disabilities is routinely considered in the development and delivery of products and services.

LEVEL 2: REACTIVE

☐ **13.13** There is limited interest in developing or altering products and services based on customer preferences, needs, or demographics.

☐ **13.14** Only when required by law is there adaptation of services and products for accessibility.

LEVEL 1: INACTIVE

☐ **13.15** No effort is made to adapt products or services for diverse customers.

☐ **13.16** Development teams are mostly homogenous.

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CATEGORY 14: MARKETING AND CUSTOMER SERVICE

Action: Integrate DEI into marketing and customer service.

Marketing and customer service strategies meet the needs of diverse groups. Sophisticated market analysis techniques are deployed on an ongoing basis to understand the organization's diverse customer and stakeholder base. The organization uses DEI relevant marketing and customer service approaches within and across countries, regions, cultures, generations, and languages.

Marketing and advertising strategies are inclusive and challenge stereotypes. While outside DEI expertise may sometimes be sought, the organization leverages the expertise of its diverse staff. Accessibility and cultural sensitivity are incorporated into the process of design and development of all marketing materials and customer service strategies.

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CATEGORY 14: MARKETING AND CUSTOMER SERVICE

The term customers may also refer to constituents, stakeholders, clients, students, educators, patients, and so forth—whoever is the intended beneficiary of the organization's work. Some other terms may need customizing for this category to be useable to all sectors

LEVEL 5: BEST PRACTICE

☐ **14.1** The organization uses advanced and unbiased analysis techniques to understand and respond to the diversity of its customer base, including nuances of intersectionality.

☐ **14.2** Artificial intelligence-based customer service applications, such as personal assistants, are programmed to speak to people in ways they prefer and can understand, such as gender, language, accent, and dialect.

☐ **14.3** Marketing strategies developed for specific communities are tracked to ensure they are culturally relevant and valued.

☐ **14.4** While outside DEI expertise may also be sought, the organization leverages the marketing, sales, distribution, and customer service expertise of its diverse staff.

LEVEL 4: PROGRESSIVE

☐ **14.5** The organization successfully incorporates marketing, sales, and distribution strategies to meet the needs of diverse customers.

☐ **14.6** All marketing materials, including images and language, are reflective of the organization's commitment to DEI.

☐ **14.7** Marketing, advertising, public relations, and all customer contact methods promote positive role models and do not perpetuate stereotypes.

☐ **14.8** The marketing and sales force is interculturally competent and can adapt and work effectively with customers from many backgrounds.

☐ **14.9** All marketing and customer service processes are fully accessible.

LEVEL 3: PROACTIVE

☐ **14.10** Diverse groups of customers and potential customers are surveyed to help shape marketing, sales, distribution, and customer service strategies.

☐ **14.11** Market testing includes diverse groups.

☐ **14.12** Inclusion of various diversity dimensions is a strong consideration in staffing marketing and customer service.

☐ **14.13** Marketing collateral print and digital materials represent and reflect diverse markets.

LEVEL 2: REACTIVE

☐ **14.14** The organization only recognizes broad differences among its customers, such as young and old or men and women.

☐ **14.15** Even if products and services are marketed differently to different groups, the advertising is not culturally sensitive.

☐ **14.16** Customer service and marketing are accessible for persons with disabilities only where required by law.

LEVEL 1: INACTIVE

☐ **14.17** No oversight exists to ensure that advertising or public communications do not perpetuate stereotypes.

☐ **14.18** There are no marketing or customer service initiatives to serve the diverse needs of customers.

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CATEGORY 15: RESPONSIBLE SOURCING

Action: Practice responsible and ethical sourcing. Develop and nurture underrepresented suppliers.

Responsible and ethical sourcing refers to a commitment to purchase a significant percentage of goods and services from organizations committed to high standards in DEI, sustainability, ethical behaviour, and Fair Trade.

Further, the organization supports its current and potential suppliers in maintaining high standards through education and systems that enable them to compete equitably with other suppliers—the ultimate goal being to create sustainable, successful, and prosperous societies.

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CATEGORY 15: RESPONSIBLE SOURCING

Note: This category is impacted by legal regulations in many countries. In this category, underrepresented groups may include Fair Trade, Direct Trade, or other similar suppliers.

LEVEL 5: BEST PRACTICE

☐ **15.1** The organization has embedded DEI in its responsible and ethical sourcing as evidenced by its policies, systems, and inclusive practices.

☐ **15.2** The organization treats its suppliers with respect and dignity, pays them in a timely manner, and collaborates with them to make the supply process work for all.

☐ **15.3** The economic benefit of responsible sourcing to the community is measured and reported.

☐ **15.4** The organization's suppliers provide evidence that both they and their suppliers achieve their own DEI goals.

LEVEL 4: PROGRESSIVE

☐ **15.5** The organization allocates a specific amount of what it spends on essential and non-essential goods and services from under-represented suppliers.

☐ **15.6** The organization is proactive in seeking and attracting underrepresented groups by informing both potential and established suppliers about business opportunities.

☐ **15.7** DEI criteria are included in the supplier selection process and given weight in decision-making.

☐ **15.8** Checks and balances are built into the responsible and ethical sourcing process to counteract the impact of unconscious bias and discrimination.

☐ **15.9** Educational support and coaching is provided to underrepresented suppliers to help them be competitive.

☐ **15.10** The organization publishes information about its annual expenditures with underrepresented suppliers including progress against goals and successful contracting rates.

LEVEL 3: PROACTIVE

☐ **15.11** All staff responsible for sourcing are provided with DEI education and are held accountable for achieving responsible sourcing goals.

☐ **15.12** The organization's supplier database includes information about the diversity of owners and employees that supply goods or services.

☐ **15.13** The organization uses the services of organizations globally/nationally/locally that certify or accredit businesses owned by under-represented suppliers and that regulate Fair Trade.

☐ **15.14** The organization seeks opportunities to engage with and inform underrepresented suppliers that their business is welcomed.

LEVEL 2: REACTIVE

☐ **15.15** Engaging in DEI may be a supply proposal criterion, but it is given minimal importance.

☐ **15.16** There is some attempt to include a few underrepresented suppliers, but primarily for small, one-time, or low-fee contracts or because it is required by law.

LEVEL 1: INACTIVE

☐ **15.17** No consideration is given to DEI when determining suppliers.

☐ **15.18** There is no recognition of the value that underrepresented suppliers could bring to the organization.

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2022

OHCS Racial Equity Analysis Toolkit

OREGON HOUSING and COMMUNITY SERVICES

OHCS and Equity and Racial Justice Work: History and Context

The development of a customized Racial Equity Analysis Tool (REAT) is an incredibly important step and tool in **intentionally and diligently centering equity and racial justice in our work.** It ensures we are truly operationalizing our equity and racial justice work and ensures accountability to those most impacted by housing instability in Oregon. We are learning what it means to value the work, and more importantly, what it means for how we actually do our work differently.

As we were preparing to launch our first-ever 5-year strategic plan in 2017, the Statewide Housing Plan (SWHP), the data was so clear; Black, Indigenous, Latinx/a/o, Asian, Pacific Islander and Tribal communities, as well as LGBTQIA+ folks were experiencing disparity most deeply across the housing spectrum. It became clear that we needed to include approaches that directly and explicitly addressed the data we were seeing. Out of this understanding emerged our guiding principles and the priority of centering Equity and Racial Justice within the plan.

Centering ERJ as an agency was new for us. There were some efforts underway that elevated the importance of equity in our work, which included the previous iteration of our Equity Council, which focused mostly on monthly celebrations, optional but strongly encouraged staff training, and early callout of the need for a racial equity "tool" to help with decision-making. It was a huge step for us to call out ERJ as a priority in the SWHP and we knew we needed to build our organizational capacity around equity and racial justice but weren't totally sure how we were going to do it.

In 2019, as a way to try and build our capacity, a small group of staff participated in the Government Alliance on Racial Equity (GARE) Cohort. GARE is a national network of government jurisdictions working to achieve racial equity and advance opportunities for all within government institutions. Participation in this cohort allowed us to learn the common language and tools necessary to move the work, but more importantly, how and when to use those tools. While tools are great, we also saw a need to invest in staff capacity and accountability mechanisms – we knew it would be unsustainable to rely on a small group of staff to move the work forward alone.

NEXT

The GARE cohort wrapped up in January 2020, and shortly thereafter, we experienced unprecedented crises beginning with the Umatilla flooding in February 2020, the beginning of the COVID-19 pandemic in March 2020 and devastating wildfires in September. These crises catapulted us into new action. That same year, as we were trying to organize ourselves and our work, Tricia Tillman came on as a consultant and first-ever Equity, Diversity and Inclusion (EDI) Officer. With Tricia's leadership, we launched the next iteration of the Diversity, Equity and Inclusion council, formed to blend the previous iteration of the council and our GARE learning. We focused on building internal culture, structure and capacity to support our ERJ work. She began to gather a baseline understanding of where we were by using a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis with a group of 60 staff who all played a role in ERJ in some way, and completed our first ERJ Organizational Assessment.

Tricia's work also included the building out of our first-ever Equity, Diversity and Inclusion Office structure, our Equity Committee structure, and the beginnings of a path forward on how to build and structure our ERJ work. Over the last few years, there has been a lot of learning – we certainly have a long way to go. The crises of 2020 showed us the importance of both not staying in analysis paralysis, and the need to go slow in order to go fast – we are navigating generations of purposefully built systemic and institutional racism and oppression, and it takes time to turn a big ship in a different direction. We need to commit to this work and be explicit about it at every turn.

Centering ERJ takes a multi-pronged approach that includes building staff capacity, analyzing programs and policies with a racial justice framework, shifting agency culture, and leading behavioral change. Outputs are good, and centering outcomes is even better – the goal is to set a strong foundation for success and integration into our agency ERJ structure that will reverberate far into the future of the agency.

The use of this customized REAT will **support decision-makers in developing and taking actions that reduce racial inequities and put success within reach of all people** within all regions across the state of Oregon. If we do not meaningfully engage and consciously bring considerations of racial equity into our operations, policymaking, and service delivery, we are not truly working to advance racial equity. The impact will be felt internally in staff capacity, agency culture, and agency operations, and seen externally in program and policy development and implementation.

Sincerely,
Chelsea Bunch
Diversity, Equity, and Inclusion Office

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Instructions and Purpose

What is a Racial Equity Analysis Toolkit? (REAT)

According to the Government Alliance on Racial Equity, "Racial equity tools are designed to integrate explicit consideration of racial equity in decisions, including policies, practices, programs, and budgets. It is both a product and a process. Use of a racial equity tool can help to develop strategies and actions that reduce racial inequities and improve success for all groups. Too often, policies and programs are developed and implemented without thoughtful consideration of racial equity. When racial equity is not explicitly brought into operations and decision-making, racial inequities are likely to be perpetuated. Racial equity tools provide a structure for institutionalizing the consideration of racial equity."

The Role of a Racial Equity Lens

The metaphor of a lens – a racial equity lens – allows us to see present day problems, such as gentrification and the marginalization of communities of color, in new ways. Viewing these issues through a racial equity lens reveals that disparities in Oregon are the result of **historic policies, practices and power dynamics** which disproportionately affect communities of color and are not the result of inherent racial differences based on skin color. To address past injustices and serve the residents of Oregon adequately, we need to acknowledge the historical root causes of racial disparities and a racial equity lens **serves as an effective tool for creating systemic solutions for change.**

As an initial step, decision makers can utilize a REAT to measure desired goals and challenges to avoid unintended consequences. A REAT is a systematic examination of how different racial and ethnic groups are likely to be affected by a proposed decision or action. In other words, a REAT helps to engage decision makers in a process that promotes intentional change and anticipates adverse consequences. The REAT provides clear options for **dismantling, reducing and preventing inequitable outcomes.**

Instructions and Purpose

Before You Begin

As you work through this tool, it is important to keep in mind that while work related to racial equity can often feel challenging and uncomfortable, there are a large number of existing resources that can help you perform more robust and equitable program or policy analysis. The appendix outlines data tools and sources, community engagement guides, and Oregon-specific reports and studies that can help facilitate conscious consideration of equity and examine how communities of color and low-income populations will be affected by a proposed program or policy.

This is a guiding framework, rather than a "checkbox" style document. This tool will help OHCS staff consider racial equity outcomes when shaping policies, practices, programs, and budgets by supporting efforts to:

1. Develop a common language and clear understanding of the terminology needed to have meaningful and honest dialogue around racial equity.
2. Understand and access internal and external data sources, visualize key trends, identify gaps in quantitative data, provide important qualitative narratives, and connect data to broader program and policy decisions and outcomes.
3. Identify clear goals, objectives and measurable outcomes for racial equity.
4. Purposefully and meaningfully engage stakeholders and community members to expand upon and enrich understanding of program impact beyond traditional data sources, as well as guide or advise program intent, direction, and implementation to lead to more positive outcomes through intentional involvement in the decision making process.
5. Measure progress in achieving racial equity goals and establish mechanisms for accountability.
6. Identify who will benefit and who will be burdened by a decision, and mitigate and/or avoid unintended negative consequences.

Instructions and Purpose



As you work through the tool, keep the following tips in mind:

1. Start early, allow for ample time, and remain flexible

- The REAT should be used at the start and throughout development of a new program or project, when a significant change is introduced, and periodically for existing programs.
- The REAT should be completed carefully and thoughtfully. There are feedback and review processes that will require additional time. Set aside enough time to work through the tool, and ensure that your timelines allow for check-ins and dialogue around your responses.
- This tool is not a rigid or static process. You'll identify new information as your program or policy develops and is implemented; applying the REAT at different phases of a project will reveal different opportunities to advance racial equity.
- For longer projects, revisit the tool regularly and consider whether your initial recommendations still stand.

2. Collaborate

- The analysis should not be done by one person. Collaborate with staff members of varying experiences, backgrounds and skills to include lived experience and racial diversity.
- Identify the groups or persons most relevant to the decision and involve them. Understand that individuals bring unique perspectives which are strengths that can be harnessed to further support the advancement of racial equity.
- Take time to understand the DEI structures at OHCS, and identify staff that can offer expertise and support.

3. Create a solid foundation of shared power that acknowledges and respects unique identity and intersectionality

- Ensure that all program staff working through the tool have a clear understanding of racial equity terminology and concepts. Create a climate of dialogue conducive to growth.
- Participants must recognize that the conversation will focus on race extensively but not exclusively, since the exploration of systemic advantage frequently leads to conversations that extend beyond race to other areas such as gender and class.
- Create a space for program staff and invited participants to work through discomfort, questions, and challenging discourse in a meaningful and productive way that incorporates trauma-informed practices.
- Acknowledge that there may be participants who are in managerial and supervisory roles. Managers and Supervisors can unintentionally or intentionally create a power dynamic where others participating may not feel as comfortable being transparent or engaging meaningfully. Ensure that the facilitator can help foster an environment in which all participants feel comfortable engaging in conversation.

Bigger Picture and Root Causes

Introduction

Part of racial equity analysis requires us to investigate the root causes for the inequitable outcomes we see in our programs. To do this we need to understand the historical and present context around the issues our work in Oregon is aiming to address. This involves research into past program design and how systems were constructed to give advantage to specific groups over others. If we hope to bring about substantial constructive change, we need to develop the habit and the capacity to think systemically in order to better understand how systems can create inequities.

Often, the government creates systems of advantage, which are structural and institutional systems that provide advantages for some and disadvantages for others inadvertently or deliberately. These systems contribute to ongoing inequity and are embedded in our history, culture, and identity. As program designers, it is our duty to disrupt these systems.

Root Causes

Local and national housing policies have long been a product of structural racism. To better understand current disparities in Oregon's housing markets, we must examine the lasting impacts of past discriminatory and exclusionary programs and policies. From the 1930s through the 1960s, Federal Housing Administration policies explicitly limited loans to neighborhoods of color based on race. Approximately 98% of FHA loans during this time went to white applicants. This practice, combined with others such as segregation in schools and a lack of access to housing for people of color through exclusionary brokering, illustrate how past practices that shaped residential segregation led to disproportionate generational wealth accumulation and racial inequities today.

There have been attempts to mitigate the pervasive harm caused by discriminatory housing policies, such as the Supreme Court outlawing of restrictive residential covenants in 1948 and the passing of the Fair Housing Act in 1968. This law expanded on previous acts and prohibited discrimination concerning the sale, rental, and financing of housing based on race, religion, national origin, sex, disability, and family status. Despite these efforts, people of color experience both active discrimination in the housing market, and are impacted by the lasting impacts of past exclusionary policies. It is important to understand these historic discriminatory policies and how well-intentioned laws have yet to address the disparities in order to design more equitable programs and policies that move toward eliminating these inequities. Studies show that intentional strategies that raise awareness of the root causes of systemic inequities strategically help to sustain long-term inclusive policies and practices.

Targeted Universalism & Positionality

What is Targeted Universalism?

While moving through the REAT, you should be establishing goals and outcomes for your program or policy. By doing this, you can measure the performance of your program and create accountability for reaching equity goals. One such strategy to develop equitable goals is Targeted Universalism.

Targeted universalism is a frame for designing policy that acknowledges our common goals while also addressing the sharp contrasts in access to opportunity between different communities by setting universal goals pursued by targeted processes and strategies to achieve these goals. Within a targeted universalism framework, universal goals are established for all groups concerned. The strategies developed to achieve those goals are targeted, meaning they are based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal. This definition comes from the University of California Berkeley's Othering and Belonging Institute, and is supported by a 3 minute animated clip that further explains the concept. The following steps can help you employ targeted universalism as you design your program or policy:

STEP 1: Define a universal goal – i.e., 100% proficiency in eighth grade math.

STEP 2: Measure how the overall population fares relative to the universal goal – i.e., 80% of eighth graders are proficient.

STEP 3: Measure the performance of population segments relative to the universal goal – i.e., 70% of Latinxs are proficient.

STEP 4: Understand how structures and other factors support or impede group progress toward the universal goal – i.e., classroom instruction materials and lessons designed for English speakers may impede learning including math proficiency in Latinx students.

STEP 5: Implement targeted strategies so that each group can achieve the universal goal based upon their need and circumstances – i.e., ESL- specific math tutoring for Latinx students (another group may require a completely different strategy to achieve the same universal goal.)

The implementation of equity requires that we view inequities through a systemic lens, recognizing that cultural principles based on meritocracy, equal opportunity, and personal responsibility are often shaped and influenced by external factors that generate advantages for some and disadvantages for others. To create and implement equity, we must build into the decision-making process intentional steps designed to dismantle patterns of discrimination created by these systems of advantage. Remember that there is no universal or "one size fits all" approach to solving these problems.

Identifying Project Goals

It's important to identify and articulate the goals you have for your project, program, or policy. Referencing these goals throughout the course of your project planning, implementation, and evaluation can help maintain focus and improve outcomes.

All question sections in the REAT will be submitted through a word document, and then inputted into a spreadsheet. Please respond to these questions in the Word document sent to you.



1. What is the name of the project/program/policy the REAT is being performed on?

2. Is this a new project or the continuation or update of an existing one?

3. What are the intended outcomes/goals of this project? If there are multiple, please list.

4. Do you have specific equity-centered goals for your project?

Community Engagement & Access

Purpose

The purpose of Community Engagement as part of the REAT utilization is to create opportunities for communities and populations that that have typically been denied access and representation in the decision-making process to provide input to increase racial equity outcomes.



Assumptions

- Community Engagement at the staff and programmatic level is new for OHCS. The internal infrastructure has not been thoroughly established nor a clear process developed and vetted across the organization. That does not mitigate the responsibility of OHCS to engage partners and stakeholders in dialogue around program and policy decisions that have a potential impact on communities of color.

- There are some current efforts underway to provide a framework for community engagement efforts. Ideally, REAT community engagement efforts should be undertaken with these other State and OHCS community engagement plans in mind, including the State Equity Action Plan.

- Initial community engagement efforts around decisions utilizing the REAT should focus on organizational stakeholders, as opposed to individual recipients of OHCS services and resources. Once OHCS develops internal capacity and expertise for meaningful engagement with individual community members, efforts may be expanded accordingly.

Community Engagement & Access

Action Steps & Prompts: Word document

Clarify Intent

1. What exactly is the community being asked to respond to?
2. How much will community feedback be incorporated into the process?

Identify Stakeholders

3. What conversations with relevant stakeholders might already be happening?
4. Who are the stakeholders not typically engaged by OHCS that might be impacted by decision making?

a. How accessible are they? What relationships exist, if any?

3. Engage Intentionally

Provide adequate context and time for stakeholders to absorb and process the decision being considered.
Utilize existing Community Engagement Guides (Portland, Seattle, etc). for specific strategies on maximizing the ability and desire of communities to engage with OHCS.

Feedback should be structured to help answer the following questions:

5. Who are the most affected community members who are concerned with or have experience related to this proposal?
6. How have you involved these community members in the development of this proposal?
7. What has your engagement process told you about the factors that produce or perpetuate racial inequity related to this proposal?
8. What hurdles did you encounter using your engagement process and how might you adjust to improve it?

4. Document Input with Transparency

Include both stakeholders that actively provided feedback AND partners that were unable to respond or engage.
Provide information on final decision or product.
Provide rationale for decisions and how results from the engagement were or were not incorporated.
Clarify if there are additional opportunities for ongoing input or evaluation in the future.

Data

Introduction

Collecting demographic data to better understand disparate impacts can be an important step toward equity. However, when data is analyzed and meaning is derived from the results there can be a power imbalance between researchers, policymakers, and historically marginalized communities. Often the voice and analysis of those positioned as "experts" overshadows and diminishes the voice of communities that are not centered or given meaningful access points to direct policy that impacts them. Underserved and marginalized communities are typically not given the information necessary to meaningfully decide which questions are asked and why, what outcomes are the focus, and what data sources are used — or to give informed consent to participate in the first place. Acknowledging history, harm, and the potentially negative implications of data analysis for groups marginalized by inequitable systems is a key first step, but it is only a first step. To go beyond this, we must center the voices, stories, expertise, and knowledge of these communities in decision making, take collective action with them, and share power to improve outcomes and harness data for social good.

Incorporating a racial equity lens during data analysis includes incorporating individual, community, political, and historical contexts of race to inform analysis, conclusions, and recommendations. Measurement must take place at two levels — first, to measure the success of specific programmatic and policy changes, and second, to develop baselines, set goals, and measure progress towards those goals.

Given the complex series of decisions involved in the process of centering equity within data analysis, collaborative and iterative work with strong participation from a variety of stakeholders is critical.

Data

Collecting data on the outcomes of the policy or program helps develop better future strategies and promote racial equity. To have a clear idea about the impact of your program and/or policy, you will need both qualitative and quantitative data, as they can sometimes offer differing and even contradicting takeaways on how race interacts with outcomes in communities.



Quantitative Data - Measured Numerically

It may be presented as amounts, percentages/ratios or percent gains or losses. Quantitative variables can tell you "how much," "how many," or "how often."



Qualitative Data - Describes and Characterizes

It may be presented as anecdotes, personal experiences, opinions and perspectives. It's collected by observation, interviews, conversations, focus groups, and narrative analysis

When data are analyzed across quantitative and qualitative sources, we get a more holistic view of the experiences and outcomes of children, households, and families, supporting asset- (rather than deficit-) based approaches. In addition to collecting data from sources like the U.S. Census or HUD, consider developing and implementing a survey to measure attitudes and knowledge about disparate outcomes in your target geography.

Data 

As you work through these prompts in the Word document, utilize the existing data tools and resources located in the appendix, and consult the "Positive and Problematic Practices of Data Analysis" table. These will help you understand and access internal and external data sources, visualize key trends, identify gaps in quantitative data, provide important qualitative narratives, and connect data to broader program and policy decisions and outcomes.

1. What do quantitative and qualitative data tell us about how communities of color and low-income communities are faring, and how will we measure progress in these communities?
2. How will we disaggregate data by race and income?
3. What data will tell you if you're successful?
4. Will you do any primary data collection (gathering data through surveys, interviews, or experiments?) If so, what data do you seek and from whom?
5. If performing qualitative data collection, are you compensating your participants fairly? What is your plan for fair compensation?
6. How will you present your data and analysis in an accessible way?
7. Are there provisions to ensure ongoing collection of data (that can be disaggregated by race/ethnicity) and public reporting of data?
8. Are there plans to review or share the analysis with members of the community to garner feedback?
9. What data are unavailable or missing? What will you do to address these gaps?

Missing data may be a sign that certain communities, issues or inequities have been historically overlooked. Sometimes datasets treat communities as a monolithic group without acknowledging different socioeconomic and cultural subgroups. If racially disaggregated data isn't available, there are existing resources available that detail the lived experiences and advocacy efforts of BIPOC communities in Oregon. These can be found in the appendix on page E-1.

Benefits, Burdens, Unintended Consequences & Outcomes

One of the most integral parts of the REAT process is to try and anticipate the potential unintended consequences of your work that could harm certain communities in the process of helping others. Examples of this are abundant, and include things like the construction of interstate highways through the heart of major cities, which resulted in more efficient and easier access to the city for mostly white people living in the suburbs while simultaneously displacing and destroying – through demolition as well as lingering health and safety risks – the predominately communities of color who lived in those neighborhoods where the roads were placed (Addressing Racial Inequities). Other examples include the War on Drugs, which was ostensibly to keep people from using dangerous substances, but has been enforced in such an inequitable way that nearly 80% of people in federal prison for drug offenses are Black or Latinx (Race and the Drug War), and Ban the Box, an attempt to reduce employer or landlord ability to discriminate against previously incarcerated individuals, that has shown to make racial disparities worse, likely due to more outright racial stereotyping and discrimination (Ban the Box).

In the planning process, it is important to attempt to anticipate these unintended consequences of your work and mitigate them if possible. Whatever the unintended consequence may be, it is your job as the champion of the strategic plan to articulate the importance of advancing racial equity in order to jettison deeply-held and often unconscious beliefs and structures that create and re-create systems of advantage. With the help of coworkers and, ideally, members of the communities that will be impacted, ensure that the potential consequence will not do a level of harm that is unable to be mitigated by early detection, other parallel policies, or program adjustment.

Remember that in the real world, there are no perfect solutions. Sometimes the best immediately attainable result is one that moves the ball forward significantly, but still leaves some issues to be addressed. Finding solutions to address all disparities will be an on-going process that is often easier said than done. Although you may not successfully provide solutions to all policy holes, if you are able to identify the issue areas with the help of the racial equity framework, it is easier to continue to monitor those policy holes and work on addressing them. In order to make the least imperfect policies, it is critical to systematically identify those who have been affected, those that are left out, and know that a lot of work still needs to get done. In this process there are always lessons learned, including solutions that could have been considered.

Benefits, Burdens, Unintended Consequences & Outcomes 

The line between what is an acceptable issue area and what is a red flag that must be addressed is impossible for one person to unilaterally decide. Therefore, once you have identified the unintended consequence to your solution, bring in multiple voices and perspectives to reach that decision. Remember that inequity can manifest as a result of exclusion, and communities you may not have initially considered as connected to your work could be outside of that narrative for systemic and/or historical reasons outside of their control. The following are key questions to answer in the Word document as you decide who will benefit, who will be burdened, and what the potential unintended consequences of your work might be.

1. How might implementation play out differently in different communities? What identified community needs are being met or ignored in this issue or decision?

2. What do the data tell you about which communities might see their condition worsen or remain unchanged if you achieve the desired outcome?

3. What measurable outcomes are most important to our historically and currently underserved communities?

4. What adverse impacts, unintended consequences, or barriers for racial/geographic/ethnic groups could result from this policy and how will they be addressed?

5. Are there further ways to maximize equitable outcomes? Describe recommended strategies to address adverse impacts, prevent unintended negative consequences and advance racial equity.

Investment & Accountability

Looking ahead, think about how you'll measure the effect of your action.

What will tell you whether or not you're making progress, and whether or not you've succeeded? Define these benchmarks now. Clearly defined benchmarks will determine what progress and success will look like, and they will act as guideposts to help you stay on track as you execute the plan. As the project evolves and you uncover new information, the benchmarks may change, and that's fine — but clear goals will guide the team's work forward and will help to hold your team accountable towards the project's desired outcomes.

Remember to consider whether these benchmarks for your proposal or plan are:

- Realistic (can be tracked, reported, and/or followed up on with existing capacity or less)
- Meaningful (results necessitate a response if not meeting standards)
- Adequately funded
- Adequately resourced with personnel
- Adequately resourced with mechanisms (policy, systems) to ensure successful implementation and enforcement
- Adequately resourced with provisions to ensure ongoing data collection, public reporting, stakeholder participation and public accountability







Investment & Accountability



The following prompts in the Word document are designed to help you answer whether your established benchmarks and accountability mechanisms are sufficient to achieve your policy goals:

1. How will you ensure adequate capacity, including budgetary and staff needs, to implement strategies as outlined?
2. How will you operationalize equity and create accountability systems?
3. How do you collect and respond to internal and external feedback?
4. How do you use feedback and/or program results to continually reevaluate and improve your efforts?
5. What are the mechanisms you will utilize to ensure that goals are met?
6. How are you consistently communicating your efforts with your communities and demonstrating your results?
7. Are there provisions to ensure ongoing stakeholder participation and public accountability of policy implementers and enforcers?
8. What are you choosing to prioritize less by using these accountability mechanisms instead of other options?

You've just completed the REAT!



Thank you for taking the time to work through this tool. Including racial equity in your decision-making contributes to the goal of reducing racial inequities and improving success for all groups in Oregon.

What's Next?

This process is iterative. Revisit this tool as your program or policy progresses to consider whether your initial recommendations still stand. As we pilot the tool as an agency, we will continuously refine the content based on your feedback, so please take the time to be as thorough and thoughtful as possible as you work through this survey in Smartsheet. Through survey results and meetings with program staff, we will work to develop sustainable and effective process requirements for users as they work through the tool and once they have completed analysis. All that to say, more to come in 2022!



Questions? Comments?



If you have any questions, comments, or any other feedback on this tool, please email: Lee.Guekguezian@hcs.oregon.gov

Appendix

A Definitions

B Positive & Problematic Practices of Data Analysis

C Data Resources

D Community Engagement Guides

E Reports Specific to Communities of Color in Oregon

F Works Cited

Definitions

Diversity

The appreciation and prioritization of different backgrounds, identities, and experiences collectively and as individuals. It emphasizes the need for representation of communities that are systemically underrepresented. These differences are strengths that maximize the State's competitive advantage through innovation, effectiveness, and adaptability.

Inclusion

Inclusion is an intentional and consistent effort to create and sustain a state of belonging, where persons of different backgrounds, identities, and experiences are valued, integrated, and welcomed equitably as decision makers, collaborators, and colleagues. Inclusion includes programs and policies designed specifically to support historically marginalized communities.

Inclusion vs Diversity

You can have diversity without inclusion (e.g. tokenism, assimilation). You can't have inclusion without diversity. Focusing on inclusion gets you further than just focusing on diversity.

Race

Race is a social construct that has evolved over time and is frequently misunderstood. Race is often assumed to have a biological basis and ethnic groups are perceived as sharing genetic bloodlines – misconceptions that can lead to assumptions about the correlation between race and behavior, physical attributes, skin color and more. However, race, like ethnicity in general, is a cultural category rather than a biological reality. "Races" are defined through socially-constructed categories rather than from scientific classifications based on common genes.

Intersectionality

Originally coined by Dr. Kiimberlé Crenshaw, who defines intersectionality as "a lens, a prism, for seeing the way in which various forms of inequality often operate together and exacerbate each other." We tend to talk about race inequality as separate from inequality based on gender, class, sexuality or immigrant status. What's often missing is how some people are subject to all of these, and the experience is not just the sum of its parts.

Definitions

Racism

A system of advantage based on race – is pervasive, yet it can be dismantled through strategies that promote systemic change along with real conversations about shared values and principles. For instance, by reviewing racially discriminatory practices and policies that have led to the allocation of resources based on where we live, we can begin to understand why some communities have prospered while others have not. Too often we try to address these racial disparities through “color blind” and/or “race neutral” approaches that do not take into account the impact of unconscious biases influenced by racialized societal messages. Intentional strategies aimed at acknowledging the impact of structural marginalization and discrimination are needed to create meaningful and long-lasting change

Racial Equity

The condition that would be achieved if one’s race or ethnic origin was no longer a determining factor in one’s success. Racial equity is a process of eliminating racial disparities and improving outcomes for everyone. It is the intentional and continual practice of changing policies, practices, systems, and structures by prioritizing measurable change in the lives of people of color.

Racial Justice

Racial Justice is a vision and transformation of society to eliminate racial hierarchies and advance collective liberation, where Black, Indigenous, Latinx, Asian Americans, Native Hawaiians, and Pacific Islanders, in particular, have the dignity, resources, power, and self-determination to fully thrive.

Racial Justice vs. Racial Equity

Racial equity is the process for moving towards the vision of racial justice. Racial equity seeks measurable milestones and outcomes that can be achieved on the road to racial justice. Racial equity is necessary, but not sufficient, for racial justice

Definitions

Equity vs Equality

Equality uses the same strategies for everyone, but because people are situated differently, they are not likely to get to the same outcomes. Equity uses differentiated and targeted strategies to address different needs and to get to fair outcomes. Equality-focused strategies don't work for, or benefit, everyone – e.g. teaching everyone the same way does not work for different kinds of learners—each must be taught the appropriate way for them. Using targeted or differentiated strategies to achieve universal goals is referred to as "targeted universalism.

Racial Bias

Explicit Racial Bias / Conscious Bias - Conscious attitudes and beliefs about a person or group; also known as overt and intentional racial bias.

Implicit Racial Bias / Unconscious Bias - Attitudes or stereotypes that affect our understanding, decisions and actions in an unconscious manner.

Individual Racial Bias - Bias by individuals. But if the individual is acting in an institutional capacity (e.g. a teacher or a police officer) their individual bias is also a manifestation of institutional bias.

Institutional Racial Bias - Bias by institutions—such as patterns, practices, policies, or cultural norms that advantage or disadvantage people of color.

Types of Racism

Internalized racism lies within individuals

Interpersonal racism occurs between individuals

Institutional racism occurs within institutions

Structural racism is racial inequities across institutions, policies, social structures, history, and culture.

Positive & Problematic Practices of Data Analysis

Positive Practices	Problematic Practices
Using participatory research to bring multiple perspective to the interpretation of data	Describing outcomes without examining larger systems, policies, and social conditions that contribute to disparities in outcomes
Engaging domain experts and methods experts to ensure that the data model used is appropriate to examine the research questions in local context	Applying a “one size fits all” approach to analysis (what works in one place may not be appropriate elsewhere)
Correlating place to outcomes	Leaving out the role of historical policies in the interpretation of findings
Using appropriate comparison groups to contextualize findings	Making default comparisons to White outcomes (e.g., assuming White outcomes are normative)
Employing mixed methods approaches when developing the analytic plan, including purposefully seeking out qualitative data in conjunction with quantitative data to better understand lived experience	Using one-dimensional data to propel an agenda
Disaggregating data and analyzing intersectional experiences (e.g., looking at race by gender)	Disregarding the individual or community context
Empowering professionals and community members to use data to improve their work and inform policy/program decisions	Analyzing data with no intent to drive action or change that benefits those being served
Including qualitative stories and narratives to contextualize quantitative data	Allowing quantitative data to “speak for itself” without context or discussion

Data Resources



The following resources were compiled to help you better understand and access existing data sources and tools.

- **Master Data Inventory**: inventory internal (OHCS) and external data sources that identifies: subject matter expert, relevant OHCS divisions, relevant variables, geographic granularity, available dates, update frequency, reliability, limitations, access restrictions, format, and equity considerations.
- **Data Tool Inventory**: Inventory of OHCS data tools that identifies relevant OHCS divisions, tool format, tool owner, and tool purpose.
- **Data Owner/Expertise Inventory:** Inventory of data sources utilized by OHCS that identifies staff familiarity and level of expertise.
- **Data Subscription Inventory:** Inventory of OHCS data subscriptions that identifies point person, and contract timelines.
- **ACS Data Identification Key:** Table that helps users choose the appropriate table when pulling data from the American Community Survey (ACS).



Community Engagement Guides

Utilize these resources for examples of specific strategies on maximizing the ability and desire of communities to engage with OHCS.

City of Madison's Public Participation Resource Guide, Racial Equity & Social Justice Initiative

City of Madison Racial Equity and Social Justice Tool (p. 7)

City of Minneapolis Racial Equity Impact Analysis (p. 8-9)

City of Portland's Community Engagement Manual

City of Seattle Racial Equity Toolkit (p. 5)

Equitable Community Engagement Toolkit, Boston Public Health

The Greenlining Institute Racial Equity Toolkit (p. 7-9)

A Guide to Community-Centered Engagement in the District of Columbia

King County Community Engagement Guide

State of Michigan Racial Equity Toolkit (p. 19-27)

State of Oregon Equity Framework in COVID-19 Response and Recovery (p. 3-6)

Reports Specific to Communities of Color in Oregon

In 2020, the Oregon Water Futures Project co-conceptualized and facilitated a series of conversations with Native, Latinx, Black, and various migrant communities across the state – including Indigenous Latin American, Caribbean, Southeast Asian, Middle Eastern, Arab, Pacific Islander, and Somali communities.
Full report: https://www.oregonwaterfutures.org/report-20-21

Communities of Color in Multnomah County: An Unsettling Profile
Full Report: https://www.portlandoregon.gov/civic/article/505484

Coalition of Communities of Color, Leading With Race: Research Justice in Washington County.
Full Report: https://www.coalitioncommunitiescolor.org/research-and-publications/leadingwithrace

State of Black Oregon 2015
Full Report: https://ulpdx.org/sites/default/files/2020-03/State-Of-Black-Oregon-2015.pdf

Oregon's School-to-Prison Pipeline, ACLU
Full Report: https://www.aclu-or.org/sites/default/files/ACLU_STPP_FINAL.pdf

Latinos in Oregon: Trends and Opportunities in a Changing State
Full Report:
https://oregoncf.org/Templates/media/files/reports/latinos_in_oregon_report_2016.pdf

Works Cited



Racial Equity Toolkits:

- City of Madison Racial Equity and Social Justice Tool
- City of Minneapolis Racial Equity Impact Analysis
- State of Michigan Racial Equity Toolkit
- Race Forward: What is Racial Equity?
- City of Seattle Racial Equity Toolkit
- GARE Racial Equity Toolkit
- King County Equity Impact Review Tool
- COSA ODE Toolkit: Communicating about Racial Equity in a Charged Environment
- The Greenlining Institute: Racial Equity Toolkit
- Multnomah County Equity and Empowerment Lens
- AISP: A Toolkit for Centering Racial Equity Throughout Data Integration

Other Sources:

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- “Why Am I Always Being Researched?” Chicago Beyond, 13 May 2019, https://chicagobeyond.org/researchequity/.

BUDGET NARRATIVE

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503-986-2000 | www.oregon.gov/OHCS

DATE: August 9, 2024

TO: Oregon Department of Administrative Services – Chief Financial Office
Oregon Department of Administrative Services – Office of Cultural Change

FROM: Joshua Fleming, Racial Equity & Inclusion Strategy Specialist
Chelsea Bunch, Director of Equity, Diversity & Inclusion

SUBJECT: OHCS Racial Equity Impact Statement Cover Memo

Oregon Housing and Community Services (OHCS) strives to positively impact all Oregonians through our programs by working to provide the opportunity for stable and affordable housing to the state. While we know that our programs do not directly benefit all Oregonians, we believe that an Oregon where our most vulnerable neighbors can access stable and affordable housing, where instances of homelessness are uncommon, short, non-traumatic and non-recurring, and where housing cost burden is also uncommon due to a sufficient supply of affordable housing is an Oregon that will benefit every Oregonian. When we are our best; our programs are proposed, designed, funded and executed towards this shared equitable and racially just vision.

In this way the majority of OHCS programs are designed to directly benefit Oregonians who make less than 30% AMI and are experiencing some level of housing insecurity, whether that be housing cost burden, energy insecurity, lack of access to affordable rental housing, or chronic houselessness. In serving low or no-income Oregonians through a consistently expanding budget of funding each year OHCS seeks to serve all people equitably. However, we must acknowledge past and present inequities in access to services, awareness of eligible services and outcomes of funded projects by our agency.

Five years ago, when OHCS created our first Statewide Housing Plan (SWHP) we reflected both on Oregon's history and the current data related to housing in our state and to the people who benefit from OHCS Funded programs. Oregon has a deeply racist history that continues to impact the racial demographics of the state to this day. As a state that began by intentionally instituting several exclusionary laws, specifically for African and Chinese American people, as well as land and business exclusion laws for Asian American and Native American communities, is directly tired to Oregon being one of the least diverse states in the country. According to the Oregon Office of Economic Analysis' on Racial Diversity in Oregon, the state is less diverse than the country overall, ranking about 30th across all states based on the 2020 Census data. And, while there is population growth for some communities, Asian American and Hispanic/Latiné

people, for example, Oregon continues to see a disproportionate number of Black, Indigenous and People of Color (BIPOC) experiencing deep housing disparity across the housing spectrum. Furthermore, through a history of significant federal, state, and local government policy, not only were Black and Brown individuals excluded from living in Oregon, but they were also systemically disadvantaged from participating in homeownership and developing generational wealth. In addition to the ongoing disadvantages created by past racist government policy and practice, current racial injustice continues to occur and create impact on the housing of Oregonians. Despite some improved laws and policies that have moved towards a race neutral or even anti-racist position, overt racist discrimination and institutional racist bias continues to persist in Oregon. These realities continue to be evident in the need for and impact of OHCS programs.

Black, Indigenous and People of Color have historically been pushed towards the middle and lower class and thus into a higher risk economic demographic to experience the exact things our programs seek to remedy. In fact, data shows clearly that BIPOC individuals in Oregon are disproportionately more likely to have lower income, have lower accrued wealth, lower rates of homeownership and thus more likely to experience housing cost burden and instances of houselessness. In the past five years OHCS has worked to be mindful of racial injustice in the design of our programs, partnerships and our overall budget. While this means BIPOC individuals should be overrepresented in the demographic data of those served by OHCS programs, this is still not always the case. Furthermore, there are still some impacts of OHCS programs that continue to lack data that can be tracked and analyzed to determine and address demographic inequity. This inequity of both the underrepresentation of vulnerable BIPOC individuals in the outcomes of OHCS Programs paired with the over representation of BIPOC individuals in the populations experiencing the hardships OHCS seeks to prevent are two primary reasons our agency continues to prioritize the centering or Diversity, Equity, Inclusion and Racial Justice (DEI & RJ) practice and development.

In addition to this clear, present, and historical racial inequity between Black Oregonians and White Oregonians specifically, OHCS also acknowledges similar inequities for both Indigenous and non-Black/Brown Oregonians. We have also seen a clear inequity to the access of our programs for people in rural Oregon, and non-English speaking Oregonians, especially those who may be immigrants and non-White, and thus impacted by the intersectional discrimination of racism, xenophobia and a lack of equitable language access. Finally, we see a lack of much needed services for Youth and members of the LGBTQIA2+ community, and especially members who intersect with multiple of the above listed Oregonian identities.

Beyond the people directly served by OHCS programs we also acknowledge that benefits are experienced by the communities, grantees and employees of grantees who receive OHCS funding. We acknowledge that access to and feasibility to compete for OHCS funding has not historically been equal nor equitable and continues to have inherit inequities that limit the

distribution of OHCS funds to community partners made up of people representative of the very communities that are underserved by OHCS funding and outcomes.

Designing and distributing funds through programs that have not been analyzed through an equity lens with an eye on current and past data has led to and will continue to lead to the inequities we see both in the landscape of our grantees, funded partners, and end beneficiaries of OHCS funds. OHCS continues to analyze and redesign our internal and external practices to overcome these institutional barriers and the inequities they cause; however, we know that they persist and the "who" that we serve is still not fully equitable and just. For this reason and many others, we continue to seek to center all Oregonians by centering the least advantaged among our constituents through a focus on equity for all Oregonians.

This year we have focused internal work to fully implement the use of our agency's first-ever Racial Equity Analysis Toolkit (REAT) across all program divisions. By the end of this calendar year all divisions will have regular quarterly goals for reassessing new and historically established programs through the REAT process. Staff have worked to create more robust tools to help prioritize different focus areas to be assessed with the REAT, to ensure and track agency wide use of the REAT and to train and support staff before and during the use of the REAT. Finally, we have worked to build a system to document, store, memorialize, track and analyze the impacts spurred by the agency wide implementation of the REAT.

While our programs may always have unintended consequences, several of the new programs included in this agency request budget (ARB) have been explicitly designed with diversity, equity, inclusion and racial justice in mind to help address unintended consequences of some of our other programs. Through this ARB, OHCS intends to continue to improve the equitable outcomes of our programs and to increase the capacity of our partners who have historically been excluded and disadvantaged. We also intend to continue to make our programs more accessible for underserved populations on both the provider and end-client level through improved language access and by decreasing barriers for our partners to participate in our fund sources. These changes are just some examples of the outcomes of our agency's centering our values of equity and racial justice in action, such as our REAT and the REIS. In this ARB process we have continued to center our agency's values by implementing the use of Racial Equity Impact Statement (REIS) questions for each proposed policy option package.

A large part of the REAT and REIS work is the incorporation of many stakeholders and voices. This year our ARB continues to center feedback we have received in past years from partners. Including a focus on capacity building and training and technical assistance for smaller organizations and culturally specific organizations. This year we also executed a multifaceted engagement process to center the voices of our diverse partners and to continue to build report and relationships with our community of constituents. The process included six 90-minute virtual townhalls, 3 surveys designed to supplement the town halls and gather voices that were unable to attend the townhalls, and a collaborative budget analysis tool that engaged diverse

groups of partners at the local level in three out of four Oregon counties. This process engaged many key voices that have historically not been at the table including five federally recognized Tribes, direct services providers, local government partners and culturally specific organizations.

Through this engagement OHCS gained a wealth of valuable feedback including a continued broad call from community to focus on underserved populations, investing in culturally specific organizations, empowering cohesion and success for all partners across the state through valuing capacity building, consistent statewide training and consistent data processing and analysis statewide.

Through this engagement and our ongoing implementation of the REAT and REIS we have also clearly identified a continuing gap of capacity supporting incorporating and centering voices of people with lived experience from the communities that OHCS and our partners serve. OHCS continues to document the need for voices of people with lived experience to truly design and create a housing system that reaches our shared vision. We also acknowledge that engaging this critical stakeholder and community engagement without just compensation is counterintuitive to our values. We continue to find creative ways to work with our partners and collaborate with people with lived experience as justly as we can, but we acknowledge that our agency's capacity and the states' stance on the compensation of people with lived experience continues to under achieve what is necessary to accomplish our vision for all Oregonians.

Considering all of this, OHCS maintains a culture that believes all feedback, and especially constructive criticism, is a gift. Because feedback presents an opportunity for growth. All the opportunities for growth highlighted in this memo and in our DEI action plan have come from our proactive choice as an agency to prioritize discussing equity and racial justice both internally and externally. We do this with our REAT and REIS processes, and we only intend to further develop these tools. The following ARB and DEI Action Plan support and highlight our desire to continue this work, focusing on both the opportunities for growth that past feedback and equity lens use has given us, and to continue to improve on our ability to center equity and racial justice, engage our diverse partners and include their future feedback in our work. It is important and critical for us to do this work iteratively towards the accomplishment of our shared vision.

We believe an Oregon where our most vulnerable neighbors can access stable and affordable housing, where instances of homelessness are uncommon, short, non-traumatic and non-recurring, and where housing cost burden is also uncommon is a better Oregon for all.

BUDGET NARRATIVE

OREGON HOUSING and COMMUNITY SERVICES
725 SUMMER STREET NE, SUITE B | SALEM, OR 97301
503-986-2000 | www.oregon.gov/OHCS

DATE: August 9, 2024

TO: Oregon Department of Administrative Services – Chief Financial Office
Oregon Department of Administrative Services – Office of Cultural Change

FROM: Chelsea Bunch, Director of Equity, Diversity & Inclusion

SUBJECT: OHCS 2023-25 Follow-Up Racial Equity Impact Statement Cover Memo for the Statewide Training and Technical Assistance Program

In the 2023-25 budget cycle the Agency's submitted a $23.7M policy package, Statewide Training and Technical Assistance Program, targeted to strengthening Oregon's social safety net by providing funds that would build the organizational capacity of our partners in housing, support their ability to move their mission-critical work forward, and ensure the ecosystem of housing providers, including OHCS, are effectively addressing the most pressing housing issues we face with community accessibility at the core. The funds would help to develop and fund agency-wide support for language access needs, training opportunities, and technical assistance. It would also allow the Agency to better serve Oregonians, by expanding partnerships with community-based organizations and Tribal entities to address the housing crisis facing Oregon effectively and responsively. The Agency received a portion of these funds, $1.7M, specifically for standing up the Agency's language access program.

At the time of this request, the Agency's did have a Language Access Plan (LAP), however it was incredibly out of date, with the most recent plan from 2015. The Agency also did not have a clearly outlined policy or process for programs to follow that clarifies when/how to translate content, including which documents were considered vital documents. There was a lack of clarity on what is required and limited resources committed for translation and interpretation.

With the infusion of these important resources from the 2023-25 budget, the Agency's has begun to develop its language services program and is currently implementing funding. The Agency is finalizing an Intergovernmental Agreement with Portland State University's Population Research Center and the Center for Public Services to launch our agencywide language access needs assessment and for development and implementation support for developing our Language Access Plan.

A key part of the assessment and subsequent Language Access Plan will be developing quantitative and qualitative metrics to help evaluate program outcomes over time that will come from focus groups within the needs assessment, and that will articulate the value of

ensuring inclusive communications as a part of our regular Agency practice. The assessment will include an evaluation of existing Agency data to identify the frequency with which people with Limited English Proficiency encounter Agency programs, and the points and types of contact the Agency and its staff may have with people with Limited English Proficiency, as well as an analysis of the frequency of contacts, the type of language assistance services needed, and the languages being requested. Lastly, the assessment will include outreach and focus groups with people with Limited English Proficiency to better understand specific needs and how the Agency's language services program might better reach and serve people with Limited English Proficiency.

The Agency has also brought on additional translation service providers for translations of important documents across all agency programs and has developed a "buyer's guide" for accessing those services. As we continue to build out our language services program, including providing staff training on the connection between language accessibility and meeting our housing mission, we anticipate a continued increase in the regular use of translation and interpretation services within the agency, ultimately leading to increasing equitable access to information and resources the Agency stewards.

Promoting and providing language access is essential to the Agency's commitment to advancing equity and racial justice. The Agency's language services program will create and broaden access to vital documents in multiple languages regarding OHCS programs and services, lifting language barriers for people with limited English proficiency.

According to the 2022 United States Census Bureau's American Community Survey, in Oregon, there are 40,114 households in which no one in the home over the age of 14 speaks English only or speaks English "very well". For people with limited English proficiency, the lack of well-thought-out language access can create significant barriers to both accessing and maintaining housing. These barriers may include not understanding program eligibility requirements, lease terms, service requirements, or mortgage and lending terms, among others, all which impact housing accessibility and stability. Deaf and hard of hearing individuals also face a variety of barriers when interacting with hearing people, often including discriminatory treatment by housing providers that hinder equal access to housing opportunities. Providing resources to fund and support language translation and interpretation, as well as support staff training and development on the connectedness of inclusive communications with increased housing stability is crucial in the advancement of equity and builds the Agency's culture of inclusivity. It allows the resources the Agency's stewards to reach deeper and more broadly into diverse communities ensuring everyone in Oregon can get and stay stably housed.

As noted above, the language access assessment will include outreach and focus groups with people with Limited English Proficiency to better understand specific needs and how the Agency's language services program might better reach and serve people with Limited English Proficiency. While a key goal of the assessment is to update our Language Access Plan (LAP), it

will also include a plan for how to sustain it and make regular updates. This includes opportunities for the Agency to regularly receive feedback on the impact of the program and policies driving the program, learning best practices from people with lived experience and expertise with language accessibility, and accuracy of translations, among others. The Agency will incorporate feedback over time to ensure our LAP is up-to-date, robust and aligned with our Agency's mission and values.

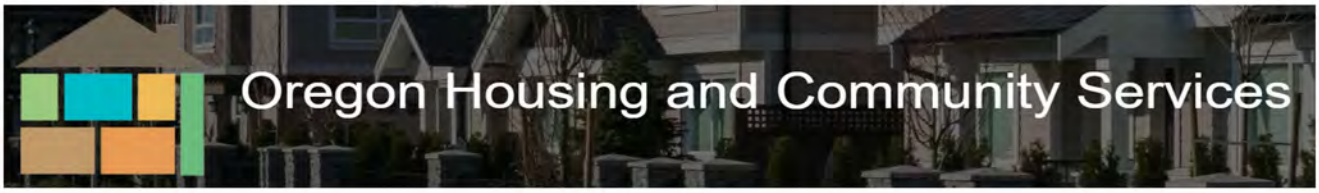
This policy package was the result of the feedback we had heard from community. At the time of development, the Agency created a Training and Technical Assistance survey to reach a diverse and wide array of partners to gather feedback on how we shape the ask. We had more focused, deeper engagement, via listening sessions, with the nine federally recognized Tribes, rural housing-focused stakeholders and housing-focused organizations led by and serving Black, Indigenous, Latinx, Asian-American and Pacific Islander communities to hear specific feedback about the needs they're seeing in their communities. These engagements were critical in ensuring the investment reflected the needs we were hearing.

As we launch the needs assessment in the next month, the focus groups with people with limited English proficiency will also play a critical role in how we develop our language services program. Valuable feedback that will help ensure we have diverse service providers providing translation services, that our translations are accurate and community-validated, that policies and program guides ensure accountability, and that we create consistent and regular opportunities to provide feedback on how we are doing.

The biggest challenge has been moving through the operational processes needed to begin the work, including navigating procurement timelines for the various contracts, and hiring staff, ensuring the appropriate classification and compensation level for the large body of work standing up a program like this will be. The Agency's remains committed to expanding and deepening this program in spite of the challenges.

In the 2025-27 ARB, the Agency is requesting an additional $1.3M to expand the ability to develop and implement a comprehensive language access program, ensuring more equitable access to the services and resources OHCS' funds in community. These resources will ensure we more equitably and inclusively provide services to people with limited English proficiency and people who are deaf or hard of hearing, ensuring we meet our housing goals through enhanced language accessibility. These resources will also support internal policy development, organizational improvements, and the deepened integration of language services into housing investments, while ensuring compliance with federal and state language access requirements.

BUDGET NARRATIVE



Information Technology **2023 – 2027 Strategy**

How the IT Department will support Oregon Housing and Community Services' strategic objectives and initiatives.

Contents:

Executive Summary

IT Strategy Scope and Business Alignment

IT Strategy Key Initiatives and Roadmap

Appendix

Message from Liana Webb, CIO

What is the Oregon Housing and Community Services (OHCS) Information Technology FY23 - FY27 strategy?

This IT strategy document provides a holistic view of where our IT department will go over the next 48 months. It demonstrates how we will align our resources, efforts, goals and objectives to support OHCS's strategic direction and key initiatives. It is our roadmap and commitment to you.

To achieve this strategy, our IT teams will remain focused on the key IT initiatives outlined in this document. These initiatives are the tactics we will use to support our business partners in achieving their goals.

This strategy was developed in cooperation with many OHCS business contributors and the full IT leadership team. It is a combined effort we will use to ensure alignment and buy-in from our staff. Thank you to all those who have helped assess our current state, envision our future state, and identify the actions needed to achieve those goals.

The IT Team looks forward to working with all of you in helping achieve OHCS's strategic goals.

BUDGET NARRATIVE

Executive Summary

Oregon Housing and Community Services' Information Technology team is pleased to introduce our inaugural agency technology strategic plan. This comprehensive plan was developed in collaboration with our agency's business partners across the organization, as well as the collective expertise of our IT team. We employed diagnostic surveys to assess the strengths and areas for improvement within the IT department.

Although the survey results indicated a commendable level of satisfaction with the services offered by our team, we have identified three key areas where our focus will be directed for ongoing enhancement. Our objective is to sustain the existing high service delivery ratings while concurrently demonstrating progress in the modernization of our business applications, enhancing our analytical capabilities, and contributing to the advancement of our outward-facing technological initiatives.

We organized our initiatives to align with three key CIOs mandates to *Support the Business*, *Run an Effective IT shop*, and *Drive and Support Innovation*.

These projects are at various stages, including planning, active implementation, and nearing completion, contributing to OHCS' overall strategic objectives. IT initiatives are designed to yield increased efficiencies for our business partners, bolster the security of our systems, and establish governance measures across various facets of our operations.

IT will deliver on key initiatives directly ***Supporting Business*** critical OHCS priorities.

- DRR System of Record (Neighborly) implementation
- Data Governance planning and implementation
- MS SharePoint initiative for externally sharing documents.
- Housing Development Solutions Upgrade Cloud-based
- Flex Lending: SQL database and FlexLIPS system for HO reporting information
- Data extraction from retiring applications including LCF and OERAP
- ARH Portfolio Compliance Management tool
- Racial Equity Analysis Toolkit Support
- Grants Management System
- Records Retention: ORMS solution implementation
- Data Governance
- IT Governance framework and implementation
- CRM system requirements, selection, implementation
- CRM- Expand use agency wide.
- ITSM Tool Implementation (Jira) for sections requesting ticketing systems
- *New* Budget and Financial Reporting System (BFRS)

BUDGET NARRATIVE

IT identified four in-flight, planned, or new initiatives for improving ***IT operational excellence*.** These projects will increase IT process maturity and systematically improve IT operation performance.

- Mobile Device Management implementation
- Improve workforce web security.
- Agency workforce Training- (ongoing)
- Improve Engagement/Communications with business stakeholders- (ongoing)

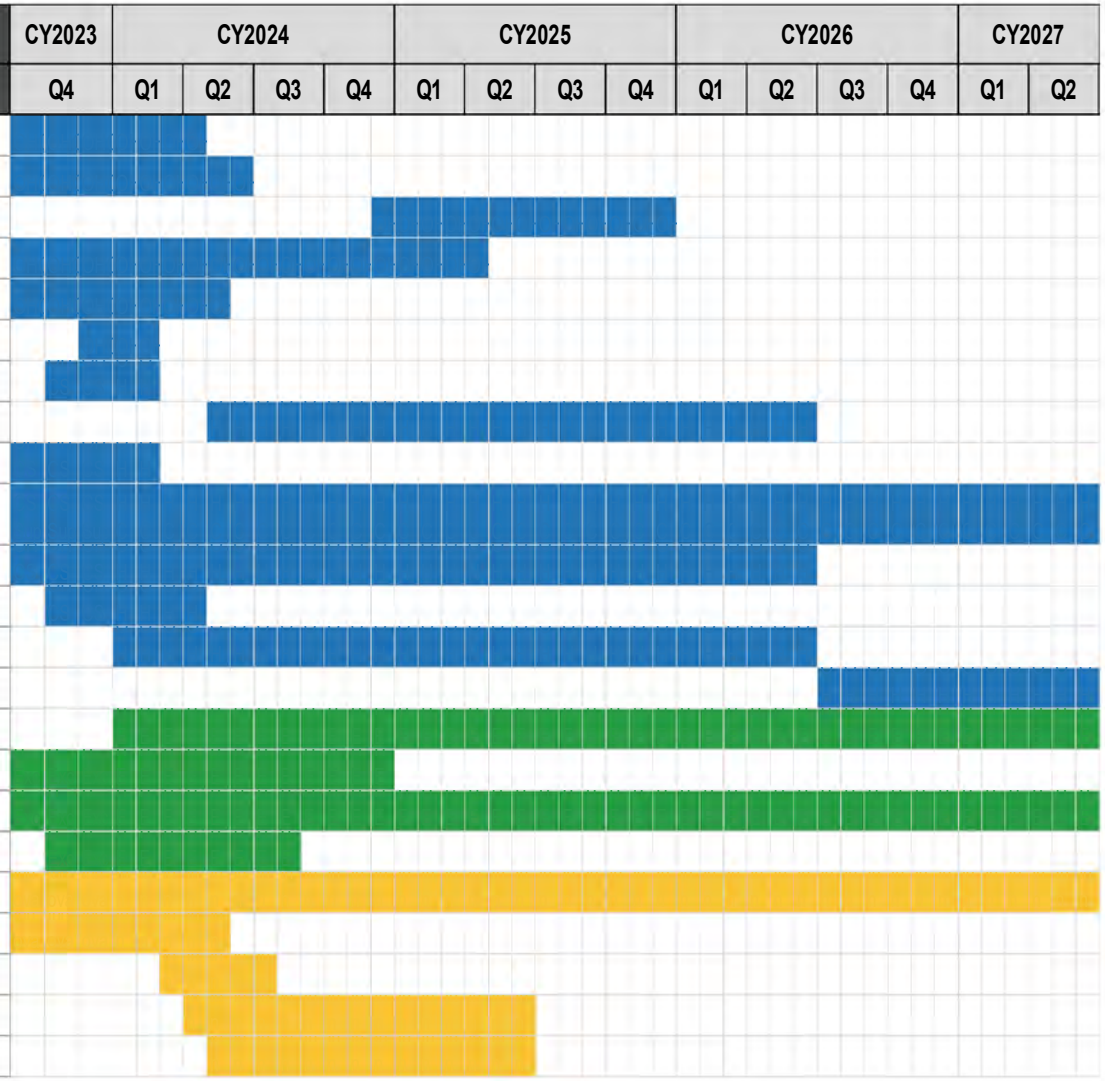
Six IT key initiatives will help drive and support ***Technology Innovation***. The following projects will improve our future innovation capabilities and decrease risk by increasing our technology maturity.

- Legacy Applications Modernization, rewrite and move to cloud-based system
- Data Lake Azure implementation for reporting on internal data sources
- MS Teams Live Events implementation
- Mobile applications development/enablement
- Document storage in M365 to better stage the agency in Disaster recovery
- HMIS Data warehouse project

IT is committed to maintaining regular communication throughout the year to ensure alignment between the strategy team and stakeholders regarding updates or modifications to strategic IT initiatives. We eagerly anticipate collaborating with the Agency Strategic Planning team to enhance the precision of the IT plan as the agency evolves over the biennium. Our approach will involve frequent reviews of the strategic plan, allowing us to proactively address shifts in OHCS' strategy or direction.

BUDGET NARRATIVE

Project Name	Planned Start	Planned End
	MM-YY	MM-YY
DRR System of Record (Neighborly) implementation	Jun-23	Apr-24
Data Governance planning and implementation	Oct-23	Jun-24
Housing Development Solutions Upgrade	Dec-24	Dec-25
Flex Lending: SQL database for report information	Jun-23	Apr-25
FlexLIPS – SoR for Finance/Accounting	Jun-23	May-24
Data extraction from retiring applications	Dec-23	Feb-24
Affordable rental housing portfolio management	Nov-23	Feb-24
Sharepoint initiative for file storage/access/sharing	May-24	Jun-26
Racial Equity Analysis Toolkit	Feb-23	Feb-24
Grants Management System- Planning to Implementation	Jun-23	Jun-27
Records Retention: ORMS solution implementation	Sep-23	Jun-26
IT Governance framework and implementation	Nov-23	Apr-24
CRM system requirements, selection, implementation	Jan-24	Jun-26
Expand CRM agency wide	Jul-26	Jun-27
Mobile Device Management implementation	Dec-23	Jun-27
ITSM Tool Implementation (Jira)	May-23	Dec-24
Workforce Training	Jun-23	Jun-27
Improve workforce web security	Nov-23	Aug-24
Legacy Applications Modernization	Jul-23	Jun-27
Data Lake implementation Agency-wide	Jun-23	May-24
MS Teams Live Events implementation	Mar-24	Jul-24
Mobile applications development/enablement	Apr-24	Jun-25
Native electronic document storage	May-24	Jun-25



BUDGET NARRATIVE

IT Strategy Scope and Business Alignment

These are the areas in which IT has responsibility and is accountable to take specific actions.

- **Service Desk**
  - Incident Management
  - Service Requests
  - Cloud Solutions
  - Project support
- **Business Application Support and Training**
- **Applications Development, Maintenance, Support**
  - DISH Modernization
  - OPUS Modernization and shift to cloud
  - **Business and Systems Analysis**
  - Project Support
  - Training
  - IT Procurement Support
- **SaaS Support and Training**
- **Data Management and Security (Custodial)**
- **Cybersecurity (CSS Consultation Partnership)**
- **IT Assets Management**

IT Mission, Vision, and Guiding Principles

The OHCS Mission, Vision and Values will guide IT on delivering on our FY23-27 strategy.

IT Mission

We deliver effective technology solutions enabling OHCS to provide housing opportunities and supportive services.

IT Vision

To be OHCS' trusted partner delivering high value information technology services.

IT Guiding Principles
Be Purposeful
Be Ethical
Be Excellent
Be Collaborative

IT Core Values
Integrity
Innovation
Reliability
Responsiveness (Customer Centric)

BUDGET NARRATIVE

IT Overarching goal is to be the Technology "Partner of Choice" for OHCS

Five supporting strategic goals to ensure that the over-arching goal is achieved.

Advance IT Security Maturity	➢ Strengthen trust in our security practices that protect our data and information systems ➢ Adhere to all privacy and regulatory compliance requirements
Enhance Data Stewardship Maturity	➢ Pilot new practices, processes and solutions that transform information as a strategic asset ➢ Increase stakeholder satisfaction with data accessibility, integrity, and reporting
IT Governance	➢ Establish and implement IT Governance framework to blend with Information Governance and Project Management governance
Develop and Retain Staff	➢ Professional development, succession planning, career planning to reduce turnover / improve retention
Deliver Reliable & Resilient Solutions	➢ Provide reliable, resilient and sustainable technology solutions ➢ Strengthen maturity and tracking of our assets to identify any risks associated with them

Advance IT Security Maturity

- ARH Portfolio and Compliance Device security. IT, working alongside stakeholders, will support the move from legacy applications to HUD NSpire standardization. IT support the business move to a web-based inspection solution. Nov 2023-Apr 2024
- Mobile Device Management (MDM): Gives IT the ability to manage mobile assets. MDM implementation is scheduled by DAS to begin December 2023 through February 2024
- Web Security- Current solution does not capture the remote workforce leaving us vulnerable to malware. IT will procure web filtering software and implement after procurement which is anticipated to be May-July 2024

Enhance Data Stewardship Maturity

- Records Retention and Archiving. Complete the implementation agency wide of Oregon Records Management System (ORMS) Sept. 2024- Jun 2027
- Database instances for reporting for Flex Lending and other initiatives May 2023- Jun 2024
- Extracting data from retiring applications Dec 2023-Dec 2025
- Data Governance planning and implementation project with Research, Records and PMO Dec 2023-Nov 2024
- Data warehouse in Azure Cloud, in-house data sources making the process of data reporting more effective for the Agency. Gives Finance an opportunity to gather payment data from one place. Ongoing- June2026

Establish IT Governance

- Draft document has been developed. Working with stakeholders to determine the need for standalone committee or combine with another standing committee. Completed and approved IT Governance document produced by April 2024

BUDGET NARRATIVE

Develop and Retain Staff

- Include funding in the IT budget for all IT staff Training resources (ongoing)
- Continue to develop succession for all positions in the IT section- (ongoing)

Deliver Reliable and Resilient Solutions

- SharePoint and Teams. These initiatives will broaden the ability of OHCS to collaboratively work with internal staff and external partners through systems designed to share documents. The IT team will develop systems with internal stakeholders, provide training and change management processes. This initiative will begin May 2024 and extend past the end of the biennium, Dec. 2025.
- Racial Equity Analysis Toolkit- IT will provide analysis and solutions to enable the REAT to be used agency wide on all programs developed by the agency. Ongoing through 2025
- HDS upgrade to cloud-based application for the HUD Compliance section. Dec 2024 - July 2025
- Grants Management solution agency wide is in planning and will continue through the 23-25 biennium. IT will support budget planning for implementation in the FY25-27
- Customer relationship Management solution pilot for Public Affairs. Will help agency be accountable in its interactions with its customers. FY23-25 planning phase with an anticipated implementation in FY25-27
- Assisting DRR with the implementation of the system of record, by providing analyst resources, consultation, and technical support. Ongoing 23-25
- FlexLIPS, In flight development for the Flex Lending program. Ongoing 23-25
- ITSM- Helpdesk ticket system implementation – Jira. Dec 23
    - IT will create helpdesk systems for HSS, ARH and DRR to support their solutions. Nov 23 - Dec 2024
- Modernization of all legacy applications. This will encompass a full rewrite into another language and hosting in Azure. Hire developer staff to assist in the effort and provide succession. July 1 23-Jun 30, 2027
- HMIS Data Warehouse solution October 2023 – December 2025 with ongoing support after implementation
- **New** Budget and Finance Reporting System (BFRS) Kickoff meeting Dec 2023

Appendix A

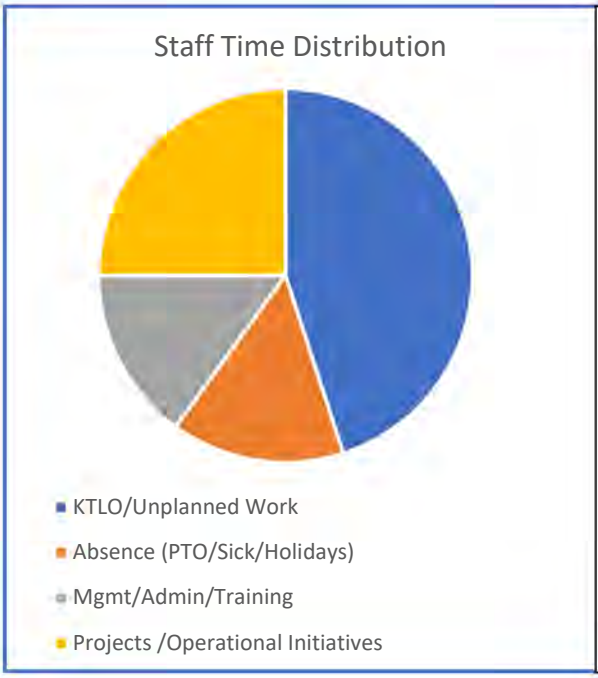
Communication Plan Outline

Audience	What	Mode	Owner	Timing
All IT staff feedback	Draft IT Strategy	Team emails within a week to comment Team meetings	CIO IT Leadership	June 2023
ASCIO	IT Strategy Presentation and written document	Send for feedback and approval	CIO	June/Final December
Executive Team	IT Strategy Presentation and written document	Agenda on weekly meeting	CIO	November
Managers Meeting	Presentation and documents	Meeting monthly then quarterly when agency plan is complete	CIO	December
Comm / DEI Review	IT Strategy Presentation and documents	Meet with or send for feedback	CIO	November
All Staff	IT Strategy Executive Summary	Publish to ECHO	CIO IT Team	January
Recurring Communication with Business	Change Summary Updated strategy documents	Periodic meetings with Business units	ITLT CIO	As Needed

Appendix B

Skill/ Resource Considerations

Core services / "Keep The Lights On" (KTLO) activities must be one of our top priorities; Resources must be monitored for balance between KTLO and Planned Initiatives and Project work.



- **IT is staffed to meet all current demands but recognizes that demand will continue to grow.**
- **The IT group currently has 2 vacant permanent positions**
- **~45% of staff time is consumed by KTLO activities and reactionary/unplanned work.**
- **Accounting for Absence (~15%) and Management/Admin/Training (~15%), this leaves ~25% of resource time for projects & initiatives.**
- **IT will need to reorganize/retool/reskill the IT workforce to best support the modernized architecture.**

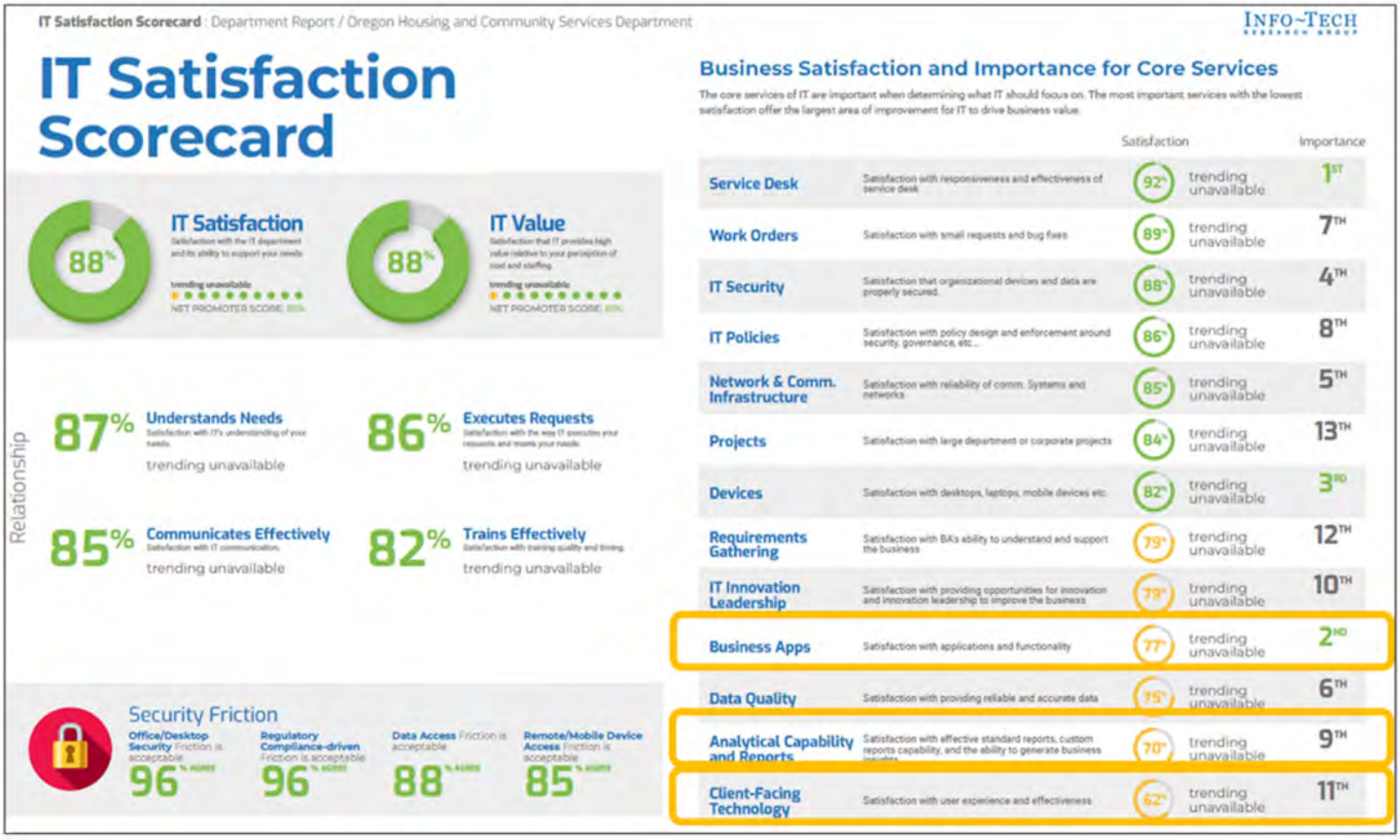
We will continually assess potential impacts on needed IT skills and resources.

	Considerations
Additional Skills/ Resources needed?	Skills • SharePoint specialist • Azure (infrastructure, data services) • ITSM/Jira skills • Additional/Expanded Data skills • MDM Solutions specialist
Budgetary Impacts	Budget needed for: • Oracle to Azure migration • Sharepoint training or workshop • Certifications (Microsoft, etc) • Travel for training • License and subscription costs for Azure • Systems (Web filtering) • Added capability for network monitoring (Security)
Other	Consultants/third party used for: • Implementation of Intranet ECHO • Data lake development • Oracle modernization and move to Azure • ITSM consulting

Appendix C

IT Diagnostics and Current State

Stakeholder satisfaction results highlight our strength in foundational IT elements and helped to prioritize core services needing attention. (highlighted in yellow)



IT will strive to maintain or improve stakeholder satisfaction and value perception across the board with a focus on the most important core services.

Appendix D

Prior Year IT Business Value Delivered

IT Excellence:

- MS Endpoint Configuration Manager-upgrade to our antivirus software
- Implemented Multi factor authentication (MFA)
- Implemented prerequisites for Mobile Device Management
- Successful RFQ for Information Technology Service Management system
- Records Retention: Grants/loans archiving/records retention
- Improved systems and data security through software risk analysis rigor

Business Support:

- Assisting with the PMO Portfolio Management tool solutions by providing analysis of available solutions. Complete Nov 2023
- Finance application support for the new GASB-96 requirements (leased equipment like copiers) Completed Aug 2023
- New Intranet cloud based ECHO Completed Sept 2023
- Received approvals for SharePoint intranet, began planning
- Successful RFQ for DRR SOR- through resource support
- Large scale building relocation (State Lands to NMOB)
- Automation of daily vendor data backups to local storage
- Approval for data lake implementation
- Business analysis and training for implementation of Oregon Buys
- Rewrote legacy systems to .NET, retired older versions.
- Provided IT resources to various enterprise initiatives and projects.
- Consolidated and documented data from retired systems for future use
- FlexLIPS – SoR for HO Finance/Accounting
- Transition from Oracle Hyperion financial query tool to Toad Data Point for the finance team

IT Innovation

- Rewrote legacy systems to .NET, retired older versions.

Enterprise IT Project Prioritization | 2025-27

			CRM
		TAL PROJECT SCORE (0-100)	65
CRITERIA	WEIGH	SCORING GUIDE	
Technology and Strategic Alignment	**35%**	**WEIGHTED SUBTOTAL**	**23**
Alignment to Strategic Plans • Does this investment adhere to the Governor's Strategic Plan (Action Plan: User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight)? • Does this investment align with and support the vision, goals, and guiding principles outlined in the EIS Strategic Framework, Cloud Forward: A Framework for Embracing the Cloud in Oregon, Oregon's Data Strategy: Unlocking Oregon's Potential, and the Modernization Playbook? • Does this investment align with and support the State of Oregon, Diversity, Equity, and Inclusion (DEI) Action Plan: A Roadmap to Racial Equity and Belonging, the sponsor's agency-specific Racial Equity Plan, and ethical use of date—investing in data justice and representation, visibility, and ethics to serve all Oregonians? • Does this investment optimize service delivery to the public and/or internally by modernizing agency-specific and cross-agency systems? • Does this investment align with and support the agency's IT and business strategic plans, including strategies for modernizing legacy systems? • Does this investment fulfill a legislative mandate, enable compliance with current State or Federal law, or address specific audit findings?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2

Technology Best Practices and Priorities • Does this investment align with and support the following enterprise information technology priorities? - ***Information Security*** **.** Improving the security and resilience of the state's systems - ***Modernization*** . Optimizing service delivery through resilient, adaptive, secure, and customer-centered digital transformation - ***A Better Oregon Through Better Data*** **.** Leveraging data as a strategic asset—improving data analysis, data quality, information-sharing, decision-making, and ethical use. - ***Cloud Forward*** . Enabling Oregon to conduct 75% of its business via cloud-based services and infrastructure • Does this investment align with IT best practices (e.g., cloud-first, modular implementation, agile practices, configuration over customization, open systems, transparency and privacy by design, security principles, and other modern hosting technologies)? • For system modernizations that include data or data systems, has the agency evaluated the current data being collected, its overall quality, and a migration approach if relevant? • Has there been evaluation of the data contained within the system to see if changes need to be made to the data collection itself?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2
Business and People-Centered Approach	**25%**	**WEIGHTED SUBTOTAL**	**22**

People-Centered Approach • Does this investment put people first—the people who rely on essential services and those working to provide those services? • Does this investment help to eradicate racial and other forms of disparities in state government? • Does this investment improve equitable access to services, programs, and resources, or make the agency's overall service portfolio more accessible or usable for diverse populations? • Does the agency intend to strengthen public involvement through transformational community engagement, access to information, and decision-making opportunities? • Does this investment reduce or eliminate administrative burdens* that have created barriers to access or reinforced existing inequalities for historically underserved and underrepresented communities? • Has the agency utilized the Racial Equity Toolkit within the DEI Action Plan in assessing and planning the project? • If the investment is for agency use, does it improve the agency users' experience?	**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3
Business Process Transformation • Does this investment contribute to business process improvement/transformation? • Does this investment improve service delivery to customers, partners, or other stakeholders? • Has the agency done public engagement, outreach, or an internal evaluation to identify which populations are most highly impacted (positively and negatively) by these business process changes (e.g., considering populations without home internet in creating a digital application process)? • Have measurable business outcomes and benefits been established, including the return on investment if applicable?	**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3

Investment Risk • Would inaction impact systems or solutions that support critical business functions? • Would inaction increase risk to continuity of services to customers, particularly vulnerable or underserved populations? • Are there community impacts of not undertaking this project? • Has the agency identified an inequity or imbalance in service provision that this initiative would resolve? • Is there increased risk if investment is not addressed during this budget cycle (e.g., security, safety, legal, funding source, or any other related risk)? • Does the investment address non-compliance of federal or state requirement, audit finding, or mandate? • Does this investment address an identified and documented highly probable agency risk?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2
gency Readiness and Solution Appropriatene	**40%**	**WEIGHTED SUBTOTAL**	**20**
Organizational Change Management (OCM) • Does the investment significantly impact operations throughout the organization? • Does the agency have, or intend to acquire, OCM resources with the skillsets and experience for the size and complexity of the project? • Does the agency plan to address and mitigate impact or adoption risks through a change management plan or intend to follow a formal OCM methodology? • Has the agency identified community engagement or community involvement as a component of the change management process? • Is external outreach or training planned to implement this change with constituents?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2

Summary of 2025-27 Biennium Budget

Housing & Community Svcs Dept **Agency Request Pre-Audit**
Housing & Community Svcs Dept **Cross Reference Number: 91400-000-00-00-00000**
2025-27 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
2023-25 Leg Adopted Budget	470	459.99	3,424,984,072	618,327,930	30,569,883	1,306,192,861	401,941,943	882,849,056	185,102,399
2023-25 Emergency Boards	12	3.88	287,208,322	228,149,695	(862,853)	57,761,183	2,160,297	-	-
2023-25 Leg Approved Budget	**482**	**463.87**	**3,712,192,394**	**846,477,625**	**29,707,030**	**1,363,954,044**	404,102,240	**882,849,056**	**185,102,399**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(43)	(25.37)	8,641,317	3,602,273	-	10,656,811	(5,617,767)	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			(70,794,410)	104,262,667	10,793,962	(1,425,554)	-	(184,425,485)	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			(600,000,000)	-	-	(600,000,000)	-	-	-
Subtotal 2025-27 Base Budget	**439**	**438.50**	**3,050,039,301**	**954,342,565**	**40,500,992**	**773,185,301**	398,484,473	**698,423,571**	**185,102,399**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(3,466,868)	(347,647)	-	(2,634,041)	(485,180)	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(243,899)	64,021	-	(52,216)	(255,704)	-	-
Subtotal	**-**	**-**	**(3,710,767)**	**(283,626)**	**-**	**(2,686,257)**	(740,884)	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	32,397,775	6,897,775	-	25,500,000	-	-	-
022 - Phase-out Pgm & One-time Costs	(37)	(37.00)	(1,192,888,115)	(649,433,508)	-	(311,882,041)	(231,572,566)	-	-
Subtotal	**(37)**	**(37.00)**	**(1,160,490,340)**	**(642,535,733)**	**-**	**(286,382,041)**	(231,572,566)	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	25,531,366	2,628,071	-	16,558,512	6,344,783	-	-
State Gov"t & Services Charges Increase/(Decrease)			2,764,880	1,127,889	-	1,910,294	(273,303)	-	-

Summary of 2025-27 Biennium Budget

Housing & Community Svcs Dept **Agency Request Pre-Audit**
Housing & Community Svcs Dept **Cross Reference Number: 91400-000-00-00-00000**
2025-27 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**28,296,246**	**3,755,960**	**-**	**18,468,806**	6,071,480	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	4,161,355	-	1,188,850	(5,350,205)	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	**402**	**401.50**	**1,914,134,440**	**319,440,521**	**40,500,992**	**503,774,659**	166,892,298	**698,423,571**	**185,102,399**

Summary of 2025-27 Biennium Budget

Housing & Community Svcs Dept **Agency Request Pre-Audit**
Housing & Community Svcs Dept **Cross Reference Number: 91400-000-00-00-00000**
2025-27 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal: 2025-27 Current Service Level	**402**	**401.50**	**1,914,134,440**	**319,440,521**	**40,500,992**	**503,774,659**	166,892,298	**698,423,571**	**185,102,399**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**402**	**401.50**	**1,914,134,440**	**319,440,521**	**40,500,992**	**503,774,659**	166,892,298	**698,423,571**	**185,102,399**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
501 - HH Maintaining Shelters	-	-	217,918,652	217,918,652	-	-	-	-	-
502 - HH Sustaining Re-Housing	-	-	188,243,238	188,243,238	-	-	-	-	-
503 - HH Sustaining LTRA	-	-	210,382,320	105,191,160	-	105,191,160	-	-	-
504 - HH Continuing to Prevent Evictions - Infrastructure	-	-	63,535,520	63,535,520	-	-	-	-	-
505 - HH Continuing to Prevent Evictions - Financial Assistance	-	-	109,685,262	109,685,262	-	-	-	-	-
506 - HH Maintaining Tribal Homelessness Investments	-	-	12,767,376	12,767,376	-	-	-	-	-
507 - HH Predevelopment	-	-	30,000,000	15,000,000	-	15,000,000	-	-	-
508 - HH OHCS Operational Supports	49	46.82	13,956,289	11,170,343	-	1,906,616	879,330	-	-
509 - HH Information Technology Supports	4	3.52	3,731,501	1,822,533	-	1,835,467	73,501	-	-
510 - HH Disaster Recovery & Resiliency Limitation	29	29.00	170,820,491	-	-	7,309,722	163,510,769	-	-
511 - HH Homeownership Assistance Fund	5	5.00	7,763,877	-	-	-	7,763,877	-	-
512 - HH Preservation - Org Support and Sys Improvements	4	3.52	127,377,963	64,377,963	-	63,000,000	-	-	-
513 - HH PSH - CSL Program Improvements	-	-	11,400,000	11,400,000	-	-	-	-	-
514 - HH Supportive Housing	1	0.88	8,744,089	8,744,089	-	-	-	-	-
515 - HH Rental Development: XI-Q for LIFT and PSH	-	-	611,472,722	27,282,722	-	584,190,000	-	-	-
516 - HH PSH Expansion for Rent Assistance and Services	-	-	2,500,000	2,500,000	-	-	-	-	-
517 - HH PSH - Risk Mitigation	-	-	20,000,000	10,000,000	-	10,000,000	-	-	-

Summary of 2025-27 Biennium Budget

Housing & Community Svcs Dept **Agency Request Pre-Audit**
Housing & Community Svcs Dept **Cross Reference Number: 91400-000-00-00-00000**
2025-27 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
518 - HH Homeownership Development: LIFT and HDIP	1	0.88	205,877,117	54,967,117	-	150,910,000	-	-	-
519 - HH Preservation - Exp + Physical and Fin Needs	-	-	372,462,951	-	19,712,893	352,750,058	-	-	-
520 - HH Preservation - Manufactured Parks	-	-	26,527,220	-	1,236,467	25,290,753	-	-	-
521 - HH Down Paymnt Assist paired with OHCS Lending	-	-	50,000,000	25,000,000	-	25,000,000	-	-	-
522 - HH Down Payment Assistance for CROs	-	-	90,000,000	45,000,000	-	45,000,000	-	-	-
523 - HH Technical Assistance and Language Access	-	-	1,300,000	1,300,000	-	-	-	-	-
524 - HH Land Acquisition Program	-	-	40,000,000	20,000,000	-	20,000,000	-	-	-
525 - HH Foreclosure Avoidance Counseling	-	-	3,500,000	3,500,000	-	-	-	-	-
526 - HH CARE	-	-	10,000,000	10,000,000	-	-	-	-	-
527 - HH Manufactured Home Replace Program	-	-	5,000,000	2,500,000	-	2,500,000	-	-	-
528 - HH IDA Expansion	-	-	16,900,000	16,900,000	-	-	-	-	-
529 - HH Tribal Housing Block Grants	6	5.28	49,566,122	30,000,000	-	19,566,122	-	-	-
530 - HH Culturally Responsive Property Mgmt	-	-	3,000,000	3,000,000	-	-	-	-	-
Subtotal Policy Packages	**99**	**94.90**	**2,684,432,710**	**1,061,805,975**	**20,949,360**	**1,429,449,898**	172,227,477	**-**	**-**
Total 2025-27 Agency Request Pre-Audit	**501**	**496.40**	**4,598,567,150**	**1,381,246,496**	**61,450,352**	**1,933,224,557**	339,119,775	**698,423,571**	**185,102,399**
Percentage Change From 2023-25 Leg Approved Budget	3.94%	7.01%	23.88%	63.18%	106.85%	41.74%	-16.08%	-20.89%	-
Percentage Change From 2025-27 Current Service Level	24.63%	23.64%	140.24%	332.40%	51.73%	283.75%	103.20%	-	-

Program Prioritization for 2025-27

Agency Name: Housing and Community Services Department

2025-27 Biennium — **Agency Number: 91400**

Agency-wide

Program/Division Priorities for 2025-27 Biennium

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)		**Agency Initials**	**Program or Activity Initials**	**Program Unit/Activity Description**	**Identify Key Performance Measure(s)**	**Primary Purpose Program-Activity Code**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**New or Enhanced Program (Y/N)**	**Included as Reduction Option (Y/N)**	**Legal Req. Code (C, D, FM, FO, S)**	**Legal Citation**	**Explain What is Mandatory (for C, FM, and FO Only)**	**Comments on Proposed Changes to CSL included in Agency Request**
Agcy	**Prgm/ Div**																				
1	1	OHCS	ARH	Affordable Rental Housing Programs	91400-03 91400-04 91400-05 91400-06	12	2,878,963	0	279,838,173	400,000	39,414,224	0	$ 322,531,360	92	92.00	Y	N	FO, S	ORS 317.097; ORS 446.515-446.547;ORS 456.502-456.725; ORS 458.380-458.740; ORS 566.340; 42 USC 12724; 2008 HERA; IRS Section 42;	Awarding Low Income Housing Tax Credits to developers; administering housing development grants and loans; ensuring compliance with program rules and laws, financial stability, and health and safety standards.	Resources for Predevelopment, Preservation, Rental Development for Lift. The Land Acquisition Program, CARE, Culturally Responsive Property Management and SDC's. Operational Support including Information Services Support.
2	1	OHCS	CC	Capital Construction	91400-03 91400-04 91400-05	12	0	0	0	0	0	0	$ -	0	0.00	Y	N	S	ORS 458.485		Requests additional XI-Q bond proceeds for Rental Development for LIFT and PSH. PSH Risk Mitigation, Homeownership Development, Preservation, for Expiring and Financial Needs. Preservation for Manufactured Parks. CARE and Manufactured Home Replacement Program.
3	1	OHCS	PSH	Permanent Supportive Housing Rent Assistance		12	23,696,977	0	0	0	0	0	$ 23,696,977	2	2.00	Y	N				Resources for PSH CSL Improvements. Expansion of PSH Rental Assistance & Services. PSH Risk Mitigation. Supportive Housing, Rental Development for PSH. Operational Support including Information Services Support.
4	1	OHCS	HSD	Homeless Services	91400-01	12	48,247,046	0	30,334,668	0	19,965,420	0	$ 98,547,134	29	29.00	Y	Y	FO, S	ORS 456.265; ORS 456.375-456.390; ORS 456.555; ORS 456.607-456.609; ORS 458.365-458.377; ORS 458.620, 458.650, 458.677, 458.700; 42 USC 7, 9901-9926, 11317-11378, 12725	Administering grants to alleviate poverty and homelessness.	Maintaining Shelters, Sustaining Re-Housing & Long Term Rental Assistance. Continuing to Prevent Evictions Infrastructure. Maintaining Tribal Homelessness Investments and Tribal Housing Block Grants. Operation Support including Information Technology support. Resources for Supportive Housing, Expanding Shelters, Transitional and Re-housing. Expansion of the IDA program.
5	1	OHCS	HO	Homeownership Programs	91400-07 91400-08	12	3,330,447	0	18,283,957	0	926,154	0	$ 22,540,558	21	21.00	Y	N	FO, S	ORS 456; P.L. 111-203	Administering grants to stabilize neighborhoods.	Requests funding for Homeownership Assistance Fund, LIFT and HDIP. Resources for Preservation Expiring + Physical and Financial Needs. Preservation. Down payment assistance for CROs, Down Payment Assistance paired with lending. Foreclosure Avoidance Counseling. Resources for SDC's. Operation support including support for information services.
6	2	OHCS	HSD	Energy Services	91400-02	12	336,381	0	95,765,916	0	95,214,311	0	$ 191,316,608	18	18.00	Y	Y	FO, S	ORS 456.594-456.599; ORS 469.421; ORS 757.612; 24 USC 6833, 8621-8630	Administering grants to alleviate energy expenses.	Package 508 includes 2 positions to support Federal Fund weatherization program.
7	2	OHCS	PBCA	Performance Based Contract Admin		12	0	0	5,839,862	0	1,120,571	185,102,399	$ 192,062,832	21	20.50	Y	N	FO	Title 42 Section 8 section 1437f	Rent subsidy payments to landlords/owners of Section 8 (Housing Choice) units.	Culturally Responsive Property Management.
8	2	OHCS	HO	Manufactured Homes and Parks Programs		12	761,380	0	1,754,541	0	0	0	$ 2,515,921	5	5.00	Y	N	S			Funding for preservation of manufactured parks.
9	1	OHCS	DRR	Disaster Recovery & Resiliency		12	1,075,072	0	690,278	0	3,872,294	0	$ 5,637,644	13	13.00	Y	N	FO			Limitation for Disaster Recovery & Resiliency Operation support including Information Service support.
10	3	OHCS	HO	TANF Programs			0	0	5,338,662	0	168,542	0	$ 5,507,204	1	1.00						
11	2	OHCS	ARH	Asset Management & Compliance			240		13,962,708	0	177,136		$ 14,140,084	47	47.00	Y					
N/A	N/A	OHCS	CSD	Central Services	91400-09	4	7,638,576	0	45,244,514	0	6,033,646	0	$ 58,916,736	143	143.00	N	N				Requesting additional positions support for the agency.
N/A	N/A	OHCS	DM	Bond Activities and Debt Service		4	231,475,439	40,500,992	6,721,380	698,023,568	0	0	$ 976,721,379	10	10.00	Y	N	D			Additional S&S, DS for issuing XI-Q bonds and lottery bonds.
							319,440,521	40,500,992	503,774,659	698,423,568	166,892,298	185,102,399	$ 1,914,134,437	402	401.50						

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

Self-Sustaining (weight = 20%) Program funds both direct and indirect admin costs

Scale:
1 = Not Effective

7. Primary Purpose Program/Activity Exists

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural

19. Legal Requirement Code

C Constitutional
D Debt Service
FM Federal - Mandatory
FO Federal - Optional (once you choose to participate, certain requirements exist)
S Statutory

BUDGET NARRATIVE

10% Reduction Options (ORS 291.216)

Activity or Program	Describe Reduction	Amount and Fund Type								
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2025-27 AND 2027-29)	GF	LF	OF	NL-OF	FF	NL-FF	Total Funds	Pos.	FTE
1. Housing Choice Landlord Guarantee Program	This program commits to a guarantee for landlords renting to Housing Voucher holders. Without these funds, landlords who received a commitment from OHCS on the availability of funds will not be reimbursed for damages and integrity of the guarantee is compromised. Approximately 13 landlords receiving the guarantee of funds will not receive funds. No positions will be reduced.	$ (337,910)		$ (337,910)				$ (675,820)	-	-
2. Elderly Rental Assistance Program	This program serves the Elderly population, specifically those over the age of 58. Approximately 76 households will not receive vital assistance that would keep them in their homes which would foster vulnerabilities leading to homelessness. No positions will be reduced.	$ (1,621,451)		$ 86,864				$ (1,534,587)	-	-
3. Emergency Housing Assistance	This program serves those residing in Emergency Shelter and those households who are literally homeless/unsheltered and those who are unstably housed and at risk of homelessness. Reducing this program's funding by 10% would leave 3,253 household on the street or at risk of losing becoming homeless. No positions will be reduced.	$ (6,891,681)						$ (6,891,681)	-	-
4. Oregon Energy Assistance Program	OHCS considered reducing or eliminating several lower priority programs. However, the logistics of reducing multiple programs poses many challenges. Consequently, if a reduction is required, taking it entirely from this program is a more efficient solution. With the proposed OEAP reduction, which would affect 100% of program funding, approximately 51,500 households would not receive services. This would represent about 123,300 individuals. Roughly 20%, or 24,100 individuals, would represent BIPOC communities, and 30%, or 37,200 individuals, would identify as Hispanic.			$ (44,998,827)				$ (44,998,827)	(5)	(3.22)
5. Affordable Rental Housing	These funding programs support the expansion of affordable rental housing; reductions to these programs would serve to either reduce the ability to leverage federal funding and tax credits. The funds directly support agency federal tax credits as well as the staff to process the transactions, so the impact is not contained to the units directly funded with these dollars and will mean reduction of the ability to execute the funding of 20-30 projects (200-500 units) of affordable rental housing.			$ (5,127,593)				$ (5,127,593)	-	-

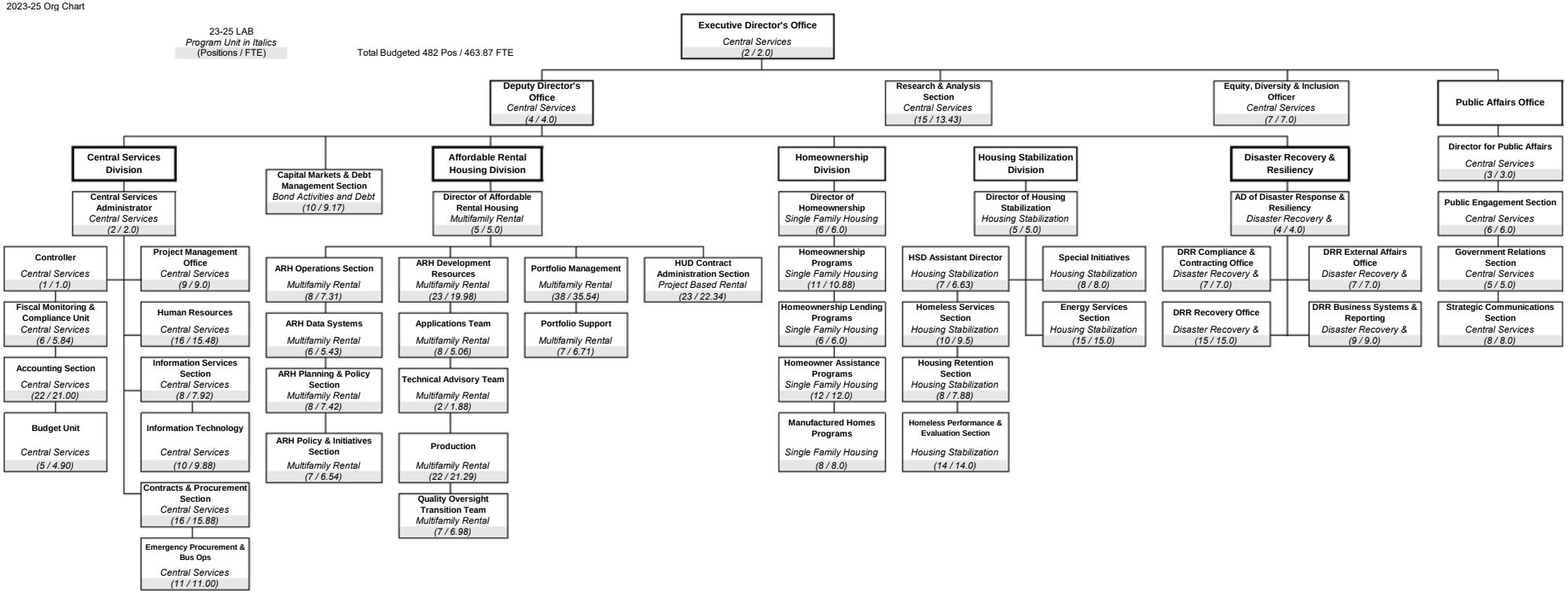
BUDGET NARRATIVE

Activity or Program	Describe Reduction	Amount and Fund Type								
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2025-27 AND 2027-29)	GF	LF	OF	NL-OF	FF	NL-FF	Total Funds	Pos.	FTE
6.Bond Activities (Agency Bonds not GF or Lottery Bonds)	call all our variable rate bonds and issue new fixed rate bonds to do so as we wouldn't have the resources to pay ongoing monthly liquidity and remarketing fees in the Single Family bond program to meet contractual obligations related to our swaps, however we would not achieve savings, as the Department would need to pay cost of issuance for the refunding bonds. Similarly, the Department would need to reduce the number of bond sales it conducts annually from 2 sales to 1, which would result in roughly 100-200 first time homebuyers not being able to secure a loan from the Department for their home. The Department would also need to reduce its reliance on its municipal advisor for ongoing program activities, such as managing the debt program's cash flows and calculating arbitrage rebate for compliance with the IRS. This could lead to potential penalties with the IRS over time				$ (55,867,313)			$ (55,867,313)	-	-
7. Low-Income Home Energy Assistance Program	OHCS considered reducing or eliminating several lower priority programs. However, the logistics of reducing multiple programs poses many challenges. Consequently, if a reduction is required, taking it entirely from this program is a more efficient solution. With the proposed LIHEAP reduction, which would affect 23% of the program funding, approximately 19,000 households would not receive services. This would represent about 41,000 individuals. Roughly 14%, or 5,800 individuals, would represent BIPOC communities, and 26%, or 10,800 individuals, would identify as Hispanic.					$ (16,689,233)		$ (16,689,233)	-	-
8. Project-Based Rental Housing	This program provides federal rent assistance to households in federal project based rent assistance housing. Any reduction will limit the agency ability to continue to support these projects and be in compliance with OHCS's federal contract as the HUD Contract Administrator for this federal program. Together this program supports over 9,700 households.						$ (18,510,240)	$ (18,510,240)	-	-
Total		**$ (8,851,042)**	**$ -**	**$ (50,377,466)**	**$ (55,867,313)**	**$ (16,689,233)**	**$ (18,510,240)**	**$ (150,295,294)**	**(5)**	**(3.22)**

2023-25 Org Chart

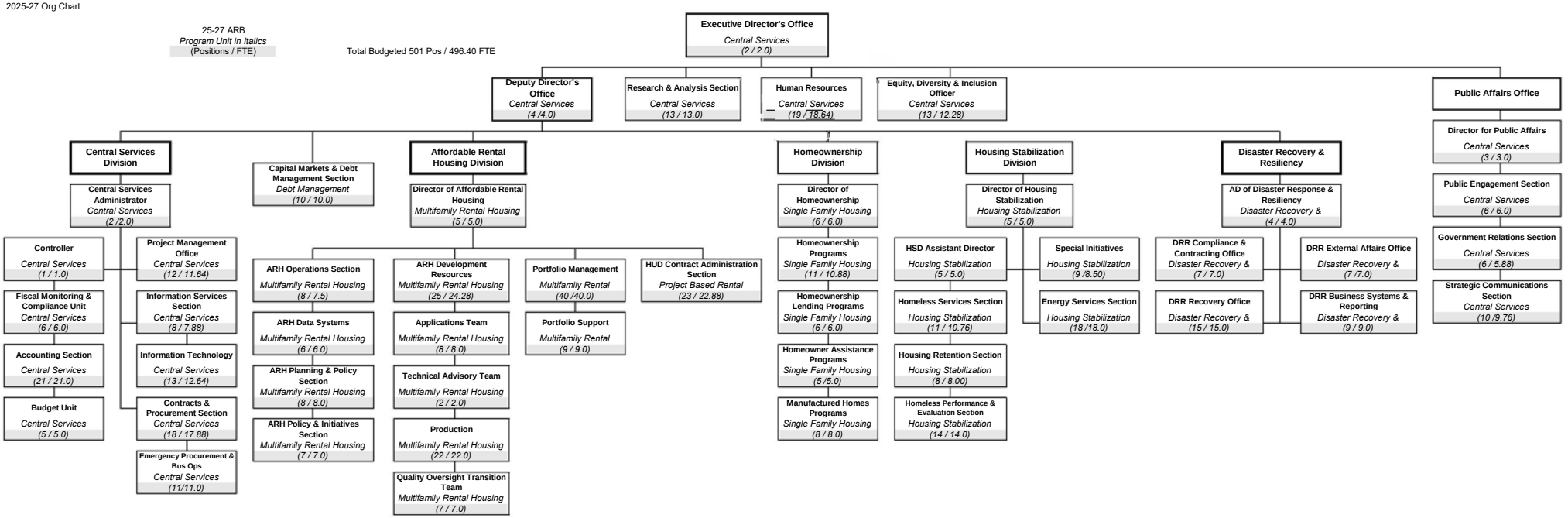
23-25 LAB
Program Unit in Italics
(Positions / FTE)

Total Budgeted 482 Pos / 463.87 FTE



BUDGET NARRATIVE

2025-27 Org Chart



Revenues

Revenue Discussion

Lottery Funds

The Department's 2025-27 revenue for Lottery Funds is $61,450,352. This is debt service payments on bonds for the Community Incentive Fund, to build housing and provide services in the Housing PLUS Program; to build housing for tenants with mental health and addiction issues; and to preserve affordable rental housing and manufactured home parks.

Other Funds

The Department's 2025-27 Other Funds revenue is $1,946,886,029, including Limited and Non-Limited Funds. The funding is derived from a variety of sources, including bond sales, loan repayments, public utility charges, document recording fees, and manufactured home tax assessments. Some of the programs using Other Funds are homeless assistance and prevention; homeownership programs; multifamily housing development; energy bill payment and weatherization assistance; and manufactured home parks dispute resolution and preservation. For more specific information, see the Revenues table that follows.

Federal Funds

Limited and Non-Limited Federal Funds total $524,222,174 for 2025-27. Funds are received from the US Department of Housing and Urban Development (HUD), the US Department of Health and Human Services (DHHS), the US Department of Energy (DOE), the US Department of Treasury, and the Bonneville Power Administration (BPA). These funds aid with such things as rent, shelter, energy bill payments, weatherization activities, housing development & rehabilitation, and support for survivors of wildfires in 2020. For specific information on programs, match requirements, and limits on uses, see the Revenues table that follows.

Lottery Funds

080-00 Bond Activities and Debt Service

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Transfer from DAS			Community Incentive Fund, Housing PLUS Program, Mental Health Housing, and Preservation	Debt service for Lottery-backed bonds	DAS estimate		
N/A	Transfer in Lottery Proceeds			ARH Preservation & Manufactured Homes	Debt service for Lottery-backed bonds	Debt-service estimate (Pop 519 & 520)		

Other Funds

010-00 Housing Stabilization Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Public Utility Fees: Electricity Bill Payment Assistance			Oregon Energy Assistance Program	Energy assistance payments for low income households	Straight-line FY24 Average		
N/A	Public Utility Fees: Weatherization			Weatherization programs	Weatherize houses occupied by eligible low income families; energy conservation services to low-income households	Straight-line FY24 Average		
N/A	Public Purpose Charge: Assessments on petroleum distributors			State Home Oil Weatherization Program	Weatherize houses occupied by eligible families who use oil heat	Straight-line FY24 Average		
N/A	Program Application, Administration, and Financing Fees			Emergency Housing Assistance, Weatherization Programs	Recover administrative costs of the applicable program	Straight-line FY24 Average		
N/A	Interest Income			Homeless Services programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line FY24 Average		
N/A	Interest Income			Energy Bill Payment and Weatherization programs	Energy assistance payments to vendors; weatherize houses occupied by eligible low-income households	Straight-line FY24 Average		
N/A	Interest on security deposits			Emergency Housing Assistance	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line FY24 Average		
N/A	Payments for program			Individual Development Accounts	Carrying out the Purposes authorized in ORS 456.550	2021-23 revenues		

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
	administration				to 456.725			
N/A	Housing Division Loan Repayments			Barclays Settlement	Energy bill payment assistance	Contracted amounts		
N/A	Transfer from General Fund			Housing Choice Landlord Guarantee Program & Long Term Rental Assistance (LPGs & MAC)	Carrying out the Purposes authorized in ORS 456.550 to 456.725	AY27 Estimates for Personal Service costs (HCLG) & need-based (LTRA)		
N/A	Temporary Assistance to Needy Families (transfer from Dept. of Human Services)			Housing Stabilization Program	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Contract ceiling amount with DHS.		
N/A	Document Recording Fee (transfer from Dept. of Revenue)			Emergency Housing Assistance	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Estimate provided by DOR		
N/A	Transfer from Oregon Health Authority			1115 Waiver	Used to cover specific positions that provide assistant to the 1115 waiver program	AY27 Estimates for Personal Service costs for positions tied to program		

025-00 Project-Based Rental Assistance Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Performance-Based Contract Administrative Fees			Project-Based Rental Assistance programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line FY24 Average		
N/A	Transfer from General Fund			Permanent Supportive Housing	Carrying out the Purposes authorized in ORS 456.550 to 456.725	AY27 Estimates for Personal Service costs (HCLG) & need-based (LTRA)		

030-00 Multifamily Rental Housing Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Public Utility Fees: Housing Development			Affordable Rental Housing Programs	Low- and very-low-income housing	Straight-line- FY22-24 Average		
N/A	Program Application, Administration, and Financing Fees			Affordable Rental Housing programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Asset Management and Compliance Monitoring Fees			Affordable Rental Housing programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Civil Penalties-BOLI			Agricultural workforce housing development	Agricultural workforce technical assistance & housing	23-25 LAB		
N/A	Lottery Bond proceeds			Affordable Rental Housing programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Debt-service estimates		
N/A	Interest Income			Affordable Rental Housing programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Loan Repayments			Affordable Rental Housing programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Document Recording Fee (transfer from Dept. of Revenue)			Affordable Rental Housing programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Estimate provided by DOR		
N/A	Rebates & Recoveries			Affordable Rental Housing programs	Match rebates & recoveries with original source of funds	AY25 Actuals		

040-00 Single Family Housing Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Construction Excise Taxes imposed by local jurisdictions			Down payment assistance	Down payment assistance to income-eligible homebuyers in jurisdiction imposing CET	Straight line- AY23 Average		
N/A	Manufactured Home Park Registration Fees			Manufactured Communities Resource Center	Assist Park owners, provide technical services, and maintain statistics. Carry out responsibilities under ORS 105.138, 446.515	Straight line- AY23 Average		
N/A	Manufactured Home Assessment Fees			Manufactured Communities Resource Center	Assist Park owners, provide technical services, and maintain statistics. Carry out responsibilities under ORS 105.138, 446.515	Straight line- AY23 Average		
N/A	Loan Commitment Fee			First-Time Home Buyer Programs (Resident Loan Program)	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Admin Charges			Homeowner Assistance Programs	Recover administrative costs of the applicable program	Straight-line- FY24 Average		
N/A	Interest Income			Manufactured Communities Resource Center	Assist Park owners, provide technical services, and maintain statistics. Carry out responsibilities under ORS 105.138, 446.515	Straight-line- FY24 Average		
N/A	Interest Income			Homeowner Assistance Programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	LRAPP/RAHAPP Loan Interest			Oregon Homeownership Stabilization Initiative	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		

BUDGET NARRATIVE

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Housing Division Loan Repayments			Homeowner Assistance Programs & Oregon Homeownership Stabilization Initiative	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Transfer in From General Fund			Homeownership & Manufactured homes programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725 & ORS 105.138, 446.515	Straight-line- FY24 Average		
N/A	Document Recording Fee (transfer from Dept. of Revenue)			Homeowner Assistance Programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Estimate provided by DOR		

060-00 Disaster Resiliency & Planning

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Treasury Interest on LRB Proceeds			Housing programs	Restricted by federal tax law and bond indentures	Straight-line- FY24 Average		
N/A	Loan Principal Payments			Housing programs	Recover administrative costs of the applicable program	Estimates created from Loan Schedules		

070-00 Central Services

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Interest Income			Agency administration	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Transfer in from General Fund			Equity, Diversity & Inclusion POP 529 request	ARB request. No approval at this time.	Program-based need		
N/A	Transfer from OHA			1115 Waiver	Used to cover specific positions that provide assistant to the 1115 waiver program	AY27 Estimates for Personal Service costs for positions tied to program		

080-00 Bond Activities and Debt Service

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Sale of General Obligation Bonds			Housing programs	Costs of issuance for bonds	DAS estimate		
N/A	Sale of Lottery Revenue Bonds			Housing programs	Costs of issuance for bonds	DAS estimate		
N/A	Sale of Revenue Lottery Bonds			Housing programs	Restricted by federal tax law and bond indentures	Bond issuance schedules		
N/A	Interest Income			Housing programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Loan Interest Payments			Housing programs	Recover costs of the applicable program	Straight-line- FY24 Average		
N/A	Loan Principal Repayments			Housing programs	Restricted by federal tax law and bond indentures	Straight-line- AY23 Average		
N/A	Income from Sale of Revenue Bonds			Housing programs	Restricted by federal tax law and bond indentures	Provided by Debt Service group		

Federal Funds

010-00 Housing Stabilization Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
Bonneville Power Administration	Low-Income Weatherization Assistance Grant			Low-Income Weatherization Programs	Weatherize houses occupied by eligible low-income families	Program estimates		
US Dept. of Energy	Low-Income Weatherization Assistance Grant			Low-Income Weatherization Programs	Weatherize houses occupied by eligible low-income families	Program estimates		
US Dept. of Health & Human Services (DHHS)	Community Services Block Grant			Homeless Assistance Programs	Block grant to tailor programs to needs of communities	Program estimates		
DHHS	Low Income Home Energy Assistance Block Grant			Energy Bill Payment Assistance and Weatherization Programs	Energy assistance payments to vendors; Weatherize houses occupied by eligible low-income families	Program estimates		
US Dept. of Housing & Urban Development (HUD)	Continuum of Care /Homeless Management Information System	Local	25%	Homeless Assistance Programs	Operations of the information system	Program estimates		
HUD	Emergency Solutions Grant Program	State cash	100%	Homeless Assistance Programs	Essential services, prevention activities, shelter operations	Program estimates		
HUD	HOME Investment Partnership Program	Non-federal	25%	Rental Assistance Programs	Tenant-based rental assistance	Program estimates		

025-00 Project-Based Rental Assistance Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
US Dept. of Housing & Urban Development (HUD)	Section 811 Project Rental Assistance			Section 811 Rent Subsidy program	Pass-through to landlords for low-income tenants' rent	Program estimates		
HUD	Section 8 Rent Subsidy program			Section 8 Rent Subsidy program	Pass-through to landlords for low-income tenants' rent	Program estimates		

030-00 Multifamily Rental Housing Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
Dept. of Housing & Urban Development (HUD)	HOME Investment Partnership Program	Non-federal	25%	Affordable Rental Housing Development	Housing rehab, home buyer assistance, multi-family development acquisition and construction	Program estimates		
HUD	National Housing Trust Fund	Non-federal	25%	Affordable Rental Housing Development	Same as HOME Investment Partnership Program	Program estimates		

040-00 Single Family Housing Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
US Dept. of Housing & Urban Development (HUD)	Neighborhood Stabilization Program			Neighborhood Stabilization Program	Re-development of foreclosed and abandoned properties	Program estimates		
US Treasury	Homeowner Assistance Fund (HAF)			Homeowner Assistance Fund ARB request	POP 511 in ARB for positions needed to wind down HAF program	Program estimates		

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-000-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Lottery Funds						
Interest Income	198,178	-	-	-	-	-
Transfer In - Intrafund	862,853	-	-	-	-	-
Transfer In Lottery Proceeds	-	-	-	20,949,360	-	-
Tsfr From Administrative Svcs	25,144,423	30,406,918	29,544,065	40,500,992	-	-
Total Lottery Funds	**$26,205,454**	**$30,406,918**	**$29,544,065**	**$61,450,352**	**-**	**-**
Other Funds						
Other Selective Taxes	2,578,432	1,923,474	1,923,474	2,640,000	-	-
Non-business Lic. and Fees	222,550	236,476	236,476	223,200	-	-
Public Utilities Fees	104,262,454	90,104,830	90,104,830	109,848,500	-	-
Charges for Services	1,220,133	1,707,666	1,707,666	2,640,000	-	-
Admin and Service Charges	50,345,308	53,475,824	53,475,824	49,565,203	-	-
Fines and Forfeitures	27,347	43,500	43,500	40,000	-	-
General Fund Obligation Bonds	411,685,000	604,280,000	604,280,000	685,100,000	-	-
Lottery Bonds	53,130,000	50,525,793	50,525,793	378,040,811	-	-
Interest Income	26,967,994	3,847,430	5,243,984	41,858,890	-	-
Donations	569,330	-	-	-	-	-
Housing Div Loan Repayments	8,163,689	6,589,367	6,589,367	20,820,536	-	-
Other Revenues	2,177,178	3,844,703	3,926,797	340,640	-	-
Transfer In - Intrafund	87,356,816	50,466,730	52,755,920	55,317,894	-	-
Transfer In Other	-	2,248,400	2,248,400	-	-	-
Transfer from General Fund	380,925,480	36,537,910	150,537,910	366,029,070	-	-
Tsfr From Human Svcs, Dept of	3,982,028	5,000,000	5,000,000	5,000,000	-	-
Tsfr From Administrative Svcs	105,033,216	-	-	-	-	-
Tsfr From Revenue, Dept of	74,685,560	89,000,000	89,000,000	68,849,000	-	-

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-000-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Tsfr From Oregon Health Authority	-	796,241	796,241	1,054,879	-	-
Tsfr From Education, Dept of	250,000	-	-	-	-	-
Transfer Out - Intrafund	(80,361,941)	(39,466,730)	(41,755,920)	(44,324,203)	-	-
Tsfr To Administrative Svcs	(3,278,724)	-	-	-	-	-
Total Other Funds	**$1,229,941,850**	**$961,161,614**	**$1,076,640,262**	**$1,743,044,420**	**-**	**-**
Federal Funds						
Federal Funds	654,910,055	401,941,943	404,102,240	339,119,775	-	-
Transfer In - Intrafund	-	-	-	6,468,855	-	-
Transfer Out - Intrafund	-	-	-	(6,468,855)	-	-
Total Federal Funds	**$654,910,055**	**$401,941,943**	**$404,102,240**	**$339,119,775**	**-**	**-**
Nonlimited Other Funds						
Admin and Service Charges	73,050	150,000	150,000	-	-	-
Fines and Forfeitures	1,465	-	-	-	-	-
Dedicated Fund Oblig Bonds	-	50,000,000	50,000,000	-	-	-
Revenue Bonds	295,925,000	500,000,000	500,000,000	-	-	-
Interest Income	71,320,295	89,673,818	89,673,818	89,862,600	-	-
Housing Div Loan Repayments	237,172,963	315,061,050	315,061,050	124,972,700	-	-
Other Revenues	4,911	5,000,000	5,000,000	-	-	-
Transfer In - Intrafund	378,782,833	324,175,922	324,175,922	139,750,437	-	-
Transfer from General Fund	10,000,000	-	-	-	-	-
Transfer Out - Intrafund	(386,640,561)	(335,175,922)	(335,175,922)	(150,744,128)	-	-
Total Nonlimited Other Funds	**$606,639,956**	**$948,884,868**	**$948,884,868**	**$203,841,609**	**-**	**-**

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-000-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Nonlimited Federal Funds						
Federal Funds	166,409,347	185,102,399	185,102,399	185,102,399	-	-
Total Nonlimited Federal Funds	**$166,409,347**	**$185,102,399**	**$185,102,399**	**$185,102,399**	**-**	**-**

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-010-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Public Utilities Fees	93,766,247	80,761,241	80,761,241	99,600,000	-	-
Admin and Service Charges	662,885	519,000	519,000	600,000	-	-
Interest Income	1,531,140	442,708	442,708	4,811,400	-	-
Housing Div Loan Repayments	22,000	24,000	24,000	24,000	-	-
Other Revenues	99,292	3,717,731	3,717,731	134,400	-	-
Transfer In - Intrafund	-	23,361	23,361	-	-	-
Transfer In Other	-	2,248,400	2,248,400	-	-	-
Transfer from General Fund	7,324,290	5,337,910	44,337,910	105,529,070	-	-
Tsfr From Human Svcs, Dept of	3,982,028	5,000,000	5,000,000	5,000,000	-	-
Tsfr From Administrative Svcs	105,000,000	-	-	-	-	-
Tsfr From Revenue, Dept of	7,468,556	8,900,000	8,900,000	6,884,900	-	-
Tsfr From Oregon Health Authority	-	449,665	449,665	577,579	-	-
Transfer Out - Intrafund	(21,878,085)	(7,534,734)	(7,847,332)	(5,818,739)	-	-
Tsfr To Administrative Svcs	(377,439)	-	-	-	-	-
Total Other Funds	**$197,600,914**	**$99,889,282**	**$138,576,684**	**$217,342,610**	**-**	**-**
Federal Funds						
Federal Funds	604,875,899	144,392,238	144,614,731	118,538,335	-	-
Transfer Out - Intrafund	-	-	-	(2,578,751)	-	-
Total Federal Funds	**$604,875,899**	**$144,392,238**	**$144,614,731**	**$115,959,584**	**-**	**-**

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-025-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Admin and Service Charges	6,547,671	7,142,652	7,142,652	7,920,000	-	-
Other Revenues	6	-	-	-	-	-
Transfer from General Fund	-	4,000,000	4,000,000	10,000,000	-	-
Transfer Out - Intrafund	-	(3,328,052)	(3,534,654)	(4,187,333)	-	-
Total Other Funds	**$6,547,677**	**$7,814,600**	**$7,607,998**	**$13,732,667**	**-**	**-**
Federal Funds						
Federal Funds	514,937	1,066,976	1,071,891	1,103,552	-	-
Transfer Out - Intrafund	-	-	-	(76,670)	-	-
Total Federal Funds	**$514,937**	**$1,066,976**	**$1,071,891**	**$1,026,882**	**-**	**-**
Nonlimited Federal Funds						
Federal Funds	166,409,347	185,102,399	185,102,399	185,102,399	-	-
Total Nonlimited Federal Funds	**$166,409,347**	**$185,102,399**	**$185,102,399**	**$185,102,399**	**-**	**-**

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**
2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Public Utilities Fees	10,496,207	9,343,589	9,343,589	10,248,500	-	-
Charges for Services	-	30,000	30,000	-	-	-
Admin and Service Charges	39,943,853	37,677,200	37,677,200	37,356,625	-	-
Fines and Forfeitures	27,047	40,000	40,000	40,000	-	-
Lottery Bonds	-	50,000,000	50,000,000	375,000,000	-	-
Interest Income	9,799,660	2,810,670	2,810,670	25,105,090	-	-
Housing Div Loan Repayments	3,218,845	5,616,385	5,616,385	5,524,800	-	-
Other Revenues	27,038	55,000	55,000	200,000	-	-
Transfer In - Intrafund	3,039,633	4,892,045	4,892,045	2,165,756	-	-
Transfer from General Fund	295,000,000	9,700,000	84,700,000	98,000,000	-	-
Tsfr From Revenue, Dept of	56,761,026	67,640,000	67,640,000	52,325,240	-	-
Tsfr From Education, Dept of	250,000	-	-	-	-	-
Transfer Out - Intrafund	(2,107,735)	(24,076,077)	(25,536,585)	(29,167,635)	-	-
Total Other Funds	**$416,455,574**	**$163,728,812**	**$237,268,304**	**$576,798,376**	**-**	**-**
Federal Funds						
Federal Funds	16,856,182	37,840,875	37,956,132	40,996,836	-	-
Transfer Out - Intrafund	-	-	-	(1,405,476)	-	-
Total Federal Funds	**$16,856,182**	**$37,840,875**	**$37,956,132**	**$39,591,360**	**-**	**-**
Nonlimited Other Funds						
Admin and Service Charges	73,050	150,000	150,000	-	-	-
Interest Income	40,785	73,818	73,818	64,200	-	-
Housing Div Loan Repayments	1,927,451	61,050	61,050	52,700	-	-
Transfer In - Intrafund	1,044,881	-	-	-	-	-

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Nonlimited Other Funds						
Transfer Out - Intrafund	(2,705,167)	-	-	-	-	-
Total Nonlimited Other Funds	**$381,000**	**$284,868**	**$284,868**	**$116,900**	**-**	**-**

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-040-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Other Selective Taxes	2,578,432	1,923,474	1,923,474	2,640,000	-	-
Non-business Lic. and Fees	222,550	236,476	236,476	223,200	-	-
Charges for Services	1,220,133	1,677,666	1,677,666	2,640,000	-	-
Admin and Service Charges	1,593,643	8,136,972	8,136,972	3,688,578	-	-
Fines and Forfeitures	300	3,500	3,500	-	-	-
Interest Income	1,043,233	402,497	402,497	5,335,200	-	-
Housing Div Loan Repayments	-	948,982	948,982	4,946,400	-	-
Other Revenues	217,764	65,000	65,000	-	-	-
Transfer In - Intrafund	139,637	897,084	897,084	-	-	-
Transfer from General Fund	51,500,000	17,500,000	17,500,000	122,500,000	-	-
Tsfr From Revenue, Dept of	10,455,978	12,460,000	12,460,000	9,638,860	-	-
Transfer Out - Intrafund	(139,637)	(3,973,468)	(4,256,454)	(4,608,363)	-	-
Total Other Funds	**$68,832,033**	**$40,278,183**	**$39,995,197**	**$147,003,875**	**-**	**-**
Federal Funds						
Federal Funds	22,773,211	68,887,093	69,165,858	8,774,815	-	-
Transfer Out - Intrafund	-	-	-	(84,784)	-	-
Total Federal Funds	**$22,773,211**	**$68,887,093**	**$69,165,858**	**$8,690,031**	**-**	**-**
Nonlimited Other Funds						
Interest Income	-	-	-	62,400	-	-
Transfer from General Fund	10,000,000	-	-	-	-	-
Total Nonlimited Other Funds	**$10,000,000**	**-**	**-**	**$62,400**	**-**	**-**

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**
2025-27 Biennium **Cross Reference Number: 91400-050-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Admin and Service Charges	1,597,256	-	-	-	-	-
Interest Income	677,223	-	-	-	-	-
Housing Div Loan Repayments	4,922,844	-	-	-	-	-
Other Revenues	1,812,943	-	-	-	-	-
Total Other Funds	**$9,010,266**	**-**	**-**	**-**	**-**	**-**
Federal Funds						
Federal Funds	41,841	-	-	-	-	-
Total Federal Funds	**$41,841**	**-**	**-**	**-**	**-**	**-**

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**
2025-27 Biennium **Cross Reference Number: 91400-060-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Interest Income	-	-	-	3,600,000	-	-
Housing Div Loan Repayments	-	-	-	10,325,336	-	-
Other Revenues	-	-	82,094	-	-	-
Transfer In - Intrafund	53,114,461	552,125	552,125	-	-	-
Transfer Out - Intrafund	-	-	(26,496)	(542,133)	-	-
Total Other Funds	**$53,114,461**	**$552,125**	**$607,723**	**$13,383,203**	**-**	**-**
Federal Funds						
Federal Funds	-	139,220,759	140,062,134	169,706,237	-	-
Transfer Out - Intrafund	-	-	-	(2,323,174)	-	-
Total Federal Funds	**-**	**$139,220,759**	**$140,062,134**	**$167,383,063**	**-**	**-**

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Lottery Bonds	53,130,000	-	-	-	-	-
Interest Income	1,511,293	178,607	178,607	2,928,000	-	-
Donations	569,330	-	-	-	-	-
Other Revenues	20,055	6,972	6,972	6,240	-	-
Transfer In - Intrafund	21,878,085	35,725,586	38,014,776	46,658,798	-	-
Transfer from General Fund	27,101,190	-	-	30,000,000	-	-
Tsfr From Oregon Health Authority	-	346,576	346,576	477,300	-	-
Transfer Out - Intrafund	(53,114,461)	(206,937)	(206,937)	-	-	-
Tsfr To Administrative Svcs	(2,901,285)	-	-	-	-	-
Total Other Funds	**$48,194,207**	**$36,050,804**	**$38,339,994**	**$80,070,338**	**-**	**-**
Federal Funds						
Federal Funds	9,844,821	10,534,002	11,231,494	-	-	-
Transfer In - Intrafund	-	-	-	6,468,855	-	-
Total Federal Funds	**$9,844,821**	**$10,534,002**	**$11,231,494**	**$6,468,855**	**-**	**-**

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-080-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Lottery Funds						
Interest Income	198,178	-	-	-	-	-
Transfer In - Intrafund	862,853	-	-	-	-	-
Transfer In Lottery Proceeds	-	-	-	20,949,360	-	-
Tsfr From Administrative Svcs	25,144,423	30,406,918	29,544,065	40,500,992	-	-
Total Lottery Funds	**$26,205,454**	**$30,406,918**	**$29,544,065**	**$61,450,352**	**-**	**-**
Other Funds						
General Fund Obligation Bonds	-	4,280,000	4,280,000	5,100,000	-	-
Lottery Bonds	-	525,793	525,793	3,040,811	-	-
Interest Income	56,345	12,948	1,409,502	79,200	-	-
Other Revenues	80	-	-	-	-	-
Transfer In - Intrafund	9,185,000	8,376,529	8,376,529	6,493,340	-	-
Tsfr From Administrative Svcs	33,216	-	-	-	-	-
Transfer Out - Intrafund	(1,437,023)	(347,462)	(347,462)	-	-	-
Total Other Funds	**$7,837,618**	**$12,847,808**	**$14,244,362**	**$14,713,351**	**-**	**-**
Federal Funds						
Federal Funds	3,164	-	-	-	-	-
Total Federal Funds	**$3,164**	**-**	**-**	**-**	**-**	**-**
Nonlimited Other Funds						
Fines and Forfeitures	1,465	-	-	-	-	-
Dedicated Fund Oblig Bonds	-	50,000,000	50,000,000	-	-	-
Revenue Bonds	295,925,000	500,000,000	500,000,000	-	-	-
Interest Income	71,279,510	89,600,000	89,600,000	89,736,000	-	-
Housing Div Loan Repayments	235,245,512	315,000,000	315,000,000	124,920,000	-	-
Other Revenues	4,911	5,000,000	5,000,000	-	-	-

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-080-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Nonlimited Other Funds						
Transfer In - Intrafund	377,737,952	324,175,922	324,175,922	139,750,437	-	-
Transfer Out - Intrafund	(383,935,394)	(335,175,922)	(335,175,922)	(150,744,128)	-	-
Total Nonlimited Other Funds	**$596,258,956**	**$948,600,000**	**$948,600,000**	**$203,662,309**	**-**	**-**

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

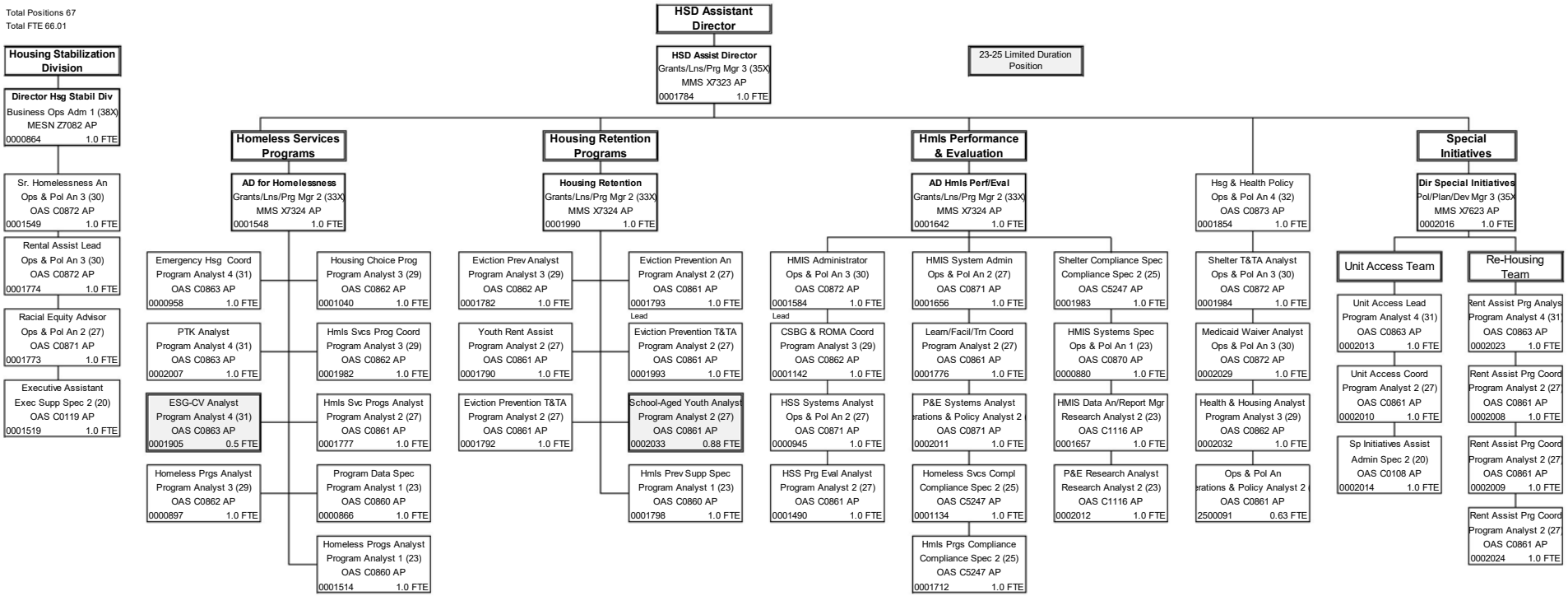
2025-27 Biennium **Cross Reference Number: 91400-089-00-00-00000**

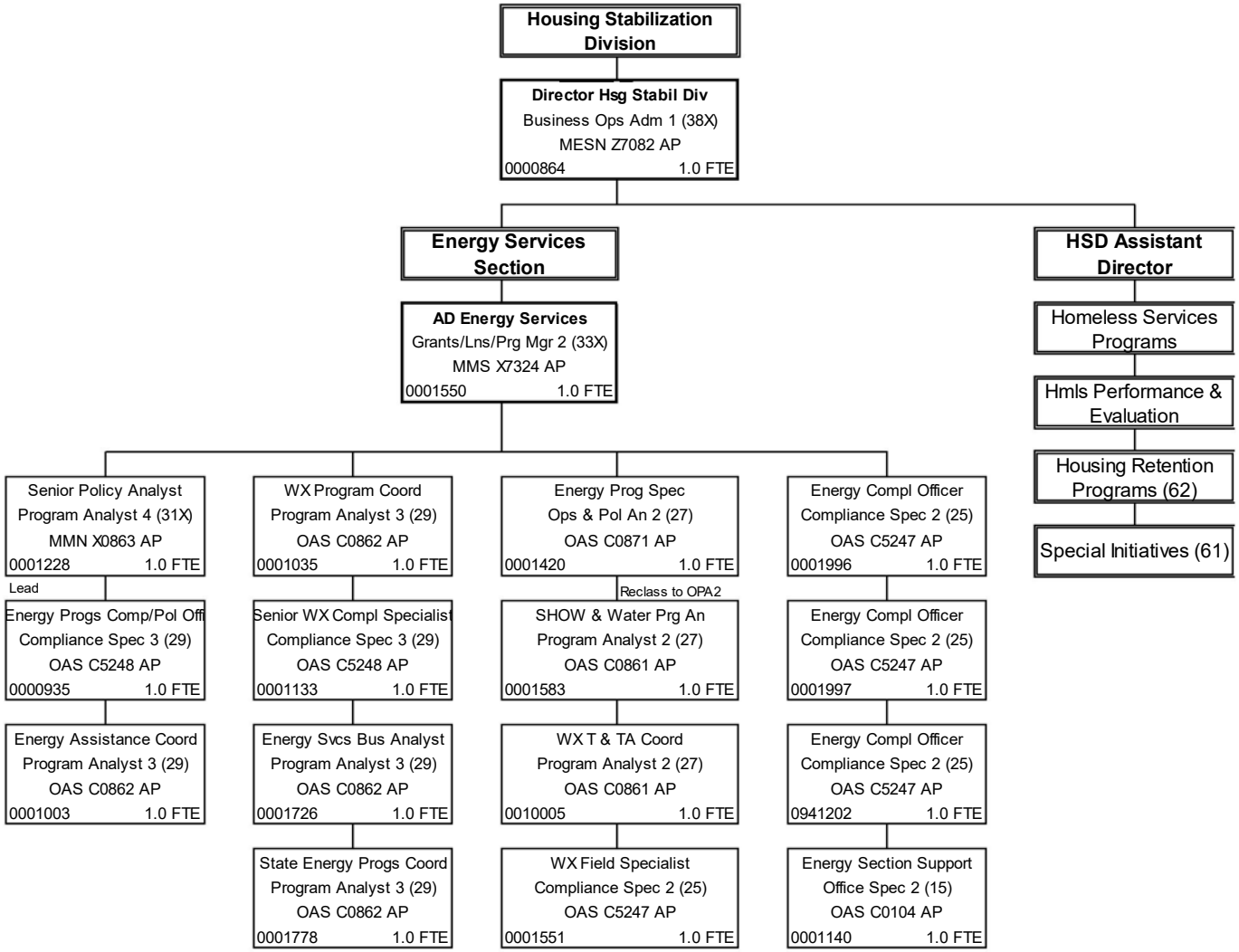
Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
General Fund Obligation Bonds	411,685,000	600,000,000	600,000,000	680,000,000	-	-
Interest Income	12,349,100	-	-	-	-	-
Transfer Out - Intrafund	(1,685,000)	-	-	-	-	-
Total Other Funds	**$422,349,100**	**$600,000,000**	**$600,000,000**	**$680,000,000**	**-**	**-**

Housing Stabilization Programs

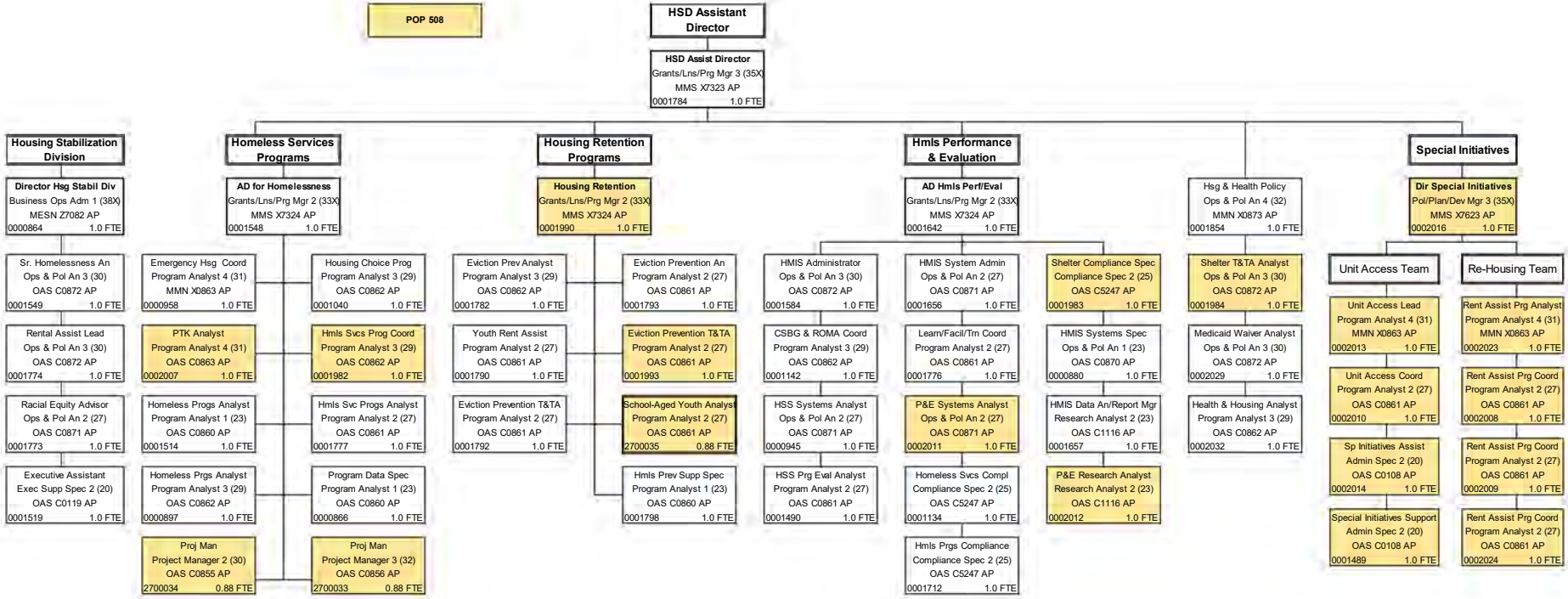


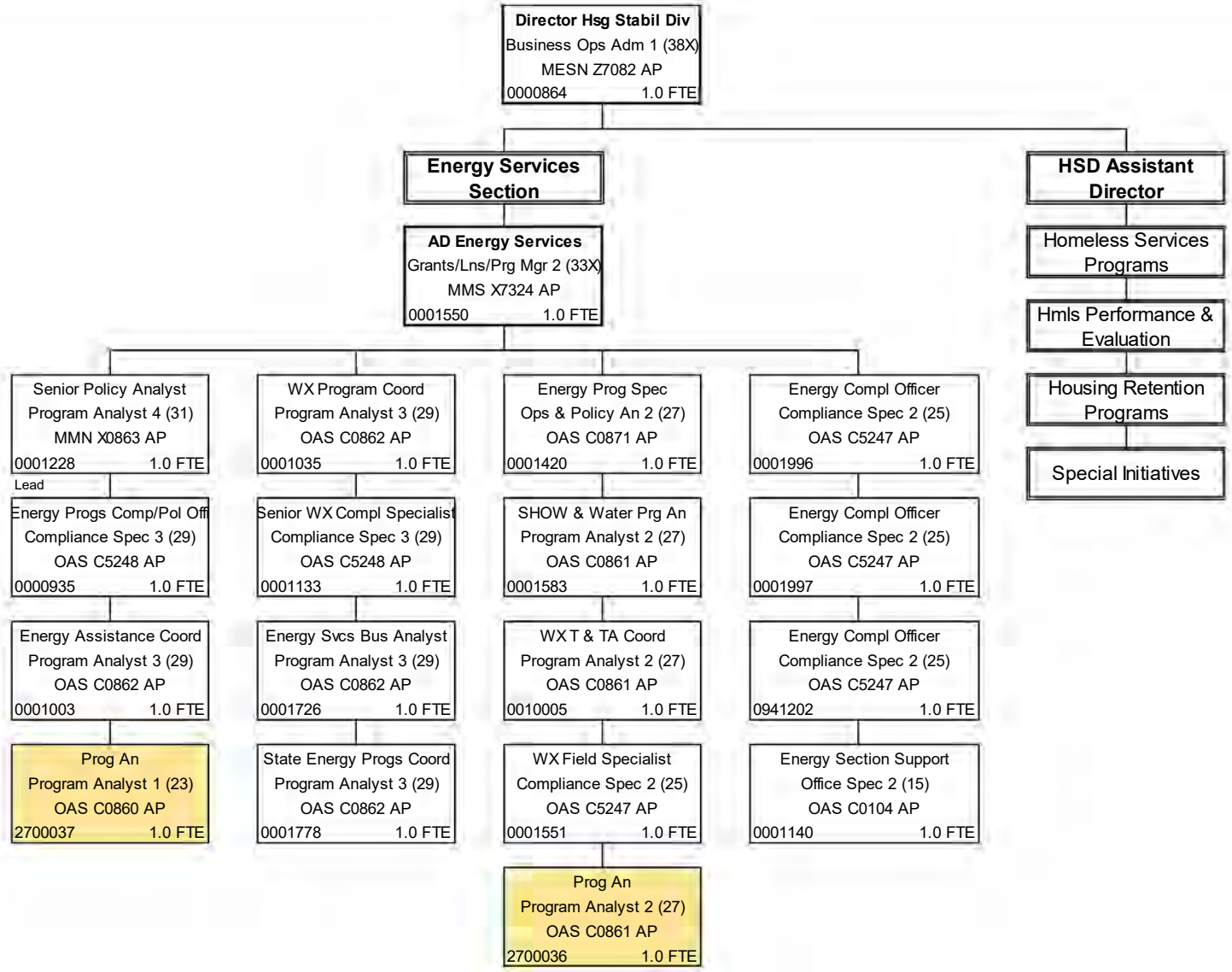
Housing Stabilization Programs 2023-25 LAB Organizational Chart




Housing Stabilization Division
Director Hsg Stabil Div
Business Ops Adm 1 (38X)
MESN Z7082 AP
0000864 1.0 FTE
Energy Services Section
AD Energy Services
Grants/Lns/Prg Mgr 2 (33X)
MMS X7324 AP
0001550 1.0 FTE
HSD Assistant Director
Homeless Services Programs
Hmls Performance & Evaluation
Housing Retention Programs (62)
Special Initiatives (61)
Senior Policy Analyst
Program Analyst 4 (31X)
MMN X0863 AP
0001228 1.0 FTE
Lead
Energy Progs Comp/Pol Offi
Compliance Spec 3 (29)
OAS C5248 AP
0000935 1.0 FTE
Energy Assistance Coord
Program Analyst 3 (29)
OAS C0862 AP
0001003 1.0 FTE
WX Program Coord
Program Analyst 3 (29)
OAS C0862 AP
0001035 1.0 FTE
Senior WX Compl Specialist
Compliance Spec 3 (29)
OAS C5248 AP
0001133 1.0 FTE
Energy Svcs Bus Analyst
Program Analyst 3 (29)
OAS C0862 AP
0001726 1.0 FTE
State Energy Progs Coord
Program Analyst 3 (29)
OAS C0862 AP
0001778 1.0 FTE
Energy Prog Spec
Ops & Pol An 2 (27)
OAS C0871 AP
0001420 1.0 FTE
Reclass to OPA2
SHOW & Water Prg An
Program Analyst 2 (27)
OAS C0861 AP
0001583 1.0 FTE
WX T & TA Coord
Program Analyst 2 (27)
OAS C0861 AP
0010005 1.0 FTE
WX Field Specialist
Compliance Spec 2 (25)
OAS C5247 AP
0001551 1.0 FTE
Energy Compl Officer
Compliance Spec 2 (25)
OAS C5247 AP
0001996 1.0 FTE
Energy Compl Officer
Compliance Spec 2 (25)
OAS C5247 AP
0001997 1.0 FTE
Energy Compl Officer
Compliance Spec 2 (25)
OAS C5247 AP
0941202 1.0 FTE
Energy Section Support
Office Spec 2 (15)
OAS C0104 AP
0001140 1.0 FTE

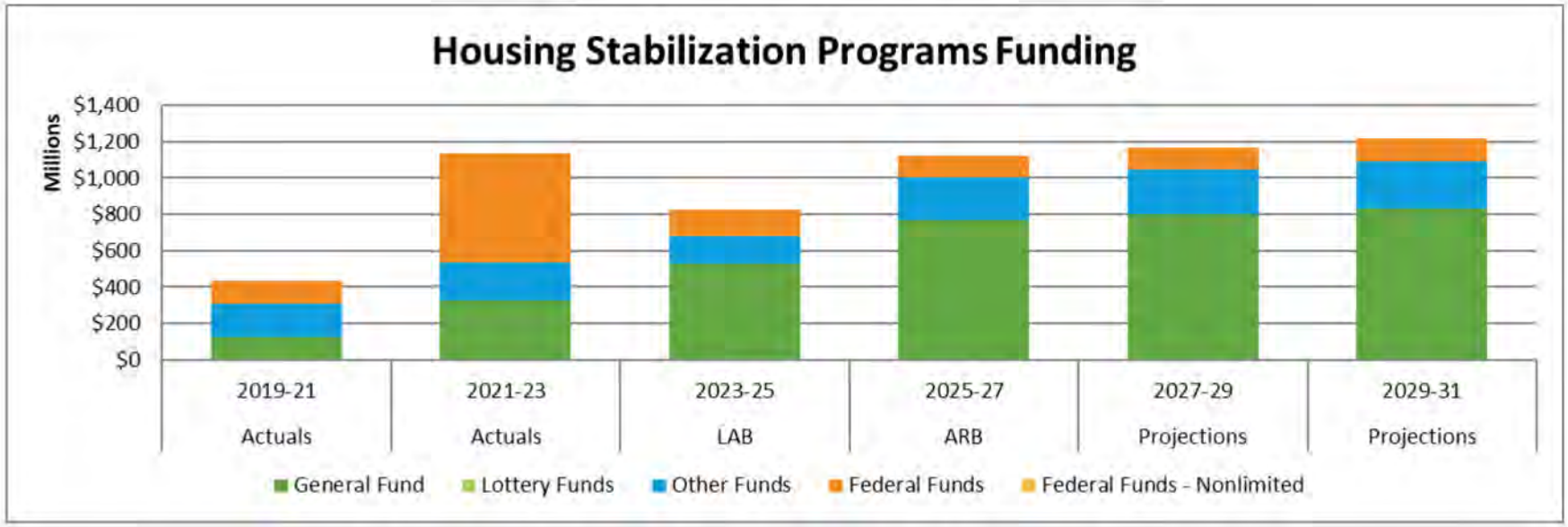
Housing Stabilization Programs 2025-27 Agency Request Organizational Chart




Director Hsg Stabil Div
Business Ops Adm 1 (38X)
MESN Z7082 AP
0000864 1.0 FTE
Energy Services Section
HSD Assistant Director
AD Energy Services
Grants/Lns/Prg Mgr 2 (33X)
MMS X7324 AP
0001550 1.0 FTE
Homeless Services Programs
Hmls Performance & Evaluation
Housing Retention Programs
Special Initiatives
Senior Policy Analyst
Program Analyst 4 (31)
MMN X0863 AP
0001228 1.0 FTE
Lead
Energy Progs Comp/Pol Off
Compliance Spec 3 (29)
OAS C5248 AP
0000935 1.0 FTE
Energy Assistance Coord
Program Analyst 3 (29)
OAS C0862 AP
0001003 1.0 FTE
Prog An
Program Analyst 1 (23)
OAS C0860 AP
2700037 1.0 FTE
WX Program Coord
Program Analyst 3 (29)
OAS C0862 AP
0001035 1.0 FTE
Senior WX Compl Specialist
Compliance Spec 3 (29)
OAS C5248 AP
0001133 1.0 FTE
Energy Svcs Bus Analyst
Program Analyst 3 (29)
OAS C0862 AP
0001726 1.0 FTE
State Energy Progs Coord
Program Analyst 3 (29)
OAS C0862 AP
0001778 1.0 FTE
Energy Prog Spec
Ops & Policy An 2 (27)
OAS C0871 AP
0001420 1.0 FTE
SHOW & Water Prg An
Program Analyst 2 (27)
OAS C0861 AP
0001583 1.0 FTE
WX T & TA Coord
Program Analyst 2 (27)
OAS C0861 AP
0010005 1.0 FTE
WX Field Specialist
Compliance Spec 2 (25)
OAS C5247 AP
0001551 1.0 FTE
Prog An
Program Analyst 2 (27)
OAS C0861 AP
2700036 1.0 FTE
Energy Compl Officer
Compliance Spec 2 (25)
OAS C5247 AP
0001996 1.0 FTE
Energy Compl Officer
Compliance Spec 2 (25)
OAS C5247 AP
0001997 1.0 FTE
Energy Compl Officer
Compliance Spec 2 (25)
OAS C5247 AP
0941202 1.0 FTE
Energy Section Support
Office Spec 2 (15)
OAS C0104 AP
0001140 1.0 FTE

Housing Stabilization Executive Summary

Program Contact: Liz Weber, Housing Stabilization Assistant Director



Program Overview

Housing insecurity and homelessness continue to pose severe challenges for Oregon across multiple sectors and all parts of the state. Cities, large and small, continue to grapple with the challenges of providing enough shelter, services, and supports for people living outside. Both rural and urban areas of the state struggle to ensure families have heat and electricity, pay their rent and utility bills, and have warm, weatherized homes to live in during the increasingly harsh seasons Oregon has experienced in recent years. Investing in housing and homelessness prevention supports has multiple benefits for population health as well. For instance, through the lens of social determinants of health, homelessness is a key driver of poor health, while homelessness itself can result from accumulated adverse social and economic conditions. Housing instability encompasses acceptable housing conditions, such as the lack of a clean environment and adequate heating and cooling, inadequate safety and structural soundness, exposure to allergens and pests, homelessness, living on the streets or in a shelter, rent and/or energy burden, and food insecurity.

BUDGET NARRATIVE

In the 2025-2027 Agency Request Budget, OHCS seeks to build upon the impactful and transformative work of the last few years. This must include changing the systems that helped create and exacerbate disproportionate impacts on Black, Indigenous, Latinx and other communities of color. System change will take time and many biennia, and OHCS is committed to this work. In order to seize this moment, the agency will seek to create new systems that are regenerative and healing and not solely premised on growth. We will emphasize collecting and analyzing program data, designing consistent system-wide outcomes, regularly evaluating the effectiveness of programs in advancing equity and racial justice, and our ongoing commitment to authentic, peer-led community engagement—as we often are reminded, "nothing for us, without us." These priorities are reflected in policy package requests and will continue in the agency's ongoing work connected to the implementation of Governor Kotek's Executive Order 24-02 and 24-03, which seek to respond to the rise in unsheltered homelessness through swift, decisive actions as well as establishing critical infrastructure across the enterprise focused on coordinating homeless services.

Responding to and preventing homelessness requires a range of strategies to meet the needs of Oregonians through an individualized, equity-based practice. One agency is not able to be everything for everyone. To that end, the Housing Stabilization Division's packages reflect a system of care. This approach uses interagency collaboration, individualized programming, racially equitable communications, race-explicit strategies, and community-based service provisions. The programs we administer provide critical services to the lowest-income Oregonians by addressing housing instability and helping them access safe, stable, and affordable housing options and services. The programs address many aspects of the needs of those we serve: affordable housing, energy bill payment assistance, weatherization assistance, and connections to other services such as health care, education, and nutritious food, to help Oregonians build financial independence and find pathways out of poverty. The division administers asset-building programs that help Oregonians save for financial goals while also learning skills to stabilize their households. It also distributes federal and state resources to the state's community action network, other key community-based organizations, local government entities, and continuums of care to ensure a system of care for each unique community across Oregon.

Program Funding Request

The Oregon Housing and Community Services (OHCS) funding for 2025-27 reflects the unprecedented challenges of:

- Continuing to invest in an equitable response that prioritizes eliminating racial disparities and other system-wide inequities.
- Increasing access to asset-building and other modes of ensuring wealth-building opportunities are available to Oregonians with lower incomes.
- Investing in the pre-existing and now exacerbated humanitarian crisis of homelessness that is visible across the streets of Oregon and is also at risk of worsening without concerted efforts to prevent involuntary displacement through eviction.

- Investing in strategies to stop the inflow of families and individuals into homelessness.
- Facing the challenges of rapid increases in unsheltered homelessness in our State by continuing to support the Executive Order 23-02 investments to increase year-round shelter beds and rehouse more households experiencing homelessness.

Program Description

Housing Stabilization programs include three major program areas: Homeless Services, Housing Retention, and Energy Services. Eligibility varies depending on the funding source, but all programs serve low- and very-low-income Oregonians.

Homeless Services programs are delivered statewide by Oregon's community action network and their partner agencies, other networks of culturally specific organizations, community-based organizations that are culturally responsive, and tribal entities. During the 2023-2025 Biennium, OHCS also expanded to begin working with Continuums of Care (CoC) across the State under Governor Kotek's Executive Order 23-02 and Executive Order 24-02. Program services reduce and prevent homelessness, reduce poverty, and increase economic prosperity. Assistance includes outreach, shelter, rapid access to permanent housing, landlord incentives to house low-income persons, case management and other supportive services, direct financial and rental assistance, linkage to other basic needs programs, and program data collection and evaluation.

Housing Retention programs deliver eviction prevention funding, including specific set-asides for culturally specific organizations, youth and family focused stabilization programs, legal and tenant protection programs, and asset building through Individual Development Accounts. Programs are delivered by community-based organizations, culturally responsive organizations, and community action agencies.

Energy Services programs are also delivered by community action agencies. Clients of these programs are households earning either 60 percent or less of state median income or 200 percent or less of the federal poverty level, with priority given to seniors (60 years of age and older), people with disabilities, and households with children. The programs provide utility bill payment assistance, prevent disconnection, or restore home energy services, home health and safety improvements, heating system repair and replacement, energy conservation services, and base load measures (including replacement of inefficient appliances and lighting). In 2021-23, assistance with household water bills was provided by federal COVID response legislation.

Program Justification

OHCS' Housing Stabilization Programs provide services that assist vulnerable households to stabilize, moving as many as possible toward greater and sustainable self-sufficiency. These programs are designed to prevent and end homelessness, reduce the housing burden by lowering rents, help households maintain utility services, address home health and safety issues, and reduce high home energy costs for low-income Oregonians.

Program Performance

	2013-15	2015-17	2017-19	2019-21	2021-23	2023-25	2025-27 (projected)	2027-29 (projected)
Six-month permanent housing retention rate (based on returns to homeless services within 6 months)	78%	84%	84%	86% ^^	91% ^^	91%	85%	85%
Unduplicated homeless households served in all homeless programs	12,516	32,962**	33,211**	28,451	55,854^*	**80,865^***	66,909	69,681
Unduplicated homeless persons served in all homeless programs	22,091	57,910**	58,451**	42,677	102,203^*	147,984^*	122,445	127,517
Households served in energy assistance programs	117,114	110,134	99,472	94,406	98,000	98,000	98,000	98,000
Households served in water assistance program ^	N/A	N/A	N/A	N/A	15,634	5,290	N/A	N/A
Households served in weatherization programs	3,597	4,037	414	3,317	4,816	5,100	3,800	3,800
Households receiving health and safety repair	2,416	2,652	2,721	1,954	1,829	1,381	1,480	1,480

**2013-14 statewide outcome data not available; 78% for 2014-15. 2015-17 is average of fiscal years 2016 and 2017.*

***Contains some level of duplication between fiscal years. In fiscal years 2018 and 2019 OHCS began collecting data differently and this data point was not available. Beginning in fiscal year 2020 it will be available again. For 17-19 actuals and projections, an assumed household size of 1.76 was used (based on 13-15 and 15-17 actuals).*

**** Contains some level of duplication between homeless programs. Projection is based on estimated size of households served.*

^^Methodology changed in 2023-25 and will be calculated on the total number who did not return to the Homeless Services System.

^ The Low-Income Household Water Assistance (LIHWA) Program is currently authorized as one-time funding with the federal award period from May 2021 to September 2023.

^ Numbers include traditional and Executive Order funded OHCS homeless and homeless prevention services*

Enabling Legislation and Program Authorization

The table below outlines state and federal authorizing legislation for Housing Stabilization Programs:

Authority	Program	Legislation
State	Elderly Rental Assistance	ORS 458.365-458.377
State	Emergency Housing Assistance (including EHA for Youth)	ORS 458.620, 458.650
State	Energy Conservation Helping Oregonians	ORS 757.612
State	Housing Choice Landlord Guarantee Program	ORS 456.375-456.390
State	Individual Development Account Program	ORS 456.555, 456.265, 458.700
State	Long Term Rent Assistance	ORS 458.620, 458.650
State	Oregon Energy Assistance Program	ORS 757.612(7)
State	Rent Guarantee Program	ORS 456.607-456.609
State	Rent Assistance for Youth	ORS 458.390, 458.392
State	State Home Oil Weatherization Program	ORS 456.594-456.599, 469.421(8)
Federal	Community Services Block Grant	42 U.S.C. 9901-9926
Federal	Emergency Rental Assistance (CARES, ARPA)	Public Laws 116-260 and 117-2
Federal	Emergency Solutions Grant	42 U.S.C. 11371-11378
Federal	HOME Tenant-Based Rental Assistance	42 U.S.C. 12725
Federal	Low Income Home Energy Assistance Program	42 U.S.C. § 8621-8630
Federal	Low Income Household Water Assistance Program	Public Laws 116-260 and 117-2
Federal	TANF-Housing Stabilization Program	42 U.S.C. 7
Federal	Weatherization Assistance Program	42 USC Sec. 6833

Funding Streams

Housing Stabilization Programs are funded by General Fund, Other Funds, and Federal Funds as outlined below:

Funding Source	Program Name	Authorizing Legislation
General Fund	Emergency Housing Assistance	ORS 458.620
	Housing Choice Landlord Guarantee Program	ORS 456.375-456.390
	Rent Guarantee Program	ORS 456.607-456.609
	Elderly Rental Assistance	ORS 458.365-458.377
Document Recording Fees	Emergency Housing Assistance	ORS 294.187
IDA Tax Credits	Individual Development Account (IDA) Program	ORS 456.555, 456.265, 458.700
Assessments on Petroleum Suppliers	State Home Oil Weatherization Program	ORS 456.594-456.599, 469.421(8)
PGE and Pacific Power Ratepayers	Energy Conservation Helping Oregonians, Multifamily Energy Program	ORS 757.612
PGE and Pacific Power Ratepayers	Oregon Energy Assistance Program	ORS 757.612(7)
US Department of Energy	Weatherization Assistance Program	42 USC Sec. 6833
US Dept. of Health and Human Services	Community Services Block Grant	42 U.S.C. 9903
	Low Income Home Energy Assistance Program	42 U.S.C. § 8621-8630
	Low Income Household Water Assistance Program	Consolidated Appropriations Act, Public Law 116-26 and American Rescue Plan Act, Public Law 117-2
	TANF-Housing Stabilization Program (*via OR Dept. of Human Services)*	42 U.S.C. 7
US Dept. of Housing & Urban Development	Emergency Solutions Grant	42 U.S.C. 119(IV)
	HOME Tenant-Based Rental Assistance	42 USC Sec. 6833

Funding Source	Program Name	Authorizing Legislation
US Treasury	Emergency Rental Assistance	Consolidated Appropriations Act, Public Law 116-26 and American Rescue Plan Act, Public Law 117-2

Program Unit Narrative

Housing Stabilization Division (HSD) Programs Description

By addressing the economic and life stability of Oregonians, HSD programs assist in preventing and ending homelessness, and ensure that Oregonians maintain access to affordable housing that meets their basic needs. National studies indicate that while a small portion of the homeless population needs intensive, long-term services, most people experiencing homelessness or who are at risk of homelessness can retain housing with rent assistance and other housing stabilization services, including employment assistance, and financial assistance programs.

Improving housing stability also impacts economic, safety, and education outcomes. Chronically homeless Oregonians who are provided permanent, supportive housing services see an average 50 percent rise in earned income, and a 40 percent rise in employment. Adults experiencing homelessness also face significantly higher rates of chronic illness, emotional distress, disability, and premature death than the general population. Homelessness is also linked to poor physical health in children including low birth weight, malnutrition, exposure to environmental toxins, and chronic illness. Children experiencing homelessness are also more likely to be mobile and/or experience barriers to attending school, thereby impacting educational trajectories and access to viable and stable employment. The impacts of being even temporarily homeless are significant.

HSD programs include homeless assistance, rental assistance, individual development accounts, low-income utility bill payment assistance, and weatherization assistance programs. These programs are delivered statewide by Oregon's community action network and their partner agencies. These providers create an extensive network that ensures coordination and leveraging of services for at-risk Oregonians.

Homeless Assistance Programs work to prevent and end homelessness. Homeless services are delivered through local providers to enable households that are homeless or at risk of homelessness to regain or maintain stable housing. Through a variety of state and federal funding sources, qualified Oregonians have access to services including emergency shelter, rapid re-housing, transitional or permanent supportive housing, rental assistance, case management, and other assistance needed to stabilize housing. Services also assist low-income households to attain economic self-sufficiency and meet their basic needs. OHCS continues to improve the homeless

management information system's ability to report on outcomes and services that are provided to clients through concerted investments in data capacity, systems architecture, and data governance with continuums of care.

Oregon Rehousing Initiative:

The Oregon Rehousing Initiative (ORI) is a statewide rehousing program to rehouse additional households experiencing homelessness. Funds are administered from OHCS to Multi-Agency Coordination (MAC) groups in Executive Area regions and Local Planning Groups (LPGs) throughout the Balance of State. Additionally, ORI includes a 25% set aside for Culturally Responsive Organizations. Rehousing programs are delivered through local providers to enable households that are homeless to regain stable housing. Household eligibility includes the following categories of homelessness: Category 1: Literally Homeless, Category 3: Homeless Under Other Federal Statues, Category 4: Fleeing/Attempting to Flee Domestic Violence, and Category 6: Unsheltered Homelessness. ORI programs include the use of progressive engagement to tailor services being offered to the individual needs of each household served. While some households may require the maximum amount of rental assistance allowable (up to 24 months), others may need shorter durations in order to stabilize. OHCS recognizes the critical importance of services such as housing navigation, housing counseling, intensive case management, retention supports, and other wraparound services to support the housing stability of a highly vulnerable population. These services are all allowable through ORI programming. The ORI program anticipates rehousing over 1,000 households by June 30, 2025.

Long Term Rental Assistance Program:

OHCS was tasked with creating a Long-Term Rent Assistance (LTRA) Program to ensure that households rehoused through EO 23-02, and HB 5019 rehousing investments have continued services and long-term rental assistance after Jan. 10, 2024, if needed.

The LTRA program will help with the cost of rent to increase housing access and long-term housing stability for people exiting homelessness. This type of assistance has proven to be a key strategy to support housing stability and, for some people, is vital to their ability to stay housed. Investing in LTRA resources is an avenue for fewer people living in shelters, motels, on the street, or doubled up in unstable arrangements. Fewer families, seniors, and people with disabilities would have to choose between paying the rent and buying needed medicine or food.

$39.7 million was appropriated for the 2023-2025 Biennium to OHCS for this program. OHCS funding allocation will utilize MAC Regions' EO 23-02 rehousing accomplishments as well as the identified need for ongoing assistance from those that were rehoused under the EO 23-02.

Emergency Order Shelter Capacity Expansion helps sustain investments made under HB5019 EO 23-02 for continuing the operational costs of managing shelters that were created using HB5019 resources. Under EO 23-02, Multi Agency Coordination (MAC) groups created 1,047 new shelter beds by January 10th, 2024, investing approximately $20 million in HB 5019 funds- excluding administration costs. In the Balance of State, Local Planning Groups were allocated $7,913,156 to create 347 new shelter beds by June 30th, 2025.

To sustain efforts made under EO 23-02 for MAC groups in the designated EO region, of the $160.3 million in funding from Senate Bill 5511 to sustain the efforts funded by HB 5019, $45.8 million from SB 5511 was allocated to MACs to sustain HB 5019 shelters. An additional 1.5 million was allocated to two Balance of State Opt in MAC groups, in total, sustaining over 1100 beds until June 2025.

Under EO 23-02, and programmatic outcomes established under HB 5019 for the Balance of State, over 1300 new shelter beds have been created across the state. Sustaining these beds and investment in emergency shelter will allow regions to continue to focus on communities experiencing unsheltered homelessness.

Rental Assistance Programs are available to Oregonians earning at or below 80 percent of area median income (AMI). These programs offer rental assistance and refundable security deposits paid directly to property owners on the tenants' behalf. All households receiving rental assistance must participate in self-sufficiency planning to receive benefits. The Housing Choice Landlord Guarantee Program is designed to provide financial assistance to landlords to mitigate damages caused by tenants as a result of their occupancy under the HUD Housing Choice Voucher Program, also known as Section 8.

Rental Assistance for Youth and Families are available to youth and families with children who are interacting with the following systems: foster care, corrections, behavioral health or actively facing homelessness or housing instability. These programs offer rental assistance, move-in costs, case management services and other supportive services as determined by the case manager in conjunction with the family/individual being served.

Eviction Prevention programs are available to households that are at or below 80 percent AMI. These programs exist to provide rent and utility assistance, moving costs, mediation services, rapid rent assistance for eviction prevention, and a variety of other services to help families retain their homes.

The **Individual Development Account** program is available to households with incomes equal to or less than 80 percent of median income or 200 percent of federal poverty guidelines. Eligible participants and designated fiduciary organizations jointly develop personal development plans to support progress toward participant wealth building goals, with resources to provide account holders with financial and asset training, counseling, career or business planning, and other services. Participant-generated funds are matched with program funds to create a savings investment toward asset goals such as home ownership, small business start-up and growth, education, rent assistance, vehicles, and adaptive technologies. The program is funded through an Oregon tax credit that has a cap of $7.5 million per year. OHCS provides oversight of the contract administrator of the program and the fiduciary organizations that provide program services, but does not receive tax credit revenues or make payments to participants.

The **Low-Income Household Water Assistance (LIHWA) program** is a temporary, federally funded water assistance program for lower income households at or below 60% of state median income. Oregon's LIHWA program provides eligible households, who have

high water burden, with on-time financial assistance paid directly to their water and sewer utilities to cover arrearages and current charges.

Energy Assistance Programs help ensure that low-income households can maintain heat in their homes during winter months. In warmer regions of the state, energy assistance can also help Oregonians keep cool during life-threatening heat waves. These services are especially critical among vulnerable households, such as the elderly, disabled, and families with young children, who are particularly sensitive to variations in temperature.

- In 2021, approximately 214,000 of Oregon's households lived with incomes below 100 percent of the federal poverty level. Oregon households with incomes below 50 percent of the federal poverty level paid 23 percent of their annual incomes simply for their home energy bills. A short-term lack of hot water, refrigeration, and cooking capacity can result in lost wages, evictions, and in some cases, homelessness.
- High energy burden and deferred home maintenance increase the likelihood that low-income families will experience unhealthy housing conditions, including lack of heat, water leaks, mold, and lead paint.

The impacts of energy assistance go well beyond staying warm or cool. Households that receive energy assistance are less likely to accumulate excessive arrearages or experience utility disconnection, thereby reducing the risk of eviction or homelessness. Studies from the Boston Medical Center also indicate that many low-income households are making dangerous trade-offs between food and energy, resulting in increased rates of food insecurity, lower weight, and decreased growth rates among children, particularly within families of color. Energy assistance has a proven protective effect against this "heat or eat" phenomenon, with recipients less likely to demonstrate food insecurity and slowed physical growth.

The living environment itself is also a significant health driver. **Low Income Weatherization Programs** provide a unique opportunity to address household health and safety. When weatherization crews visit a home to complete energy upgrades and repairs, they also perform important health and safety assessments. For example, lead safe work practices are utilized to prevent the spread of lead dust. All homes are visually inspected for mold. Ventilation systems are upgraded to ensure adequate airflow, improving indoor air quality and all homes receive carbon monoxide alarms. Additionally, repair and replacement of dysfunctional heating systems prevent health and safety risks associated with combustion by-products, lack of heat, and fire hazards. Air conditioning and heat pumps may be installed to ensure a home is left climate ready. Research indicates that every dollar invested in weatherization programs yields a return of four and a half dollars, including avoided costs associated with uninsured medical expenses and lost work.

As a result of weatherizing a home, the energy costs of the low-income Oregonians are also reduced. National research indicates that low-income households that receive weatherization services experience energy savings of $283 or more per year. These savings make it easier for families to pay for other necessities such as rent, medical care and food, subsequently increasing their likelihood of maintaining stable housing.

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services

This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package include the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs

Phased-In programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level.

Phase-Outs are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-Out's for the Housing Stabilization Division

- General Funds
  - Executive Order Continuum of Care
    - Eviction Prevention - $26.2M
    - Emergency Homeless Plans/Shelter - $172.7M
    - Homeless Prevention & Response – $476k
    - Long Term Rental Assistance - $39M
  - Shelters; Operations, Emergency Shelters, Project Turnkey, Navigation Centers - $85.3M
  - Emergency Housing Assistance for Youth Homelessness and Companion Pets - $6.2M
  - Eviction Diversion & Prevention - $55M
  - Housing Retention - $375k
  - Long-Term Rental Assistance for Youth - $249k
  - Rural Oregon Continuum of Care - $27.4M
  - Support for Tribes - $10M
  - Tenant Resources - $6M
  - Down Payment Assistance Programs - $41M
  - Matching funds for Individuals Development Accounts - $5M
  - HOME Tenant Based Assistance Seeding Justice - $1M

- Other Funds
  - Long Term Rent Assistance for Youth $4M
  - Oregon Energy Assistance $5M
  - Project Turnkey Support $2.5M
  - Executive Order Long Term Rental Assistance $11M

- Federal Funds
  - Department of Energy Low Income Weatherization COVID response - $14.9M
  - Emergency Solutions Grant Program COVID Response - $8.5M

030 Inflation and Price List Adjustments

This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%
- Professional Services 6.8%
- Attorney General 23.26%
- State Government Service Charges 33%

050 Fund Shift

This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(96,877)	-	-	-	-	-	(96,877)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($96,877)**	-	-	-	-	-	**($96,877)**
Personal Services							
Pension Obligation Bond	(5,018)	-	(3,040)	(3,700)	-	-	(11,758)
Mass Transit Tax	442	-	4,900	-	-	-	5,342
Vacancy Savings	(92,301)	-	(228,316)	(85,404)	-	-	(406,021)
Total Personal Services	**($96,877)**	-	**($226,456)**	**($89,104)**	-	-	**($412,437)**
Total Expenditures							
Total Expenditures	(96,877)	-	(226,456)	(89,104)	-	-	(412,437)
Total Expenditures	**($96,877)**	-	**($226,456)**	**($89,104)**	-	-	**($412,437)**
Ending Balance							
Ending Balance	-	-	226,456	89,104	-	-	315,560
Total Ending Balance	-	-	**$226,456**	**$89,104**	-	-	**$315,560**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(480,630,121)	-	-	-	-	-	(480,630,121)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($480,630,121)**	-	-	-	-	-	**($480,630,121)**
Personal Services							
Class/Unclass Sal. and Per Diem	(3,071,136)	-	-	-	-	-	(3,071,136)
Empl. Rel. Bd. Assessments	(1,152)	-	-	-	-	-	(1,152)
Public Employees' Retire Cont	(646,164)	-	-	-	-	-	(646,164)
Social Security Taxes	(234,943)	-	-	-	-	-	(234,943)
Paid Family Medical Leave Insurance	(12,287)	-	-	-	-	-	(12,287)
Worker's Comp. Assess. (WCD)	(672)	-	-	-	-	-	(672)
Mass Transit Tax	(15,792)	-	-	-	-	-	(15,792)
Flexible Benefits	(678,528)	-	-	-	-	-	(678,528)
Total Personal Services	**($4,660,674)**	-	-	-	-	-	**($4,660,674)**
Services & Supplies							
Instate Travel	(30,843)	-	-	(900)	-	-	(31,743)
Employee Training	(24,596)	-	-	(1,425)	-	-	(26,021)
Office Expenses	(55,517)	-	-	(1,620)	-	-	(57,137)
Telecommunications	(18,506)	-	-	(540)	-	-	(19,046)
Data Processing	(22,618)	-	-	(660)	-	-	(23,278)
Professional Services	(1,725,808)	-	-	-	-	-	(1,725,808)
Attorney General	(50,000)	-	-	-	-	-	(50,000)
Employee Recruitment and Develop	(3,711)	-	-	(215)	-	-	(3,926)

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other Services and Supplies	(83,674)	-	-	(4,900)	-	-	(88,574)
Expendable Prop 250 - 5000	(74,218)	-	-	(4,300)	-	-	(78,518)
IT Expendable Property	(44,050)	-	-	(2,500)	-	-	(46,550)
Total Services & Supplies	**($2,133,541)**	**-**	**-**	**($17,060)**	**-**	**-**	**($2,150,601)**
Special Payments							
Dist to Counties	-	-	-	(6,693,497)	-	-	(6,693,497)
Dist to Non-Gov Units	(77,787,732)	-	-	-	-	-	(77,787,732)
Dist to Non-Profit Organizations	(162,535,000)	-	(7,815,000)	(27,286,575)	-	-	(197,636,575)
Dist to Contract Svc Providers	(34,000,000)	-	-	-	-	-	(34,000,000)
Intra-Agency Gen Fund Transfer	(44,000,000)	-	-	-	-	-	(44,000,000)
Other Special Payments	(155,513,174)	-	(21,948,400)	-	-	-	(177,461,574)
Total Special Payments	**($473,835,906)**	**-**	**($29,763,400)**	**($33,980,072)**	**-**	**-**	**($537,579,378)**
Total Expenditures							
Total Expenditures	(480,630,121)	-	(29,763,400)	(33,997,132)	-	-	(544,390,653)
Total Expenditures	**($480,630,121)**	**-**	**($29,763,400)**	**($33,997,132)**	**-**	**-**	**($544,390,653)**
Ending Balance							
Ending Balance	-	-	29,763,400	33,997,132	-	-	63,760,532
Total Ending Balance	**-**	**-**	**$29,763,400**	**$33,997,132**	**-**	**-**	**$63,760,532**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							(16)
Total Positions	-	-	-	-	-	-	**(16)**
Total FTE							
Total FTE							(16.00)
Total FTE	-	-	-	-	-	-	**(16.00)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,836,950	-	-	-	-	-	1,836,950
Total Revenues	**$1,836,950**	-	-	-	-	-	**$1,836,950**
Services & Supplies							
Instate Travel	746	-	1,576	1,574	-	-	3,896
Out of State Travel	646	-	867	1,281	-	-	2,794
Employee Training	481	-	1,092	1,431	-	-	3,004
Office Expenses	2,358	-	1,700	2,487	-	-	6,545
Telecommunications	638	-	715	631	-	-	1,984
Data Processing	167	-	642	320	-	-	1,129
Publicity and Publications	151	-	562	119	-	-	832
Professional Services	4,427	-	104,736	188,026	-	-	297,189
IT Professional Services	79	-	27	41	-	-	147
Attorney General	15,291	-	2,333	339	-	-	17,963
Employee Recruitment and Develop	23	-	58	18	-	-	99
Dues and Subscriptions	193	-	79	844	-	-	1,116
Facilities Rental and Taxes	21,979	-	58,336	29,568	-	-	109,883
Facilities Maintenance	28	-	23	31	-	-	82
Agency Program Related S and S	-	-	91	-	-	-	91
Other Services and Supplies	3,127	-	2,107	1,238	-	-	6,472
Expendable Prop 250 - 5000	121	-	500	404	-	-	1,025
IT Expendable Property	552	-	1,496	683	-	-	2,731
Total Services & Supplies	**$51,007**	-	**$176,940**	**$229,035**	-	-	**$456,982**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Dist to Counties	744,903	-	1,160,983	1,253,206	-	-	3,159,092
Dist to Other Gov Unit	20,800	-	-	-	-	-	20,800
Dist to Non-Gov Units	-	-	10,375	-	-	-	10,375
Dist to Individuals	-	-	19,166	-	-	-	19,166
Dist to Non-Profit Organizations	1,020,240	-	3,105,231	3,138,946	-	-	7,264,417
Intra-Agency Gen Fund Transfer	-	-	-	-	-	-	-
Other Special Payments	-	-	603,844	-	-	-	603,844
Total Special Payments	**$1,785,943**	**-**	**$4,899,599**	**$4,392,152**	**-**	**-**	**$11,077,694**
Total Expenditures							
Total Expenditures	1,836,950	-	5,076,539	4,621,187	-	-	11,534,676
Total Expenditures	**$1,836,950**	**-**	**$5,076,539**	**$4,621,187**	**-**	**-**	**$11,534,676**
Ending Balance							
Ending Balance	-	-	(5,076,539)	(4,621,187)	-	-	(9,697,726)
Total Ending Balance	**-**	**-**	**($5,076,539)**	**($4,621,187)**	**-**	**-**	**($9,697,726)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(79,715)	-	-	-	-	-	(79,715)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($79,715)**	-	-	-	-	-	**($79,715)**
Services & Supplies							
Facilities Rental and Taxes	(79,715)	-	(211,580)	(107,242)	-	-	(398,537)
Total Services & Supplies	**($79,715)**	-	**($211,580)**	**($107,242)**	-	-	**($398,537)**
Total Expenditures							
Total Expenditures	(79,715)	-	(211,580)	(107,242)	-	-	(398,537)
Total Expenditures	**($79,715)**	-	**($211,580)**	**($107,242)**	-	-	**($398,537)**
Ending Balance							
Ending Balance	-	-	211,580	107,242	-	-	318,822
Total Ending Balance	-	-	**$211,580**	**$107,242**	-	-	**$318,822**

POS116 - Net Package Fiscal Impact Report ***Housing Stabilization Programs***

2025-27 Biennium **Cross Reference Number: 91400-010-00-00-00000**
Current Service Level **Package Number: 22**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1982	1427072	158217	OAS C0862 A P	PROGRAM ANALYST 3	29	PF	0	6	7,923	-190,152	-97,838	-287,990	-1	-1.00
1983	1427073	158226	OAS C5247 A P	COMPLIANCE SPECIALIST 2	25	PF	0	9	7,562	-181,488	-95,317	-276,805	-1	-1.00
1984	1427074	158221	OAS C0872 A P	OPERATIONS & POLICY ANALYST :	30	PF	0	3	7,206	-172,944	-92,831	-265,775	-1	-1.00
1990	1427131	158222	MMS X7324 A P	GRANTS LOANS AND PROGRAMS	33X	PF	0	6	10,021	-240,504	-112,485	-352,989	-1	-1.00
1993	1427151	158224	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	2	5,965	-143,160	-84,168	-227,328	-1	-1.00
2007	1435736	158219	OAS C0863 A P	PROGRAM ANALYST 4	31	PF	0	3	7,562	-181,488	-95,317	-276,805	-1	-1.00
2008	1435737	156179	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	6	7,206	-172,944	-92,831	-265,775	-1	-1.00
2009	1435738	156180	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	7	7,562	-181,488	-95,317	-276,805	-1	-1.00
2010	1434060	154694	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	6	7,206	-172,944	-92,831	-265,775	-1	-1.00
2011	1434061	154693	OAS C0871 A P	OPERATIONS & POLICY ANALYST :	27	PF	0	6	7,206	-172,944	-92,831	-265,775	-1	-1.00
2012	1434062	154659	OAS C1116 A P	RESEARCH ANALYST 2	23	PF	0	3	5,169	-124,056	-78,609	-202,665	-1	-1.00
2013	1434063	154696	MMN X0863 A P	PROGRAM ANALYST 4	31	PF	0	7	10,021	-240,504	-112,485	-352,989	-1	-1.00
2014	1434064	154697	OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	0	10	6,245	-149,880	-86,123	-236,003	-1	-1.00
2016	1434066	154698	MMS X7623 A P	POLICY PLANNING AND DEVELOPI	35X	PF	0	10	13,392	-321,408	-136,020	-457,428	-1	-1.00
2023	1434073	154674	MMN X0863 A P	PROGRAM ANALYST 4	31	PF	0	8	10,512	-252,288	-115,912	-368,200	-1	-1.00
2024	1434074	154675	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	6	7,206	-172,944	-92,831	-265,775	-1	-1.00
				General Funds						**-3,071,136**	**-1,573,746**	**-4,644,882**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-3,071,136**	**-1,573,746**	**-4,644,882**	**-16**	**-16.00**

Policy Package #501 Maintaining Shelters

Package Description

Policy Package (PP) #501 provides a crucial influx of funding in the amount of $217.9M to support a statewide network of emergency shelter projects, ensuring that state-funded shelter capacity across Oregon during the 25-27 biennium maintains at least the current number of beds created and/or supported during the 23-25 biennium. OHCS currently estimates that 4,884 beds will be supported with state resources during the 23-25 Biennium. Funding will be targeted to support shelter operations, housing-focused supportive activities, and necessary administrative costs. PP #501 also provides $375k to conduct a statewide shelter study. These investments represent a continued commitment from OHCS to collaborate with partners in building upon a homelessness response system that provides impactful interventions and supports Oregonians toward obtaining stable housing.

Purpose

This package represents the continuation and consolidation of multiple distinct funding sources from the 23-25 biennium. These funding sources included $24.1M from Senate Bill (SB) 5511 and $65M from SB1530, which provided funding for the continued operations, services, and administration of emergency shelters, Project Turnkey sites and Navigation Centers. The package also continues the work began under Executive Order 23-02 and 24-02 (EO) funding that additionally funded the creation of new shelter beds and included housing-focused services. Throughout June 2024, OHCS performed an analysis to examine cost projections for those shelter providers who received any funding from the above sources, developing an estimate of the costs to sustain these essential shelter projects, some of which opened their doors for the first time during the 23-25 biennium, through the 25-27 biennium. OHCS conducted outreach to the statewide network of shelter providers, including Multi-Agency Coordination (MAC) Group regions, the Balance of State (BoS) Local Planning Groups (LPGs), the Community Action Agencies (CAAs), and many community-based organizations to perform this analysis. The response rate for the information gathering phase was 90%. For regions that did not provide sufficient responses, OHCS used a combination of averages, historical data and the following assumptions to predict maintenance of shelter bed costs for 25-27:

- Housing-focused activities were added in at the same rate for shelters, whether EO-funded or otherwise
- Allocations for shelters in each region were based on the average costs observed throughout the state
- Accordingly, estimates were also made for programs that had not yet become operational, and
- A standard inflation rate of 4.2% for services and materials and 6.8% for staffing was determined appropriate, given the wide variation in inflation related figures from our partners

Regions have also identified the potential impact of not receiving funding in the 25-27 biennium. Without sustained OHCS funding, numerous shelters in rural and urban areas would be forced to close. Preliminary estimates show that Oregon could lose upwards of 1300 shelter beds almost immediately without sustained funding in the new Biennium, but the sustained risk for other shelters closing could prove to be much higher over time. Several regions in the Balance of State would lose their only emergency shelters, including many counties in Eastern Oregon, where people experiencing unsheltered homelessness would be exposed to hazardous winter conditions and high heat and smoke exposure due to wildfires, which can lead to chronic medical conditions or even death. Even small reductions in funding could lead to closure of shelters that serve our state's most vulnerable populations and their families. These regions also shared that supportive and wraparound services, at minimum, would be reduced and in some cases, eliminated if funding is not sustained. These regions identified that the supportive wrap-around services were critical for their ability to help households locate suitable housing and move out of the shelter, allowing the shelter bed to serve a new member of the community in need.

The June 2024 cost analysis identified a total estimated funding need of $217.5M to continue operating the 4,884 shelter beds supported with OHCS funds in the 23-25 biennium; however, OHCS will conduct additional process steps prior to deployment of funds under this Policy Package to ensure that funds are distributed based on the most accurate and up-to-date information. There are a variety of non-inflation factors also driving the need for ongoing shelter funding dedicated at the state level: many regions and shelters have experienced significant funding reductions throughout the 23-25 biennium, as major resources originating during the COVID-19 pandemic (CARES, ARPA, etc.) were phasing out. OHCS has heard from local governments across the state that they invested heavily in shelter systems during the pandemic period and do not have adequate resources to continue to sustain the shelters. This shelter funding package provides crucial funding to bridge these massive shelter operations budget gaps.

Homelessness imposes high costs on families and individuals. It is harder to find and keep a job, treat or manage medical and/or behavioral health conditions, and learn in school when experiencing homelessness. These challenges are particularly acute for children and veterans who are experiencing homelessness. Oregon has the highest rate of families experiencing unsheltered homelessness in the nation according to the 2023 Point in Time count, with 59% of families or 2,288 households experiencing homelessness were found to be unsheltered. People experiencing homelessness are also vulnerable to violence and abuse, especially women and members of the LGBTQ+ community. Partnerships and coordination across several intersecting economic, social, and health systems are critical to effectively address homelessness. OHCS is focusing an intentional commitment towards ensuring shelters remain open and operational in the 25-27 biennium, leveraging the 23-25 investments into a sustainable sheltering system that addresses Oregonians' basic need for a roof over their heads, a safe place to sleep, and somewhere they can access services to move out of shelters and into permanent housing. OHCS will use these funds to provide people with immediate access to shelter and crisis services with low barriers to entry when

homelessness occurs. Funds will also be used to quickly connect people experiencing homelessness to housing assistance and services tailored to their unique needs and strengths to help them achieve and maintain stable housing.

This effort aligns with OHCS and the Governor's priorities around ensuring continued access to shelters for those in need and providing the services needed to obtain permanent housing. Additionally, this funding package will be informed by the priorities and strategies that emerge from the newly formed Shelter Workgroup, convened by the Governor's Office and Representative Pam Marsh (Southern Jackson County). This workgroup held its first meeting on July 23rd, 2024, and represents a coalition of state, city, and county government agency representatives, legislators, direct service providers and shelter operators, culturally specific organizations, Community Action Agencies, and Continuums of Care. This collaboration will work toward defining and implementing a coherent, effective, and sustainable structure that will support the existing shelter system over the long term.

PP #501 also provides funding for a statewide shelter study that will be conducted via partnership with Portland State University's Homelessness Research & Action Collaborative (HRAC). OHCS commissioned a 2019 Statewide Shelter Study that helped to inform the shelter system's needs over the past 5 years and seeks to take stock of our progress and the needs for the system ahead. This study will formally begin in August 2025 and is expected to be completed within 18 months (approx. January 2027). One of the main areas of focus of this project will be to analyze the unmet need for shelter and transitional housing by geographical region and subpopulation. OHCS will also seek to utilize mixed methods approach to incorporate qualitative feedback and best practices analysis into the results; to truly understand the way the shelter system operates across the State from the ground up. When complete, this report will also serve as a useful tool in determining long-term funding and policy strategy for the statewide shelter network.

How Achieved

This shelter funding package will achieve the desired outcomes by:

- Providing necessary funding to ensure that previously funded shelters (Project Turnkey sites, Navigation Centers, EO-funded shelters, and other OHCS-funded shelters) can continue operating at full capacity, and that the statewide shelter network growth experienced in the 23-25 Biennium can be sustained.
- Aligning these funds with current, existing programs, minimizing the need to develop new or different programs. This will ensure that the investment focuses on strengthening a system in which readily accessible shelter beds will stay online and are available for those experiencing a housing crisis, leveraging previous investments into a sustainable system.
- Streamlining reporting and data collection so that OHCS maintains a comprehensive understanding of the shelter system, including, but not limited to: # of available and utilized state-funded beds in each community over time, and shelter outcomes

focused on exit destinations to permanent housing and other service interventions within the continuum of the homelessness response system.

- Providing well-documented guidance that includes, but is not limited to: standards on Confidentiality, Grievance and Appeal, Nondiscrimination, Limited English Proficiency, Lived Experience-informed Program Improvement, and Conflict of Interest. This will ensure that all grantees have policies that comply with basic state requirements that ensure the equitable and fair delivery of services.
- Ensuring through clear program guidance and monitoring follow-up that shelters meet low barrier standards and basic habitability standards for the safe and sanitary provision of shelter beds that meet guests' needs and provide a safer alternative than living on the street.

Operations funding will ensure that shelters have sufficient funding for: facility lease/rent payments, utilities, security and janitorial expenses, facility staffing to manage day-to-day operations, minor repairs and maintenance, furnishings and appliances, food and services for congregate meal delivery, in-shelter childcare when needed, and pet care/supplies for guests' pets and/or service animals to encourage guest participation and reduce barriers to entry.

Funding for housing-focused activities will ensure that shelters are able to support guests with connection to stabilizing resources. Housing-focused activities are different than the critical services provided in formal rehousing programs such as Rapid Rehousing or Long-Term Rental Assistance programs in that they are focused on the most immediate needs shelter residents have rather than ongoing months of assistance after the initial engagement. Many shelter residents just need a small intervention to connect them back to housing, employment or other support systems and these housing-focused services enable those connections. In many communities, these services will be deployed alongside one another as a cohesive strategy to match the right intervention with the right households. These activities, covering both service delivery and direct client financial assistance components, include:

- Rental housing costs such as rent payments (inclusive of first month, last month, pet rent/deposit, manufactured home rental space "lot rent" if used for primary housing, and forward rent if accepted by landlord as incentive), security deposit, and application fees
- Utility deposits, payments, and arrears (inclusive of water, sewer, garbage, gas, electricity, phone, and internet)
- Moving costs (inclusive of storage, van/truck rental, and one-time purchase of move-in necessity basics)
- Housing-focused transportation costs such as bus/train passes, gas vouchers, and rideshare/cab fares
- Housing-focused case management costs such as assessment, development of individualized housing service plans, housing search and placement, coordinating access to other resources essential to obtaining and retaining housing, and conducting follow-up and re-evaluation

By providing both housing-focused services and financial assistance, shelter guests will receive not only a safe and secure bed, but also access to the critical supports needed to transition out of shelters and into permanent housing. Additionally, supportive housing-focused activities are directly linked to effective shelter operations, as shorter shelter stays, and improved client housing outcomes lead to increased shelter bed availability and shorter wait lists for others in need of these services.

To best meet the ongoing need for a responsive and adaptable shelter system, a variety of factors will be considered when determining the funding formula and distribution for this package, including but not limited to:

- Effectiveness of previous direct grantee pools pertaining to shelter operations from the 21-23 and 23-25 biennia (i.e. individual shelter providers, MAC/LPG/CoC, CAA, etc.)
- Current and anticipated budget gaps and funding needs on an individual shelter and regional basis
- Regional data on housing burden, poverty rates, homelessness data such as PIT counts, and census data
- Regional and individual shelter bed capacity relative to population

Staffing Impact

No staff proposed directly in this package, however the position requested in package 508 OHCS Operation Support are in response to the maintenance of effort staffing levels needed to support this work.

Quantifying Results

Statewide Shelter Network Funding Outcomes
The $217.5 shelter funds package will achieve outcomes across two categories of fund utilization: Shelter Operations and Housing-focused Activities. These Key Performance Indicators (KPI's) will be monitored, tracked, and reported via the Homeless Management Information System (HMIS) utilized by each shelter provider and/or regional coordinating entity. The metrics will be compared against the 23-25 biennium's outcomes to ensure maintenance of or improvement upon the indicators described below:

1. *Shelter Operations Outcomes*
   - **Maximizing Capacity & Beds Available:** Maintaining full capacity at each shelter receiving funding throughout the grant performance period, as measured by the number of beds available for use per night compared to the number of beds shelter facility is capable of offering at full capacity per night.
   - **Maintaining Bed Utilization & Nightly Occupancy Rates:** Measure the number of beds utilized by individuals/families compared to the # of beds available for use.

2. *Housing-focused Activities Outcomes*
   - **Reducing Length of Stay:** Measure the average length of a household's shelter stay (in days).
   - **Improving Housing Outcomes for Shelter Guests:** Measure as percentage increase of shelter guests exiting shelter into a stable housing situation.
   - **Reducing Returns to Homelessness:** Measure as percentage increase of people who retain permanent housing for at least 6 months after exiting shelter.

Statewide Shelter Survey Outcomes

This study project will result in a final deliverable report that will include the following topics:

- Point-in-Time (PIT) Count analysis to better understand unmet need looking at geography and subpopulation
- Catalogue all existing shelters across the state using Housing Inventory Count (HIC) data and qualitative data collected from the region/CoC
- Best practices and emerging trends in the shelter system
- A mix of focus groups and feedback sessions with shelter staff and current/previous shelter guests from different regions to inform strategy planning
- Identification of shelters participating in HMIS and non-HMIS shelters
- Equity analysis around who is being served/not served within our shelter system
- Examination of feasibility and performance outcomes of different sheltering models (non-congregate vs congregate, low barrier vs high barrier)
- Analysis of statewide shelter funding approaches and options (regional awards by formula to Continuums of Care, individual shelter awards based on projected funding need/gaps, etc.)

Racial Equity Strategy

This Policy Package aims to address racial disparities within the populations served by prioritizing racial equity in program delivery. Oregon's homeless population exhibits significant racial disparities, particularly affecting communities of color who experience higher rates of homelessness and housing instability. Indigenous, Black, and Brown Oregonians are disproportionately impacted by systemic barriers that affect access to safe shelter and affordable housing. A recent report from Portland State University's HRAC utilizing Point-in-Time Count data from 2023 showed that communities of color in Oregon experienced homelessness at a significantly higher rate than

white communities/households (over 3x their share of the state population). OHCS understands that this is a result of historic and even present-day policies and practices by governments and institutions, including the state of Oregon, that disproportionately harm communities of color. This policy package aims to reduce and prevent inequitable outcomes through a shelter system with a strong racial equity strategy and lens.

For shelter operations under this policy package, OHCS will actively and intentionally monitor the racial and ethnic demographics of those being served in the shelters to identify where communities of color continue to be disproportionately impacted and represented in homelessness systems. OHCS will also actively and intentionally monitor the racial and ethnic demographics of those experiencing unsheltered homelessness, whether on a wait list for shelter or not actively utilizing the shelter system. In order to achieve this, OHCS will coordinate with regions/organizations who are receiving shelter funds to gain a strong understanding of demographics and disparities across all regions and communities. OHCS will seek to approach the analysis and monitoring from a regional system perspective, recognizing that shelters function as one part of a complex system of basic housing supports.

Under EO 23-02, Multi Agency Coordination (MAC) Groups and Local Planning Groups (LPGs) were required to utilize state and local data to identify what groups are over-represented within their homeless services systems as having a disproportionately high risk of experiencing homelessness. These groups were determined as priority populations and MACs/LPG's implemented strategies to ensure equitable service delivery. Some regions required further support and technical assistance to ensure they had adequate practices to reduce racial disparities in their communities. For many regions, this included offering tools for grantees to help build partnerships with culturally specific and culturally responsive organizations that serve those disproportionally impacted in their region. With shelter operations under this policy package, OHCS will ensure the same strategies are used to gain a clear understanding of overrepresented communities within homeless systems across the state, and that the demographics of guests served in shelters are aligned with the data identifying disproportionately affected communities of color within our homelessness system. This framework builds on prior evidence from the field of targeted universalism, which argues that prioritizing, or targeting, the needs of those with the greatest barriers will nonetheless produce universally beneficial outcomes. In short, designing homeless interventions that work for communities of color will produce a homeless response system that works better for all.

OHCS will coordinate with regions to implement policies/procedures that center shelter guests and services that are culturally responsive. This will be imperative in improving outcomes for communities of color across the state that are experiencing higher rates of homelessness. OHCS will request plans from regions receiving shelter funds that will demonstrate how they will work toward equitable outcomes through shelter operations and program structure. If a region needs additional assistance with their plans to meet racial equity outcomes, OHCS will deploy support including internal OHCS staff support and the utilization of technical assistance from an OHCS-contracted provider if necessary. OHCS believes that a combination of accountability for system leaders to achieve their goals and training and support for shelter operators to actualize the changes is most likely to yield the changes we need to see. Additionally,

recipients of this funding package will demonstrate how they collect and incorporate feedback from individuals and families with lived experience of homelessness as they seek to improve services and program delivery on an ongoing basis.

Accountability to Racially Equitable Outcomes
All shelter projects funded by OHCS are required to utilize HMIS to track demographics and outcomes on both a client and program level, which gives OHCS visibility in monitoring trends in shelter access and exit destination according to a client's race/ethnicity. With the extensive amount of shelter providers receiving funding through this package and utilizing HMIS accordingly, this package will increase the amount of available statewide homelessness data, resulting in more complete and accurate reporting to be used for gauging progress toward stated goals. Ultimately, we are working toward a long-term goal of reducing the specific racial disparities that exist in Oregon's homeless population.

Administration
Through this shelter funding package, OHCS will continue to invest in Culturally Specific Organizations (CSOs) and Culturally Responsive Organizations (CROs), with the understanding that it is crucial to have dedicated funds for people facing the highest rates of homelessness in Oregon. Investing in strong partnerships with culturally specific and culturally responsive community-based organizations works to create equity within housing stability and systems that address homelessness. These partnerships will help create an avenue to allocate shelter funds directly to communities of color- prioritizing racial equity in program delivery for those experiencing higher rates of homelessness across the state.

OHCS will continue to reinforce and build upon specific expectations of our partners as they deploy these resources. This includes ensuring that the local regional coordination groups have capacity, expertise and dedicated and actionable plans to reduce disparities in their communities while supporting the local homeless services system planning and deployment efforts.

Revenue Sources

General Fund: $217,918,652

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 501 - HH Maintaining Shelters

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	217,918,652	-	-	-	-	-	217,918,652
Total Revenues	**$217,918,652**	-	-	-	-	-	**$217,918,652**
Services & Supplies							
Professional Services	375,000	-	-	-	-	-	375,000
Total Services & Supplies	**$375,000**	-	-	-	-	-	**$375,000**
Special Payments							
Other Special Payments	217,543,652	-	-	-	-	-	217,543,652
Total Special Payments	**$217,543,652**	-	-	-	-	-	**$217,543,652**
Total Expenditures							
Total Expenditures	217,918,652	-	-	-	-	-	217,918,652
Total Expenditures	**$217,918,652**	-	-	-	-	-	**$217,918,652**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 502 Sustaining Re-Housing

Package Description

The sustaining rehousing initiative policy package is proposing a $188,243,238 investment aimed at addressing homelessness and housing instability across our state for an estimated 2,870 households. This comprehensive package focuses on creating sustainable housing outcomes by continuing the development of a robust state rehousing program – the Oregon Rehousing Initiative – to rehouse more community members experiencing homelessness. This policy package represents a bold and necessary investment in our state's future by creating a more resilient and supportive housing and homelessness system. It aims to provide individuals and families with the stability they need to thrive, ultimately contributing to a healthier and more prosperous state, with long-term housing solutions for those experiencing homelessness.

Purpose

Oregon continues to face a profound and persistent homelessness crisis, with the state having the second highest rate of unsheltered homelessness in the nation. According to the most recent Point in Time Count (PIT), the number of people experiencing homelessness in Oregon has increased by 44% since 2017, with an estimated 20,100 individuals experiencing homelessness. The primary driver behind this alarming statistic is economic instability, underscoring the urgent need for targeted and sustainable rehousing solutions.

In response to this crisis, the state has demonstrated significant progress through the work accomplished under the Emergency Order (EO) 23-02 and continued through EO 24-02. This initiative successfully created 1,047 low-barrier shelter beds, rehoused 1,426 households, and prevented 9,024 households from becoming homeless in the first year. These achievements highlight the effectiveness of strategic intervention and the potential for even greater impact with a sustained and expanded effort.

From these efforts OHCS was allocated $39 million in a Special Purpose Appropriation via Senate Bill (SB) 5701 (2024). This funding is designated for a statewide rehousing program, the Oregon Rehousing Initiative (ORI), to help rehouse more community members experiencing homelessness, with 25% allocated to Culturally Specific Organizations (CSOs). The ORI program is intended to house 1,137 households experiencing homelessness, above and beyond the work initiated by EO 23-02 and House Bill (HB) 5019 (2023). ORI will support placement into permanent housing throughout the remainder of the 23-25 biennium, with rehousing placements taking place by June 30, 2025, ensuring that individuals and families in crisis have immediate access to safe and supportive housing environments. Rehousing efforts under this Package will be for new households being placed into housing, not the sustaining of those previously

rehoused during the 23-25 Biennium. The households being rehoused during the 23-25 Biennium will continue to receive assistance after June 2025 by moving already appropriated funding under SB 5701 (2024) into an Other Funds account.

The purpose of this policy package is to build on the momentum initiated in the 23-25 biennium under the ORI program by investing in rehousing an additional 2,870 new households in the 25-27 biennium. Efforts must be continued to rehouse additional households, ensuring pathways to safe, stable housing for Oregonians experiencing homelessness. This program will continue to be designed with a balanced approach to meet the diverse needs of Oregon communities, including urban and rural areas. The program will report out on measurable housing outcomes, ensuring that we maintain the added capacity to the state's housing system that will rapidly move households along the continuum from homelessness to permanent, stable, and safe housing.

Under Executive Order 23-02 with resources from HB 5019, OHCS and its partners used targeted rehousing investments in the EO 23-02 regions of the State and ultimately rehoused 1,426 households within 12 months of the origination of the EO 23-02. The current ORI rehousing program, as part of EO 24-02, aims to rehouse another 1,137 households before June 30, 2025, and then sustain those households during the 25-27 Biennium. Of note, OHCS has requested funding within Policy Option Package #503 to expand the Long-Term Rental Assistance program to support households whose subsidy will end as a result of one-time funding. These ORI households who are rehoused this biennium may not need additional Long-Term Rental Assistance supports until later in the Biennium when the 24 months of assistance under the ORI rehousing program ends. The services in POP #503 are designed first to support those households rehoused under EO 23-02 and prior programs deployed in the 23-25 Biennium who will have no ongoing assistance after the 23-25 Biennium without additional allocations. These efforts demonstrate that with the right strategies and dedication, we can make a substantial difference. However, our work is far from complete. With 2023 PIT data reporting 20,100 Oregonians experiencing homelessness as of 2023, the goal of this Policy Package through the rehousing initiative to move 2,870 additional households into safe, stable housing will have a significant impact statewide. Committing $188.2 million to a sustained and structured rehousing program will not only help address the immediate needs of those experiencing homelessness, but also provide hope and stability to those most in need.

How Achieved

This request extends the statewide rehousing program – the Oregon Rehousing Initiative (ORI) – which was funded via Senate Bill 5701. The Oregon Rehousing Initiative built upon the infrastructure established as a result of Executive Order (EO) 23-02 and House Bill 5019 investments. On Jan. 9, 2024, Governor Kotek signed EO 24-02 to maintain the added capacity to the state's shelter system and expand goals to rehouse and prevent homelessness for additional households. ORI was established to serve as a statewide rehousing program in alignment with EO 24-02 and to serve as a continuation of the rehousing initiatives already in place.

OHCS is seeking ongoing funding to continue this momentum by investing in local communities statewide and continuing to rehouse more community members experiencing homelessness. Employing the existing Continuum of Care (CoC) framework, Multi-Agency Coordination (MAC) Groups and Local Planning Groups (LPGs) developed through EO 23-02, homeless systems infrastructure, and partnerships from recent legislative investments, the resources from this package will continue to support this work at a coordinated community level. The homeless services systems will foster deeper collaborations with key stakeholders, including local governments, nonprofit entities, and private sector partners, to create a cohesive and comprehensive support network.

Below is a detailed description of the rehousing investment OHCS hopes to build on into the coming biennium:

Oregon Rehousing Initiative (ORI) | $188.2 million

The Oregon Rehousing Initiative (ORI) is a statewide rehousing program that was initiated through SB 5701 in the 23-25 biennium. ORI is meant to provide local communities a pathway to move households experiencing homelessness off the streets or out of shelters and quickly into a permanent rental unit. The program provides robust supportive services alongside up to 24-months of rental assistance to ensure each household is offered the supports that they need to end their experience of homelessness and remain stably housed. The implementation of the program included engagement with communities to inform policy decisions as the program framework was developed. Aligning with the legislative intent of the program, these conversations and best practices have informed the following program elements of ORI:

- Oregon's homelessness crises reflect racially disparate and harmful outcomes. Targeted universalism is a strategy often utilized to implement rehousing programs to prioritize those communities disproportionately impacted by homelessness. In general, the targeted delivery of services to those communities disproportionately impacted by homelessness within regions has yielded positive results. Providers will utilize state and local data sources to identify over-representation of racial demographic groups in their homeless service system and will identify strategies to address inequities.
- Providers are encouraged to utilize progressive engagement to tailor services to the individual needs of each household served. The type, level, and duration of wraparound services; including rental assistance, and other supportive services will vary from household to household. Progressive engagement is an approach to helping households end their homelessness as rapidly as possible, despite barriers, with individually tailored financial and support resources. Through progressive engagement, assistance may be provided to households entering the homelessness system at a level needed by that unique household. In many cases, a household may need a small amount of assistance to stabilize, while others may need more resources and tailored assistance.
- Rehoused households are eligible for a maximum of 24 months of rental assistance.
- Household eligibility criteria has been expanded from HB 5019 rehousing programs to include the following categories of homelessness: Category 1: Literally Homeless, Category 3: Homeless Under Other Federal Statutes, Category 4: Fleeing/Attempting to Flee Domestic Violence, and Category 6: Unsheltered Homelessness. (Legislative intent of HB 5019

rehousing programs was to support unsheltered homelessness, and therefore, eligibility only included Category 6: Unsheltered Homelessness.)

- Performance measures will go beyond just the number of households rehoused. In addition to meeting their regional rehousing goal, regions will report on key performance indicators aligned with reducing the time participants spend homeless and increasing the housing stability of those rehoused.

In the 23-25 biennium, the Oregon Rehousing Initiative has a goal of rehousing a minimum of 1,137 households statewide, in addition to those previously rehoused through EO 23-02 and HB 5019 investments. ORI goals are broken down as follows: 665 households in the EO 24-02 designated regions; 277 households across the Balance of State (BoS); and 195 households by Culturally Specific Organizations (CSO). In recognition of local expertise, a collaborative process was utilized when determining regional rehousing goals. Regions submitted to OHCS plans detailing how they would implement the ORI program in their region based on the funding being allocated. These plans included identification of priority populations, strategies that would be implemented, and the total number of households that they would commit to rehousing through ORI programming. In the 25-27 biennium, a similar process will be followed to determine rehousing goals within each region to reach a collective total of 2,870 households. The percentage of households served by current EO regions, BoS regions, or CSOs may be consistent with the breakdown as reflected in the 23-25 biennium.

Staffing Impact

No staff proposed directly in this package, however the position requested in package 508 OHCS Operation Support are in response to the maintenance of effort staffing levels needed to support this work.

Quantifying Results

Outcomes

OHCS values the importance of data systems and the impact that outcomes have on program development. OHCS-funded program data is reported into a Homeless Management Information System (HMIS) implementation and then shared with OHCS monthly. Such data includes demographics, project and provider information, service transactions, and outcomes. This data is then visualized into dashboards that can be filtered by demographics, exit destinations, length of stay, etc. allowing for basic comparisons down to the provider and client level in HMIS.

The Oregon Rehousing Initiative has a goal of rehousing 1,137 households experiencing homelessness in the 23-25 biennium. While being a new program, the initiative is a continuation of rehousing efforts initiated through EO 23-02 and HB 5019 investments. Through HB 5019, 1,426 households were rehoused by MAC groups by January 2024, with BoS regions actively working to rehouse an additional

450 households by June 2025. With the continued funding of $188.2 million, we anticipate being able to serve an additional 2,870 households through ORI in the 25-27 biennium.

In addition to the outcome of rehousing those 2,870 households, the Oregon Rehousing Initiative includes the following performance indicators to measure success within programs:

- Reducing the length of time participants spend homeless as measured by the average length of time from participant identification and program enrollment to moving into housing being 45 days or less; and
- An increase in housing stability by ensuring 80% of all participants who exit the program either maintain their permanent housing or relocate to another permanent housing destination.

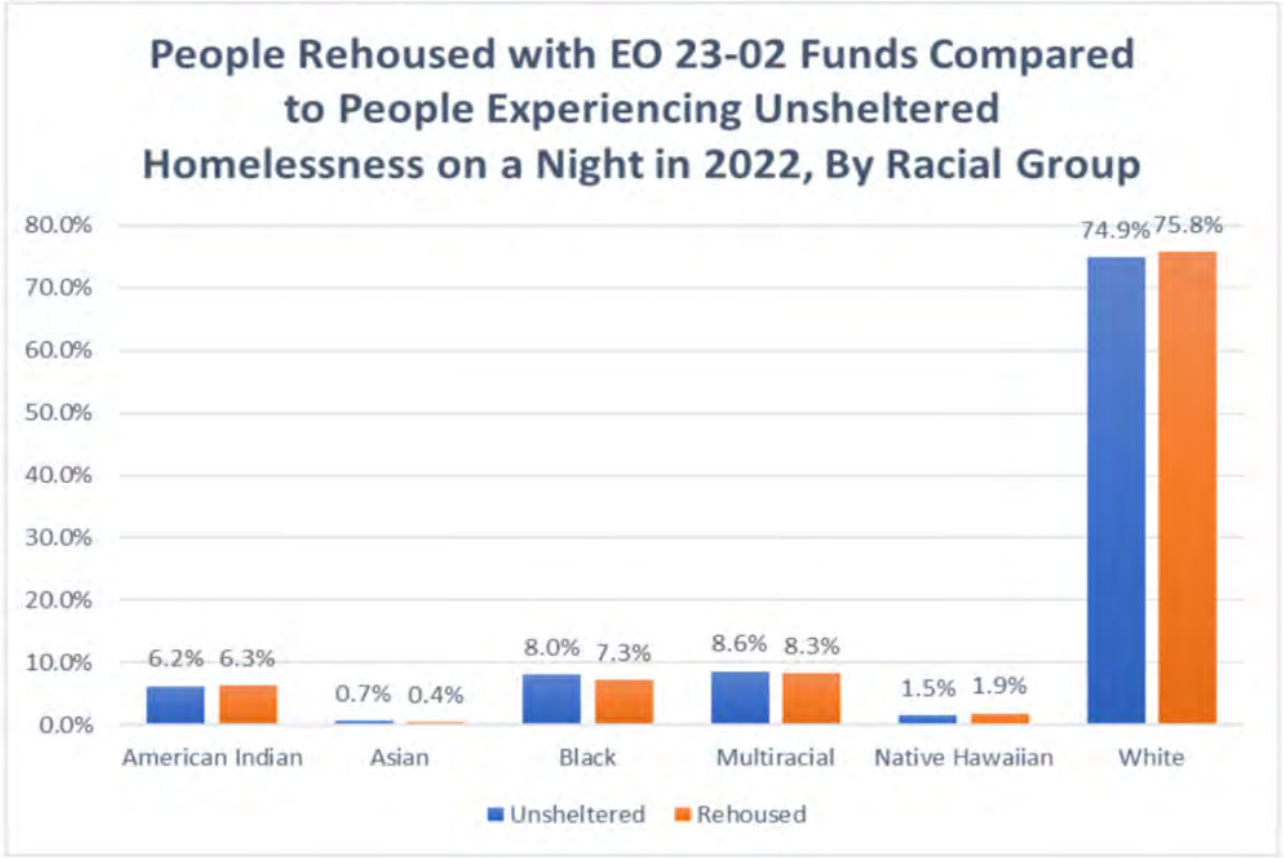
These indicators strive to align rehousing efforts with best practices towards long-term stability of household participants.

Racial Equity Strategy

The Oregon Rehousing Initiative aims to address racial disparities within the population served by prioritizing racial equity in policy implementation and program delivery. Oregon's population exhibits significant racial disparities, particularly affecting communities of color who experience higher rates of homelessness and housing instability. Indigenous, Black, and Brown Oregonians are disproportionately impacted by systemic barriers such as limited access to affordable housing and economic disparities. A recent report from Portland State University's Point-in-Time Count from 2023 showed that Native Hawaiian or Pacific Islander Oregonians experienced homelessness at a rate 3.58 times higher than their overall share of the state population. Black, African American, or African Oregonians experienced homelessness at a rate 3.27 times higher than their share of the population. American Indian, Alaska Native, or Indigenous Oregonians experienced homelessness at a rate 2.43 times higher than their share of the population.

MAC Groups and LPGs were required to utilize state and local data sources to identify what groups are being over-represented within their homeless services systems as having a disproportionately high risk of experiencing homelessness. Regions determined strategies to effectively address these inequities within regional rehousing programs to ensure equity and targeted universalism within service delivery, housing placements, and housing retention. OHCS will utilize data collection to analyze the effectiveness of programs statewide. In general, EO 23-02 and HB 5019 investments found that the targeted delivery of services to those communities disproportionately impacted by homelessness within regions yielded positive results. When provider networks committed to serving a specific group in their plans, they generally were able to provide more services to those demographics. The table below shows the data from EO 23-02 resources and demonstrates that in general, providers were able to serve the households who were most disproportionately impacted at similar rates as they show up in unsheltered counts across the State:

Figure 1: People Rehoused compared to People Experiencing Unsheltered Homelessness, by Racial Group



In addition to regional commitments to reduce local disparities, the Oregon Rehousing Initiative includes a commitment of continued investment in Culturally Specific Organizations (CSOs). This investment prioritizes the provision of culturally competent services and support tailored to the unique needs of diverse communities. This includes language access, culturally appropriate programming, and community driven solutions to housing challenges. ORI implementation utilizes an equity lens, by prioritizing the removal of barriers and the promotion of flexibility within how programs are executed through CSO partnerships.

This funding would commit to advancing racial equity by addressing the systemic barriers and disparities faced by communities of color. By integrating racial equity strategies into policy implementation and investing in Culturally Specific Organizations, ORI aims to ensure that all Oregonians, regardless of race or background, have equitable access to stable housing and supportive services. This funding promotes social justice but also contributes to building more inclusive and resilient communities across the state.

Accountability to Racially Equitable Outcomes
The Oregon Rehousing Initiative encourages subgrantees to proactively ensure that programs are designed and implemented with racial justice at the forefront of service delivery, which includes:

- Ensuring programs are accessible to all eligible individuals, regardless of protected class status;
- Engaging with communities that have been historically underserved or marginalized;
- Ensuring programs prioritize racial equity and justice; and
- Incorporating the lived experience of homelessness into program delivery.

Additionally, subgrantees may use funds provided through ORI to allow for data collection expenses, specifically through the Homeless Management Information System (HMIS), to support necessary expenses to collect and report participant services, demographic data, performance outcomes, and various other reporting requirements.

The reporting of this data to OHCS, especially as it relates to program outcomes disaggregated by race, ethnicity, and gender, helps the agency to make informed decisions in serving some of the most vulnerable populations in Oregon and helps to guard against potential disparate impacts. Future plans for a racial equity dashboard will emphasize demographics as the primary grouping for analysis, beginning with race and geo-location, percentage of the total population, percentage of those in poverty, and other data via census and PIT (Point-in-Time) counts to highlight disparities. The dashboard would offer multiselect capabilities for intersectionality with age, gender, veteran status, domestic violence, and disability and report out on conditions such as relationship to household, family type, prior living situation, and income level. It would track enrollment, service access, and outcomes like the length of time homeless, average length of stay in projects, exit destinations, employment, income growth, access to non-cash benefits, and successful placements or retentions. Moreover, it would track the ratio of a particular race/ethnicity group's share of poverty, homelessness, etc. to that group’s share of the total population, ensuring that disparities are accurately presented through ratios that account for disproportionate burdens and experiences faced by different racial and minority groups. Such longitudinal analyses are planned for recent investments into rehousing including the Oregon Rehousing Initiative.

Administration

The Oregon Rehousing Initiative prioritizes the continued investment in Culturally Specific Organizations (CSOs). In the 23-25 biennium the program included a 25% set-aside to invest directly in CSOs. These organizations are in the process of implementing their rehousing programs through specialized and culturally specific services.

It is more important than ever to have focused funds to rehouse households facing the highest rates of homelessness in Oregon. The costs of these programs are offset by the extreme, well-documented, and continuing challenges faced by Indigenous, Black, and Brown households historically and in present day, as well as long-term benefits to the intentional supports for housing sustainability and equity over time.

CSO's rehousing and culturally specific services are necessary to correct long-standing wrongs and ensure that all Oregonians have access to an affordable place to call home. State funding should acknowledge and respect the value of these costs as justice-seeking investments in a more fair and equitable society for all Oregonians. By leading with equity outcomes (such as using targeted universalism or equity-based decision making as a racial equity framework for funding and policies), OHCS can ensure that investments lead to meaningful, lasting change that benefits all.

MAC and LPGs are required to identify priority populations within their regions based on disproportionate representation within homeless data, and as such, are encouraged to work directly with culturally specific providers in their local communities. In addition, ORI will continue to seek to provide pathways for culturally specific organizations to directly apply for set aside resources.

Regions reported to OHCS that statewide programs would be greatly impacted if current service levels are not maintained. It would significantly negatively impact the ability to move additional households from homelessness to housing and would impact staffing levels for housing navigation and case management affecting rehousing systems at large. Additional impacts include destabilization of wraparound services including behavioral health supports, disruption to data collection and reporting efforts, and support for higher needs households would become inaccessible without funding for ongoing intensive case management and stabilization, leading to individuals or households who are chronically homeless becoming deprioritized for services.

This policy package represents a critical investment in our state's future by providing individuals and families with the stability they need to thrive. Through an investment of $188.2M in the 25-27 biennium, an additional 2,870 households can be supported with long-term housing solutions. These rehousing efforts must be continued to ensure pathways to safe, stable housing for Oregonians experiencing homelessness, ultimately contributing to a healthier and more prosperous state.

Revenue Sources

General Fund: $188,243,238

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 502 - HH Sustaining Re-Housing

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	188,243,238	-	-	-	-	-	188,243,238
Total Revenues	**$188,243,238**	-	-	-	-	-	**$188,243,238**
Special Payments							
Other Special Payments	188,243,238	-	-	-	-	-	188,243,238
Total Special Payments	**$188,243,238**	-	-	-	-	-	**$188,243,238**
Total Expenditures							
Total Expenditures	188,243,238	-	-	-	-	-	188,243,238
Total Expenditures	**$188,243,238**	-	-	-	-	-	**$188,243,238**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 503 Sustaining Long Term Rental Assistance (LTRA)

Package Description

This policy package is in response to Oregon's ongoing need for a statewide Long-Term Rent Assistance (LTRA) program that includes access to longer-term rental subsidy and robust supportive services options to ensure those exiting homelessness have the tools they need to effectively end homelessness. To ensure Oregon does not lose ground on the achievements already made this biennium, by addressing homelessness through Governor Kotek's Executive Order 23-02 Homelessness State of Emergency through the associated investments of HB 5019 funds, OHCS has designed a long-term rent assistance program to support households who were rehoused under that work. This package requests funding to sustain that successful work with $105.2M toward continued stabilization of 2,069 households with long-term rent assistance and intentionally designed supports for the most vulnerable Oregonians.

Through a collaborative effort with statewide housing provider networks, OHCS received diverse and thoughtful input in the design of Oregon's first statewide Long-Term Rent Assistance Program funded through SB 5511 funds in the amount of $39.7 Million. The design process included community partners who represent the Continuums of Care (CoC) and Multi-Agency Coordination (MAC) Regions along with the expertise of Portland State University's Homeless Research & Action Collaborative (PSU), and with the lived experience provided through efforts from the Mental Health Addiction Association of Oregon's (MHAAO) platforms. The LTRA program (23-25 biennium) is currently implemented within the statewide framework of the CoC/MAC regions through June 30, 2025, in support of approximately 1,225 households who continue to require long-term rental assistance and comprehensive wrap-around supportive services. The current program is only being operated in the EO 23-02 Regions and this policy option package requests an expansion of funding into the 25-27 biennium, along with geographical areas to serve additional households across Oregon in the Balance of State regions. This expansion and continuation of the existing program ensures these individuals and families across Oregon continue to receive the supports they need to stay housed.

Purpose

The Long-Term Rental Assistance (LTRA) program was created to ensure that those rehoused through Executive Order 23-02 and HB 5019 rehousing investments have access to long-term rent assistance and services. The allocation of $105.2 million toward rehousing 2,069 households through the LTRA program is essential to maintain stability and dignity for low-income tenants and considers the cost inflation to support these households over the 25-27 biennium. These services are critical to continue the progress we have made during the 23-25 Biennium in providing pathways out of homelessness in Oregon and without ongoing investment, these households will be

vulnerable to losing their housing and falling back into homelessness. This funding provides significant opportunity to support the Oregon Rehousing Initiative (ORI), which is Rapid-Rehousing Program designed to support households exiting homelessness for up to 24 months and facilitate individuals transitions to the LTRA program. By reaching households through Local Planning Groups (LPGs) and Multi-Agency Coordination (MAC), OHCS can effectively collaborate across regions to implement comprehensive rehousing strategies and maximize efforts throughout the entire state. Critically, LPGs serve the Balance of State, which is a 26-county region across some of the most rural parts of Oregon. Of the 2,069 households served, 844 households receive support through LPGs, while 1,225 households benefit from assistance provided by MAC regions.

This coordinated assistance is a key element in our Agency strategy to address the needs of the 20,100 individuals experiencing homelessness, as identified in the point-in-time count data from 2023. The LTRA subsidizes rent for eligible tenants, enabling them to access apartments and homes at fair market rates. The LTRA program serves households who may initially earn up to 80% of Area Median Income (AMI) or below and those experiencing homelessness or those at risk of homelessness. This type of assistance has proven to be a key strategy to support housing stability and for some is vital to their ability to stay housed.

By continued investment in LTRA resources, fewer individuals and families will reside in shelters, motels, streets, and unstable living arrangements. This funding aims to alleviate the financial burdens of a rental market out of alignment with household budgets, ensuring that fewer households, including seniors and people with disabilities, face the dilemma of choosing between rent payments and essential needs like medicine and food.

It is critical to note that without this necessary funding, the 1,225 households supported through LTRA will lose their vouchers and 844 households will lose their benefits when their rehousing services expire. The reduction of rental assistance after this current Biennium could result in these households falling back into homelessness and being unable to pay the rent without state support.

Beyond immediate relief, these investments promise significant long-term benefits by mitigating economic hardships and reducing trauma experienced by low-income households. Moreover, this initiative preserves the state's investment in rehousing efforts under HB5019 (2023) and SB5511 (2023), thereby enhancing community stability and prosperity. Maintaining the LTRA program will ensure continuous rental assistance and support services, promote housing stability through locally coordinated regional administration, and foster sustainable community development and resilience.

How Achieved

LTRA is a tenant-based rental assistance program that enables households at risk of or exiting homelessness to afford market-rate rental units by providing supportive services and long-term rental subsidy. Program participants are responsible for finding suitable housing of their choice, but the property owner must also agree to rent under the program. Additionally, rental units must meet HUD-standard health and safety inspections. Local program administrators in each region across the State pay the monthly housing assistance directly to the landlord on behalf of the participant, and the participant pays the difference directly to the landlord. Typically, tenants pay no more than 30% of their income toward rent. Additionally, this program is designed to provide on-going housing assistance, thus providing long-term stability to at-risk populations. The length of assistance varies but is generally available to a household as long as they continue to demonstrate need based on the local administrators' criteria, which looks at factors such as income or the availability of other sources of rental subsidy potentially through the federal government. By contrast, many state and federal emergency rental assistance programs offer assistance for a short period of time depending on funding availability, leaving many households without the needed ongoing assistance to stay in their housing once the initial subsidy runs out. OHCS is requesting that this program be funded as a current service level investment to ensure the stability of the households enrolled in the program between biennia.

OHCS received $39 million in General Funds during the 2023-2025 Biennium to launch the Long-Term Rental Assistance program. This investment was specifically for the second year of the Biennium to ensure ongoing rent assistance was available for households rehoused in the EO 23-02 regions under the first year of the Biennium. The funding being requested in this Package is to sustain the full two years of the program in the EO 23-02 regions as well as ensuring the expansion of the program throughout the entire state to the Balance of State regions, which represent 26 counties across much of the rural parts of Oregon. OHCS has also factored in cost inflation factors to ensure the rising costs of rent and services are factored into the investment moving forward.

The Core Program elements that are universal for a successful LTRA program will continue as the basis for on-going and sustaining program efforts and include:

- **Supportive services required as part of the intervention**
- **Leading with racial equity**
- **Flexible strategies for supporting tenants with rental needs**
- **Landlord engagement strategies to secure available units**
- **Inspection requirements to ensure high quality housing**

Multi Agency Coordination (MAC) Groups – Continuum of Care Regions

The LTRA program is designed to drive toward measurable outcomes by balancing standardization and local flexibility, mirroring the successful approach of services funded through HB 5019 under Executive Order 23-02. By aligning with these executive order strategies,

the LTRA program ensures ongoing local adaptability. OHCS has engaged with Continuum of Care (CoC) Regions, which are the geographic basis for the organization of the MAC groups, empowering them to adapt their LTRA programs to meet their individual community needs while staying within designated budget limits and statewide program guidance requirements and expectations. The program allows for a high level of decision-making at the local level while having key elements that are universal statewide. Additionally, the CoCs are responsible for ensuring rental assistance, supportive services, and other LTRA resources are deployed to prioritized households.

Local Planning Groups – Balance of State

Utilizing the existing continuum of care framework, including utilization of Multi-Agency Coordination (MAC) Groups as noted above and Local Planning Groups (LPGs), smaller, geographically or demographically similar subregions within the Balance of State , infrastructure, and partnerships from recent legislative investments, the resources from this package will expand LTRA programming to support LTRA work in the Balance of State.

Including LPGs in the LTRA program in efforts to address homelessness in our state is crucial to OHCS efforts to address homelessness across Oregon, thereby supporting some of the most rural areas of Oregon. LPGs play a pivotal role in understanding and responding to local housing needs, and dynamics. They have the local knowledge and connections necessary to tailor interventions to specific communities, ensuring that solutions are relevant and effective. By including LPGs in this funding, we can foster community-driven initiatives that are more likely to gain local support and participation. This involvement also enhances the coordination of resources and services, optimizing efforts to rehouse individuals experiencing homelessness. Ultimately, integrating LPGs into our strategy empowers communities to take ownership of homelessness solutions, leading to more sustainable outcomes and stronger community resilience statewide. Currently, the LPGs are rehousing community members experiencing homelessness using time-limited resources, but we know that many of these households will be unable to sustain their housing without the ongoing rental assistance proposed in this policy package by transitioning to the LTRA program.

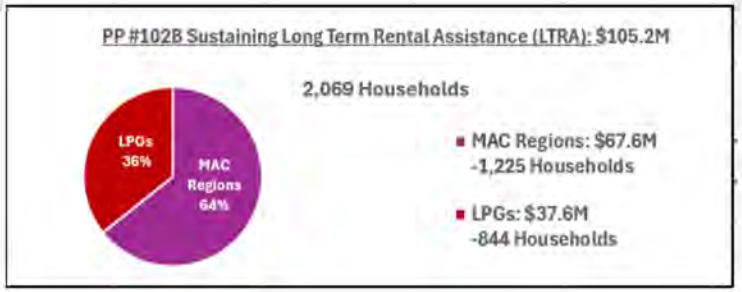
Staffing Impact

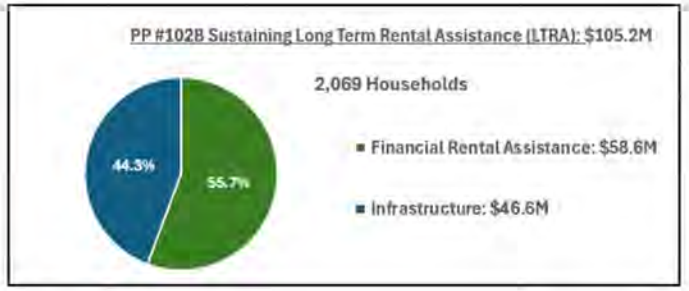
No staff proposed directly in this package, however the position requested in package 508 OHCS Operation Support are in response to the maintenance of effort staffing levels needed to support this work.

Quantifying Results

Outcomes

The Long-Term Rent Assistance (LTRA) package will provide stable housing for approximately 2,069 households, significantly contributing to reducing the number of unsheltered individuals. This number represents the 1,225 households who will be served in the EO 23-02 regions as well as an additional 844 households who are being served in the Balance of State (BoS) using the time limited rapid-rehousing funding allocated in the 23-25 Biennium. This program is a critical step in continuing to address the housing crisis, currently affecting 20,100 unsheltered individuals in Oregon, as indicated by the point-in-time data from 2023. These funds will help maintain and expand the Long-Term Rent Assistance Program to ensure that approximately 2,069 households are able to continue to stay housed and have access to long-term rent assistance and services through the MAC Regions and LPGs.





The LTRA investment will enable us to increase access and prioritize households across the state effectively by identifying and focusing on those most in need, particularly individuals experiencing homelessness and those with low income. This funding can also ensure that households participating in the Oregon Rehousing Initiative (ORI) program will sustain a structured pathway to transition to LTRA. As participants progress in ORI, they are assessed for their ongoing needs after the ORI program. Since the ORI program is a time-limited program to a maximum of 24 months, OHCS recognizes that some households will need an option for an ongoing subsidy and supportive services, which is where households can transition from ORI into LTRA, which offers longer-term rental assistance to ensure sustainable housing solutions. Each local administrator is required to have a plan in place to determine their intake process for new households coming into LTRA, which allows the region to prioritize and establish a process for determining This transition empowers households to achieve long-term housing stability and independence and resources are allocated where they are most urgently required. The flexibility of this funding helps meet the diverse needs of households. This approach allows communities to adapt strategies to different circumstances and requirements, ensuring that assistance is both relevant and effective for each household.

LTRA prevents individuals from re-entering homelessness by maintaining their housing stability over the long-term. This is part of OHCS' commitment to build systems for addressing homelessness across the State. A critical part of any continuum of services is to have a range of services available, from street outreach and shelter to long term rental assistance for those that need it. The LTRA program supports this critical part of the system by ensuring that households who need the assistance to exit homelessness have the supports they need to stay housed.

Racial Equity Strategy

Long-Term Rent Assistance is a crucial program designed to provide sustainable housing solutions for Oregonians, a critical component of addressing the racial disparities that exist in housing and related services. This strategy outlines our commitment to ensuring racial equity within the LTRA program, aiming to sustain an inclusive, fair, and effective housing assistance system.

Racial disparities in Oregon are evident across various sectors, including housing, healthcare, education, and employment. Some key disparities are access to housing, substance use treatment, and economic opportunities.

According to findings from the Taskforce on Homelessness and Racial Disparities in Oregon created through House Bill 2100 the number of Individuals identifying as Black, African American or African experiencing homelessness decreased in sheltered locations by 2,246 people (or 3%) but this was offset by an increase in the number of unsheltered individuals who identified as Black (by 2,170 people or 4%). Asians and Asian Americans also experienced a large percentage increase in sheltered and unsheltered individual homelessness, both of which rose by 13 percent (or 768 people). Individuals who identified as American Indian, Alaska Native, or Indigenous experienced the largest percentage increase in sheltered homelessness, at just over 11 percent while 16% more people identifying as Hispanic or Latin(a)(o)(x) experienced homelessness as individuals in 2022 than in 2020 (12,410 more people). This overall increase reflects an 18 percent increase in unsheltered Hispanic individuals and an 11 percent increase in sheltered Hispanic individuals. It is important to state, due to systemic and long-standing barriers, racial minorities frequently experience higher unemployment rates and lower income levels, further limiting their ability to afford and maintain stable housing.

As with all state and federal program funding, LTRA is accessible to all individuals and organizations regardless of their protected classification. Further, the program requires grantees to proactively ensure that LTRA is accessible to all individuals and organizations, regardless of protected class. Additionally, grantees must proactively reach out to and engage with communities that have been historically underserved or marginalized. Lastly, program operators may use funds for expenses tied to accommodations and efforts to ensure the program is delivered equitably based on both quantitative and qualitative data. As part of the program design, OHCS will continue to require each local region to submit a community plan that identifies the underserved populations in their region and specific actions the region plans to take to reduce the rate of homelessness in those communities. OHCS has used this approach to deploying the resources under EO 23-02, to ensure an equitable response to homelessness.

Advancing racial equity and justice is part of OHCS' commitment as an agency, by building programs and advancing strategies that center those who are disparately impacted by the problems of housing affordability and homelessness. OHCS's racial equity work is informed by national promising practices and lived experience of communities of color. OHCS and its grantees commit to an intentional, data driven approach to reducing disparities in housing and social service provision. Additional guidance and information continue to be developed to further identify how OHCS and grantees can advance equity and racial justice within state and federally funded programs. To achieve racial equity in the community, government (local, regional, and state) must be working in partnership with communities and other institutions.

Accountability to Racially Equitable Outcomes

The commitment to racial equity within the Long-Term Rent Assistance program is unwavering. We aim to create an equitable housing system in Oregon. Grantees must proactively consider steps to ensure the programs are designed and implemented in a representative fashion in the communities they serve with racial justice at the forefront of their service delivery plan. This ensures that the LTRA program is accessible to all eligible individuals and organizations, regardless of race, color, national origin, age, religion, gender, familial status, disability, victims of domestic violence, marital status, sexual orientation, gender identity, or sources of income.

The LTRA program is making a tangible difference in the lives of Oregon's most vulnerable residents. By increasing housing stability, improving financial conditions, ensuring long-term housing retention, and reducing recidivism to homelessness, the LTRA program proves its efficacy and necessity by these key performance measures:

1. Increase housing stability as measured by the percentage of total program participants who reside in permanent housing at time of their exit from the program: This measure underscores the program's effectiveness in moving individuals from temporary or unstable housing situations into secure long-term living arrangements.

2. Maintaining or increasing household income and benefits from all sources: Households enrolled in the LTRA program will work towards maintaining or increasing their household income and befits from all potential sources during their participation with the assistance of the Support Services available in conjunction with the rental subsidy. Increasing financial stability helps to prevent future homelessness and ultimately contributes to the overall well-being and self -sufficiency of program participants.

3. Number of households who have been enrolled in the LTRA program and successfully maintain their housing placement for 12 months: This metric highlights the programs' ability to provide sustainable housing solutions that endure beyond initial placement, offering long-term security for vulnerable populations. The assistance under this program can be provided longer than 12 months but this metric allows OHCS to understand the first-year retention rates, in alignment with best practices for rehousing support programs across the nation.

4. Percentage of households who do not re-enter into homelessness or request additional housing assistance withing 12 months of exiting the program: This indicates the program's success in offering permanent solutions rather than temporary fixes, leading to lasting housing stability for participants.

Reporting on these key performance measures will be disaggregated by race so that we can accurately assess racial equity impacts of this program. Further, OHCS will work with local administrators to understand and act when disparities in outcomes are present for specific subpopulations. This analysis and ongoing evaluation work is critical to an equitable implementation of the program.

Administration
LTRA program has established expectations in the guidance and contract for grantees to implement comprehensive outreach and engagement activities to ensure Culturally Responsive Organizations (CRO) are engaged in the EO efforts through their established relationships and programming capacities, to serve disproportionately impacted homeless population, including individuals and households who are covered by state and federal civil rights classifications including race, disability, sex/gender, income instability, family homelessness, homeless youth, and individuals fleeing or impacted by domestic violence or human trafficking. Several LTRA grantees have established informal and formal agreements with CROs to assist with engaging with disproportionally impacted homeless populations they have identified within their communities and shared their further commitment to grow their networks to include more providers who specialize in engaging with homeless veterans, transitioning youth and households fleeing domestic violence. Further, LTRA grantees have stated how their communities will partner with local organizations and community leaders to provide targeted support and resources, streamline access to services, and offer technical assistance to enhance capacity. This inclusive approach aims to address the unique barriers these populations face, ensuring equitable access to housing and support services.

Revenue Sources

General Fund: $105,191,160

Other Fund:
Transfer in from General Fund: $105,191,160

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 503 - HH Sustaining LTRA

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	105,191,160	-	-	-	-	-	105,191,160
Transfer from General Fund	-	-	105,191,160	-	-	-	105,191,160
Total Revenues	**$105,191,160**	**-**	**$105,191,160**	**-**	**-**	**-**	**$210,382,320**
Special Payments							
Intra-Agency Gen Fund Transfer	105,191,160	-	-	-	-	-	105,191,160
Other Special Payments	-	-	105,191,160	-	-	-	105,191,160
Total Special Payments	**$105,191,160**	**-**	**$105,191,160**	**-**	**-**	**-**	**$210,382,320**
Total Expenditures							
Total Expenditures	105,191,160	-	105,191,160	-	-	-	210,382,320
Total Expenditures	**$105,191,160**	**-**	**$105,191,160**	**-**	**-**	**-**	**$210,382,320**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 504 Continuing to Prevent Evictions (Prevention Infrastructure $63.5 million)

Package Description

This policy package requests $63.5 million in ongoing General Funds for homelessness prevention operations and staffing infrastructure to sustain eviction prevention efforts funded by the Oregon Legislature in the 23-25 biennium to build a more robust eviction prevention and housing retention system. This funding will be used to continue critical eviction prevention programs to maintain a safety net in the 25-27–biennium for the most vulnerable renters to ensure that more low-income Oregonians remain safely housed. This type of investment must be ongoing year over year to ensure community partners and providers can maintain the operations and staffing necessary to prevent evictions and the inflow of households into homelessness statewide.

Note: Policy Option Package (POP) #504 is only one portion of two corresponding funding packages. This POP includes funding for the operations, staffing and infrastructure for preventing evictions and POP #505 provides the client financial assistance portion of the overall package.

Purpose

Eviction impacts tens of thousands of Oregonians every year, putting families at risk of homelessness and an innumerable list of short-term traumas and longer-term hardships associated with displacement. While financial assistance in the form of rent payments is a critical intervention that can immediately prevent an eviction, the services and supports provided by staff across the Community Based Organizations (CBOs), Community Action Agencies (CAAs), Culturally Specific Organizations (CSOs), Legal Services and Tenant Services networks provide the necessary underpinnings to deliver this assistance and provide the services that can support longer-term stability in addition to immediate crisis intervention. These services support behavioral health needs, community building, landlord mediation, legal interventions and support, and are optimally tailored by community-based providers for the individual(s) facing housing instability. While these services are not funded or intended to be as intensive as those in permanent supportive housing or other supportive housing models, we depend on them to implement best practices to meet the holistic needs of individuals and families, not just the financial pieces.

Housing stability is essential to strong and healthy communities and necessary for people to address their challenges and pursue their goals. Substantial evidence indicates that when people experience homelessness or other forms of housing instability, their prospects for future educational attainment, employment growth, health stability, and family preservation are significantly reduced.

How Achieved

Funding in the amount of $63.5 million in the Eviction Prevention infrastructure package for the 25-27 biennium will provide operations and services to support and prevent evictions for 25,325 households statewide who we anticipate being served with financial assistance requested in POP #505. The organizations that will be eligible for this funding include the Community Action Agency network (CAA) and their subgrantees, Culturally Specific Organizations (CSO), other community-based organizations, and tenant education and advocacy services organizations. To maintain the current level of eviction prevention services, funding will be allocated through five existing funding streams. These programs include the Oregon Eviction Diversion and Prevention Program (ORE-DAP), Eviction Prevention Rapid Response (EPRR), Culturally Specific Organization eviction prevention programs, Legal Services, and Tenant Services. OHCS engaged with current eviction prevention grantees in the 23-25 biennium to determine maintenance of efforts (MoE) in operations and staffing costs to serve the same number of households in the 25-27 biennium. The MoE analysis and the amount of funding requested is a result of the engagement and 23-25 outcomes to date. The deployment of these funds is intended to stem the inflow into the homelessness response systems and help households to self-actualize housing stability over the long term.

Please note that this policy option package (POP) funds only the operations and administrative costs for providers of eviction prevention investments. The corresponding POP #505 provides funding for the financial assistance portion of the package.

Oregon Eviction Diversion and Prevention Infrastructure (ORE-DAP) ($38.5M) – Supporting 17,201 Households (HHs)
ORE-DAP infrastructure funding, $38.5 million dollars, will allow for the continued successful implementation of programs around the state of Oregon that address the eviction crisis the state is currently experiencing. Dedicated funding will allow for continuation of services for operations, staffing and administration. Successful eviction prevention is comprised of more than just financial assistance for households in need. Appropriate infrastructure funding ensures organizations can continue to operate efficiently. The financial assistance to support the ORE-DAP program and those most at risk of homelessness are included separately in POP #505.

Community Action agencies who received ORE-DAP funding for eviction prevention programs report that uncertainty about future funding impacted their planning process for disbursing relief. Half of the agencies OHCS spoke with reported being understaffed which impacted their ability to administer eviction prevention funding efficiently and effectively. There is a continued need for eviction prevention case management services that offer supportive services and referrals to additional resources that meet the often complicated set of needs people at risk of eviction face in a trauma informed and responsive way. Additionally, operations and administration funding

allow for continuity in service provision in support of achieving outcomes. Providing agencies the ability to plan for their services with infrastructure funding, is necessary to achieve the goal of 17,201 households receiving assistance.

Community Action Agencies have unique and established regional systems to successfully reach performance milestones. Agencies are aware of the best way to serve their communities and primarily employ people from their communities, some of whom have lived experience of housing instability. Providing sufficient and ongoing operational funding allows agencies to maintain the workforce need to deliver programming that is responsive to the individual needs, strengths, and challenges of their program participants to continue to build upon past success to serve Oregonians in need.

(CSO) Culturally Specific Organizations Infrastructure ($16.4M) – Supporting 4,592 Households (HHs)
Culturally specific providers are embedded in and center around the lived experience of their community members. These often-marginalized communities experience the compounding effects of over-representation in negative indicators like poverty and eviction filing rates while at the same time experiencing more barriers to services. These factors are a result of discriminatory practices, systemic racism and decades of government policy that has excluded and marginalized many communities of color across Oregon. While only about 3% of Oregon's population is Black (2020 Census), 20% of all renters are Black, and they make up 32.7% of all eviction filings in Oregon. Likewise, 14% of all Oregonians identify as Latinx, and 21% of all renters, but make up 19% of evictions filed.

In addition to the inherent instability associated with being a low-income renter, many people who are also members of non-dominant cultural group face additional challenges to maintaining housing stability and experience barriers to the services that can help. Language access barriers, eligibility limitations for immigrant and refugee communities, and lack of culturally relevant services can all prevent people from accessing supportive services and are key elements culturally specific service provision. It is critical that the staff of culturally specific organizations have the specialized language skills, familiarity with unique complexities of navigating systems as a refugee, and cultural background similarities to help mitigate these barriers. Ensuring this type of specialized staffing takes resources.

The types of programming and how that programming is offered and accessed is also important. Providing a deeper level of service connection beyond simple referrals is critical for success in employment and education programs that can positively impact the long-term stability of households. Providing additional services like childcare and transportation assistance and translation services to help facilitate program participation can be particularly important for some cultural groups who have less access to these resources.

The requested investment of $16.4 million in infrastructure funding will help ensure that the related financial services investments in POP #505 are delivered in a way that truly can support the unique needs of different culturally specific communities within Oregon.

Eviction Prevention Rapid Response (EPRR) Infrastructure ($1.1M) – Supporting 3,532 Households (HHs)
The EPRR program prevents evictions by quickly issuing rent payments for people who have scheduled eviction court dates. Because OHCS does not provide direct services, we contract with a third-party financial organization to process the time-sensitive rent assistance checks. The $1.1 million requested in infrastructure funding to support the EPRR program includes paying for this processing, the associated expense tracking, regular reporting, and monitoring and other financial and system administration. The rent assistance available through the EPRR program is being requested through POP #505.

Legal Assistance Infrastructure ($3.7M) – 11,200 Legal Assistance Touchpoints
The Oregon statewide eviction moratorium ended on June 30, 2021, and in the wake of the lifting of the moratorium, evictions have skyrocketed across the state of Oregon. In 2023, 24,860 eviction cases were filed in Oregon's circuit and justice courts, representing one in twenty-five renter-occupied households in Oregon. Only 8% of defendants had legal representation, while close to 40% of landlords and property owners had legal representation. In response to the high-need to avoid and stay evictions in Oregon to keep Oregonians in their homes and safe from houselessness, a legal services eviction defense program was established by OHCS. These efforts, in the 21-23 and 23-25 biennia, have helped stay over 70% of the evictions accepted by this program in the Oregon courts and in other negotiations.

Eviction defense includes representation in the courtroom but also requires more than just attorneys. Done well, it entails a continuum of services to meet a variety of tenant needs. Robust eviction defense services involve a range of coordinated legal and legal-adjacent services to support household stabilization, including direct legal services, early diversion programs, mediation services, community education and outreach, and ancillary services such as rental assistance. This range of services requires a diversity of system partners, such as non-profit legal services providers, private attorneys, landlord-tenant courts, community-based organizations, Community Action Agencies, tenant organizations, mediation providers, rental assistance providers, and landlords/housing providers. Engaging a diversity of partners enables the leveraging of each partner's expertise and resources to collectively and optimally address tenant needs.

The requested $3.7 million for Legal Services infrastructure funding will provide staffing and operations support for these critical services and partnerships to provide 11,200 touchpoint services including legal advice, limited scope representation, full scope representation, mediation, and referrals to community and other resources.

Tenant Services Infrastructure ($3.7M) supporting 8,940 Households (HHs)
Tenant Services organizations currently serve close to 9,000 Households (HH) through the Biennium, or 4500 HH per year through hotline calls, rent-well classes, legal assistance, referrals, workshops and hosting collaborative problem-solving meetings to provide recommendations on the needs for eviction prevention strategies for low-income tenants and vulnerable communities. Outreach to

communities most impacted include on-the-ground outreach efforts, engagement with culturally specific organizations, and virtual community organizing to get the word out about services and resources, as well as marketing and other forms of media to ensure high visibility and availability of services.

Tenant Service organizations provide an array of services that help support eviction prevention through landlord mediation, tenant advocacy and education, translation services, and managing hotlines to address tenant questions and emergencies.

Staffing Impact

No staff proposed directly in this package, however the position requested in package 508 OHCS Operation Support are in response to the maintenance of effort staffing levels needed to support this work.

Quantifying Results

Outcomes

This eviction prevention package represented by this POP in conjunction with the financial assistance funding requested in POP #505 will provide supportive services to over 25,000 Oregonians in the 25-27 Biennium, providing funding to stem the tide of households who are at risk of falling into homelessness. The funding of this network of statewide providers to provide these services a critical step in continuing to mitigate the crisis of homelessness on our streets. Eviction prevention services ensure that more people are not falling into homelessness at the same time as we make historic efforts to rehouse families. Supportive Services allow programs to ensure that program participants receive additional services that they want and need, such as but not limited to, referrals to physical and behavioral healthcare, support in reaching education goals, and accessing income attainment and/or increasing that income. The homeless services system does this by coordinating deeply with various other support systems to build pathways to long term stability.

In the current Biennium, ninety five percent (95%) of the grantees funded with housing retention dollars are utilizing the Homeless Management Information System (HMIS), to track and report on outcomes. Grantees that do not use this system report on their efforts to ensure an accountable and outcomes-oriented system. OHCS monitors types of services being provided, the cost of services and outcomes for each household assisted for most of the programs. We can see the efficacy of the programs by race, gender, age, and ethnicity. Currently, over 90% of Households being served are maintaining their permanent housing at the time of exit from the program. OHCS is focused on ensuring performance outcomes such as providing rapid responses for those facing eviction and improving the rate of people who exit the programs that are still housed. We are committed to working with partners across the State to ensure the resources are part of a cohesive and aligned strategy to prevent homelessness.

Racial Equity Strategy

Oregon's population is 80% White, 3% Black/African American/African and12% of Oregon's overall population experience poverty. However, of Oregon's White population, 11% experience poverty whereas in Oregon's Black/African American/African population, 24% experience poverty. Therefore, Black/African American/African Oregonians experience poverty at more than 2x the rate of White Oregonians. While only about 3% of Oregon's population is Black (2020 Census), 20% of all renters are Black, but they receive 32.7% of all eviction filings in Oregon. Likewise, 14% of all Oregonians identify as Latinx, and 21% of all renters, but make up 19% of evictions file and 17% of judgments on behalf of the landlord. Eviction prevention is fundamental to addressing housing equity and racial justice. Evictions disproportionately affect communities most affected by systemic oppression and households with lower incomes. Even within those groups, disproportionately, Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities experience disparities more acutely. OHCS is working to ensure that we are utilizing opportunities to build systems that center those most impacted by historic inequitable housing policies and investments. This includes the need to invest in organizations and initiatives that will work with people who have lived experience of homelessness, housing instability and the impacts of systemic racism while we ensure that this voice is elevated in policy decisions.

Accountability to Racially Equitable Outcomes

To evaluate and improve outcomes and racial equity through quantitative and qualitative data, central research questions must be developed and focus on the experiences of minority and vulnerable populations and how non-white/BIPOC communities are being served by OHCS programs. The goal is to identify degrees of disparities in services and outcomes among relevant client-level groups using outside (census and other) datasets.

In the 25-27 biennium, OHCS's Performance and Evaluation team, we will improve outcome and reporting capabilities, capturing long term housing retention for eviction prevention programs, as well as compare populations being served vs. the region's population, especially by race, gender, age, ethnicity and disabilities. In the past, we have looked at the demographics of the total population in poverty without comparing the share of a particular group in poverty to that group's share of the total population. This method shows whether a group is underrepresented or overrepresented in poverty, unsheltered homelessness, or experiencing rent burden, for example. We then compared this to demographics in certain programs or project types but did not examine the rate at which certain groups were served, enrolled, and achieved outcomes or the degree of disparities between white and BIPOC communities.

In addition to regional commitments to reduce local disparities, the Housing Prevention/Eviction Prevention work includes a commitment of continued investment in Culturally Specific Organizations and their subgrantees. One current CSO grantee funds 25+

Community Based Organizations across Oregon who provide language access, culturally appropriate programming, and community driven solutions to housing challenges. While OHCS continues to fund culturally specific organizations led by Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities, we must do more to further this critical work. Historically, eviction prevention work funded by the state has been through the Community Action Agency network. Currently, only one culturally specific organization is part of the CAA network.~~,~~ In the 25-27 biennium we will be developing an application process that will make more culturally specific organizations eligible for funding and we will continue to build relationships with regular meeting and program tours to grow our network of providers and to learn and provide flexible contracting based on their expertise on how best to serve the people reaching out to them for assistance.

OHCS is currently developing a racial equity dashboard will emphasize demographics as the primary grouping for analysis, beginning with race and geo-location, percentage of the total population, percentage of those in poverty, and other data via census and PIT (Point-in-Time) counts to highlight disparities. The dashboard would offer multiselect capabilities for intersectionality with age, gender, veteran status, domestic violence, and disability and report out on conditions such as relationship to household, family type, prior living situation, and income level. It would track enrollment, service access, and outcomes like the length of time homeless, average length of stay in projects, exit destinations, employment, income growth, access to non-cash benefits, and successful placements / retentions. Moreover, it would track the ratio of a particular race/ethnicity group's share of poverty, homelessness, etc. to that group's share of the total population, ensuring that disparities are accurately presented through ratios that account for disproportionate burdens and experiences faced by different racial and minority groups.

Program disaggregated data will be used to compare outcomes to respective subpopulations, ensuring our outcomes reflect the needs in communities. Furthermore, publicly available qualitative research and qualitative data available through partnerships will be leveraged to provide direction for quantitative analysis, generate meaning and application of findings, verify results, and identify opportunities for training and policy changes.

Administration

It is crucial that those accessing the services and programs offered through this policy option package reflect those who are disparately impacted. These partnerships will help create an avenue to allocate eviction prevention funds directly to communities of color, -prioritizing racial equity in program delivery for those experiencing higher rates of housing instability across the state.

Through current and requested eviction prevention funding OHCS contracts directly with culturally specific organizations, and through the CAA network directly and indirectly through subgrantees. Portions of the 25-27 biennium allocation will continue to support and expand on the network of CSOs in order to deepen the reach of funding to communities with the most disparate eviction outcomes.

Revenue Sources

General Fund: $63,535,520

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 504 - HH Continuing to Prevent Evictions - Infrastructure

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	63,535,520	-	-	-	-	-	63,535,520
Total Revenues	**$63,535,520**	-	-	-	-	-	**$63,535,520**
Special Payments							
Other Special Payments	63,535,520	-	-	-	-	-	63,535,520
Total Special Payments	**$63,535,520**	-	-	-	-	-	**$63,535,520**
Total Expenditures							
Total Expenditures	63,535,520	-	-	-	-	-	63,535,520
Total Expenditures	**$63,535,520**	-	-	-	-	-	**$63,535,520**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 505 Continuing to Prevent Evictions (Prevention Financial Assistance $109.7 million)

Package Description

This policy package requests $109.7 million in ongoing General Funds for homelessness prevention client assistance funding to sustain eviction prevention efforts funded by the Oregon Legislature in the 23-25 biennium to build a more robust eviction prevention and housing retention system. This funding will be used to continue critical eviction prevention assistance to maintain a safety net in the 25-27 biennium for the most vulnerable renters to ensure that more low-income Oregonians remain safely housed. This type of investment must be ongoing year over year to ensure community partners and providers can continue to provide flexible, responsive, short-term financial assistance to keep people in their homes and slow the inflow of households into homelessness statewide.

Note: Policy Option Package (POP) #505 is only one portion of two corresponding funding packages. POP #504 includes funding for the operations, staffing, and infrastructure for preventing evictions and this POP #505 provides the client financial assistance portion of the overall package.

Purpose

In 2023, 24,860 eviction cases were filed in Oregon's circuit and justice courts. One in twenty-five renter-occupied households in Oregon had eviction cases filed against them that year and approximately 85-90% of evictions in the state are filed for nonpayment of rent. The primary drivers of eviction are economic (e.g., rising rents, stagnant wages) and structural (e.g., insufficient affordable housing). In 2023, Oregon had the 14th highest housing wage in the country defined as the necessary wage a household must obtain to afford a 2-bedroom rental at $27.65 an hour. Half of Oregon Renters spent more than 30% of their income on rent and as rents continue to outpace wages, low-income renters remain at increased risk of eviction and longer-term housing instability. Clearly, too many Oregonians are one missed paycheck or one unexpected bill away from not being able to pay their rent or are faced with the choice of doing without food or utilities to keep a roof over their heads.

This is especially true for Black, Indigenous, and other People of Color (BIPOC) households whom national and state data shows are overrepresented in the population of renters facing eviction proceedings. While only about 3% of Oregon's population is Black (2020 Census), 20% of all renters are Black, and they make up 32.7% of all eviction filings in Oregon. Likewise, 14% of all Oregonians identify as Latinx, and 21% of all renters, but make up 19% of evictions filed.

The purpose of eviction prevention financial assistance is to provide one-time or short-term assistance to help households address an immediate shortfall in household income to avoid eviction. The majority of eviction prevention funding is utilized for rent payments, including current rent due and arrears. Other critical categories of assistance include utility assistance, food, move-in costs to maintain housing by moving into a new housing situation, and legal assistance for renters currently in an eviction process that can be stopped through providing back rent and court fees. Intervening with this limited duration assistance before someone loses housing avoids the human costs of the trauma of the experience of homelessness and prevents in-flow into an already overwhelmed and costly sheltering and homeless services system

How Achieved

Funding in the amount of $109.7 million in the Eviction Prevention financial assistance package for the 25-27 biennium will provide rental and other assistance to 25,325 households statewide. The organizations that will be eligible for this funding include the Community Action Agency network (CAA) and their subgrantees, Culturally Specific Organizations (CSO), other community-based organizations, and tenant education and advocacy services organizations. To maintain the current level of eviction prevention services, funding will be allocated through four existing funding streams in the same proportion as in the 23-25 biennium. These programs include the Oregon Eviction Diversion and Prevention Program (ORE-DAP), Eviction Prevention Rapid Response (EPRR), Culturally Specific Organization eviction prevention programs, and Tenant Services. OHCS engaged with current eviction prevention grantees in the 23-25 biennium to determine maintenance of efforts (MoE) in financial assistance and households to serve in the 25-27 biennium. The MoE analysis and the amount of funding requested is a result of the engagement and 23-25 outcomes to date.

Please note that this policy option package (POP) funds only the financial assistance portion and POP #504 provides funding for the infrastructure of the investments in the form of operations, staffing and administrative costs.

Oregon Eviction Diversion and Prevention (ORE-DAP) ($60M) Financial Assistance – Supporting 17,201 Households (HHS)

ORE-DAP funding is currently contracting statewide through the Community Action Agencies (CAAs) and their network of subgrantees. Their deep experience has been an effective conduit to help households avoid eviction. Based on a statewide analysis of 23-25 actual and projected outcomes through the Maintenance of Effort (MOE) research, a continuation of current service levels in ORE-DAP using fundamentally the same program design requires $60M to reach 17,201 households. It is important to state that this funding level is not adequate to serve the full eviction prevention need, even of those most urgently at risk of losing their homes. This represents OHCS and our partner's estimate of what it would take to sustain a similar level of service to the 23-25 Biennium. To extend available funding across the biennium, providers will often limit the acceptance of new applications at different periods during the year. It is ensured that some funding is available for each quarter and season of the year to best respond to emergency needs.

Allowable uses of ORE-DAP financial assistance include rental assistance payments, move-in deposits food, pet rent or security fees, and other services that increase long-term stability for renters.

The existing prioritization of program funds to deliver financial assistance to those most in need across a spectrum of vulnerable and marginalized communities will remain in place in the 25-27 biennium program. For the purposes of this program, priority will be given to households with active eviction notices and those with scheduled court appearances. Special outreach and advertising publicize the program to populations most at risk of experiencing houselessness such as those with low, very low, or no income, those who are aging and/or experiencing disabilities, and communities of color, as groups overrepresented in the landscape of homelessness in the state of Oregon. The staffing, infrastructure, and operations costs to support this outreach to those most at risk of homelessness are included separately in POP #504.

Eviction Prevention Rapid Response (EPRR) ($28.3M) Financial Assistance for 3,532 Households (HHs)

The Eviction Prevention Rapid Response (EPRR) program is dedicated to directly preventing evictions that are pending on the court docket as civil cases in the state of Oregon. As we know from data reported through eviction research at Portland State University, 25,473 such eviction cases were filed in the state of Oregon in the twelve months between July 2023 and June 2024. The Eviction Prevention Rapid Response program is a final intervention point to financial assistance for many tenants facing the most imminent risk of eviction and, ultimately, imminent risk of entering temporary or chronic homelessness. OHCS will contract with a third-party financial organization to administer the rent assistance funds directly to the landlords for those households with eviction court dates. The infrastructure and operations costs to support the EPRR program are included separately in POP #504.

To maintain efforts from the 23-25 biennium, OHCS is requesting $28.3 million in financial assistance to support EPRR in addressing and avoiding the non-payment evictions of 3,532 households throughout the state. Allowances within the EPRR program guidance include the ability to financially settle stipulated agreements and landlord supplied ledgers encompassing rent arrearages, forward rent within payment caps, security deposit, pet rent, utilities, storage and other fees tied to the rental ledger. However, for some households who are experiencing concurrent issues like unemployment, unmet behavioral healthcare needs, and other system involvement like with child welfare, one month of rent support may not be sufficient to avoid eviction in the long term. We are working to develop more robust referral network and access to other support networks for these households. Currently referrals to tenant resource organizations and the Community Action Agencies across Oregon are in place, though system capacity remains limited due to funding constraints.

Culturally Specific Organizations (CSO) ($21.3M) Financial Assistance, 4,592 Households (HHs)

For the 25-27 biennium, OHCS is requesting $21.3 million in direct financial assistance support to aid in maintaining and bolstering the housing stability gained by vulnerable communities during the current 23-25 biennium. Culturally Specific Organizations received allocations of OHCS' housing retention and eviction prevention funding in the 23-25 biennium and this package would continue to fund CSOs in the 25-27 biennium. Programming led by CSOs will serve 4,592 households with a variety of financial interventions, most commonly, rental assistance, but additionally with supportive services intended to build long-term stability. Working within communities of color, these eviction prevention efforts seek to meet people facing eviction where they are and provide responsive, flexible services that meet the unique needs of the community.

Culturally specific organizations funded in the 23-25 biennium provided services to Black, Latinx, agricultural worker, migrant worker, immigrant, refugee, and other communities of color. Financial assistance models designed by and for these communities provide immediate rental assistance but also consider holistic housing stability needs, highlighting the needs of the entire household both in the short term and by preparing for long term stability. Examples of financial assistance to support households on the journey to stability include employment and educational assistance and connection to financial literacy and home ownership education programs. The operations and staffing costs associated with the CSO financial assistance are included in POP #504.

Tenant Services ($156,300) Financial Assistance – 11,200 Services Provided
Funding for tenant services declined in the 23-25 biennium, reducing the amount of financial assistance provided by tenant services organizations. POP #504 requests funding to continue funding for operations for tenant services organizations providing landlord mediation, rent-well, tenant advocacy and education, and managing hotlines to address tenant questions and emergencies. Because these organizations are client-facing, they have the ability to intervene in emergency situations by providing food, hotel stays, and hygiene items, or able to provide rent or deposit assistance on a small scale to respond to an immediate opportunity to move into a new apartment or avoid eviction. This requested financial support would allow them to be able to continue these direct, meaningful interventions. The staffing, infrastructure, and operations costs to support tenant services to those most at risk of homelessness are included separately in POP #504.

Staffing Impact

No staff proposed directly in this package, however the position requested in package 508 OHCS Operation Support are in response to the maintenance of effort staffing levels needed to support this work.

Quantifying Results

Outcomes
This eviction prevention package will provide financial assistance to over 25,000 Oregonians in the 25-27 Biennium, contributing significantly to reducing the number of households moving into homelessness. The funding of this network of statewide providers is a critical step in continuing to mitigate the crisis of homelessness on our streets. Eviction prevention services ensure that more people are not falling into homelessness at the same time as we make historic efforts to rehouse families. When families can stop worrying about the crisis of being evicted, they are able to focus on other needs and goals, such as but not limited to, their physical and behavioral health needs, education goals and possibly other programs to help increase their income.

In the current Biennium, ninety five percent (95%) of the grantees funded with housing retention dollars are utilizing the Homeless Management Information System (HMIS), to track and report on outcomes. Grantees that do not use this system report on their efforts to ensure an accountable and outcomes-oriented system. OHCS monitors types of services being provided, the cost of services and outcomes for each household assisted for most of the programs. We can see the efficacy of the programs by race, gender, age, and ethnicity. Currently, over 90% of Households being served are maintaining their permanent housing at the time of exit from the program. OHCS is focused on ensuring performance outcomes such as providing rapid responses for those facing eviction and improving the rate of people who exit the programs that are still housed. We are committed to working with partners across the State to ensure the resources are part of a cohesive and aligned strategy to prevent homelessness.

Racial Equity Strategy
Oregon's population is 80% White, 3% Black/African American/African, 12% of Oregon's overall population experience poverty. However, of Oregon's White population, 11% experience poverty whereas in Oregon's Black/African American/African population, 24% experience poverty.

Therefore, Black/African American/African Oregonians experience poverty at more than 2x the rate of White Oregonians. While only about 3% of Oregon's population is Black (2020 Census), 20% of all renters are Black, but they receive 32.7% of all eviction filings in Oregon. Likewise, 14% of all Oregonians identify as Latinx, and 21% of all renters, but make up 19% of evictions file and 17% of judgments on behalf of the landlord.

Eviction prevention is fundamental to addressing housing equity and racial justice. Evictions disproportionately affect communities most affected by systemic oppression and households with lower incomes. Even within those groups, disproportionately, Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities experience disparities more acutely. OHCS is working to ensure that we are utilizing opportunities to build systems that center those most impacted by historic inequitable housing policies and investments. This includes the need to invest in organizations and initiatives that will work with people who have lived experience of homelessness and housing instability and ensure that this voice is elevated in policy decisions.

Accountability to Racially Equitable Outcomes

To evaluate and improve outcomes and racial equity through quantitative and qualitative data, central research questions must be developed and focus on the experiences of minority and vulnerable populations and how non-white/BIPOC communities are being served by OHCS programs. The goal is to identify degrees of disparities in services and outcomes among relevant client-level groups using outside (census and other) datasets.

In the 25-27 biennium OHCS's Performance and Evaluation team, we will improve outcome and reporting capabilities, capturing long term housing retention for eviction prevention programs, as well as compare populations being served vs. the region's population, especially by race, gender, age, ethnicity and disabilities. In the past, we have looked at the demographics of the total population in poverty without comparing the share of a particular group in poverty to that group's share of the total population. This method shows whether a group is underrepresented or overrepresented in poverty, unsheltered homelessness, or experiencing rent burden, for example. We then compared this to demographics in certain programs or project types but did not examine the rate at which certain groups were served, enrolled, and achieved outcomes or the degree of disparities between white and BIPOC communities.

In addition to regional commitments to reduce local disparities, the Housing Prevention/Eviction Prevention work includes a commitment of continued investment in Culturally Specific Organizations and their subgrantees. One current CSO grantee funds 25+ Community Based Organizations across Oregon who provide language access, culturally appropriate programming, and community driven solutions to housing challenges. While OHCS continues to fund culturally specific organizations led by Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities, we must do more to further this critical work. Historically, eviction prevention work funded by the state has been through the Community Action Agency network. Currently, only one culturally specific organization is part of the CAA network. In the 25-27 biennium we will be developing an application process that will make more culturally specific organizations eligible for funding. and we will continue to build relationships with regular meeting and program tours to grow our network of providers and to learn and provide flexible contracting based on their expertise on how best to serve the people reaching out to them for assistance.

OHCS is currently developing a racial equity dashboard will emphasize demographics as the primary grouping for analysis, beginning with race and geo-location, percentage of the total population, percentage of those in poverty, and other data via census and PIT (Point-in-Time) counts to highlight disparities. The dashboard would offer multiselect capabilities for intersectionality with age, gender, veteran status, domestic violence, and disability and report out on conditions such as relationship to household, family type, prior living situation, and income level. It would track enrollment, service access, and outcomes like the length of time homeless, average length of stay in projects, exit destinations, employment, income growth, access to non-cash benefits, and successful placements / retentions. Moreover, it would track the ratio of a particular race/ethnicity group's share of poverty, homelessness, etc. to that group's share of the total population, ensuring that disparities are accurately presented through ratios that account for disproportionate burdens and experiences faced by different racial and minority groups.

Program disaggregated data will be used to compare outcomes to respective subpopulations, ensuring our outcomes reflect the needs in communities. Furthermore, publicly available qualitative research and qualitative data available through partnerships will be leveraged to provide direction for quantitative analysis, generate meaning and application of findings, verify results, and identify opportunities for training and policy changes.

Administration

It is crucial that those accessing the services and programs offered through this Policy Option Package reflect those who are disparately impacted. These partnerships will help create an avenue to allocate eviction prevention funds directly to communities of color, - prioritizing racial equity in program delivery for those experiencing higher rates of housing instability across the state.

OHCS contracts directly with culturally specific organizations and reaches these organizations through the CAA network via subgrantee relationships. As part of this package, OHCS will be developing an application process in the 25-27 biennium to expand our current network of CSO grantee partners. The services funding requested in this POP are intended to work in conjunction with the infrastructure funding requested in POP #504 to support ongoing operations of this critical culturally specific capacity.

Revenue Sources

General Fund: $109,685,262

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 505 - HH Continuing to Prevent Evictions - Financial Assistance

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	109,685,262	-	-	-	-	-	109,685,262
Total Revenues	**$109,685,262**	-	-	-	-	-	**$109,685,262**
Special Payments							
Other Special Payments	109,685,262	-	-	-	-	-	109,685,262
Total Special Payments	**$109,685,262**	-	-	-	-	-	**$109,685,262**
Total Expenditures							
Total Expenditures	109,685,262	-	-	-	-	-	109,685,262
Total Expenditures	**$109,685,262**	-	-	-	-	-	**$109,685,262**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

_____ Agency Request
2025-27 Biennium

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Essential and Policy Package Fiscal Impact Summary - BPR013

Policy Package # 506 Maintaining Tribal Homelessness Investments

Package Description

This package will build upon and extend funding for the nine federally recognized tribes of Oregon through the current tribal investment: By and For Initiative, Native American Tribes of Oregon (BAFI-NATO). The BAFI-NATO program was funded in the 21-23 and 23-25 biennia; however, these funds were one-time in nature and lacked long-term investments dedicated to tribal homelessness and housing initiatives. Until recently, many Oregon Housing and Community Services (OHCS) programs like BAFI-NATO tended to be limited by the biennium, were incremental, did not include tribal preference or set asides, had limitations in scope, and insufficient resources to meet the ongoing housing needs of tribal communities in a way that honors tribal sovereignty. The current program allows for the grant to be utilized for homelessness response and prevention activities and the proposed expansion will include eligible activities in affordable rental housing and homeownership programs and would create a dedicated and on-going funding opportunity for the nine federally recognized tribes of Oregon

Purpose

Prior to 2019, only a few of the tribes of Oregon received nominal funding through various OHCS funding streams, even though our research and data shows that Native Americans in Oregon are 4x more likely to experience unsheltered homelessness than any other population within the state. In 2022, OHCS engaged with tribes to understand the unsheltered homelessness crisis happening in tribal communities and through intentional engagement, created a program and funding to specifically address the increase in Native American homelessness in Oregon. The By and For Initiative: Native American Tribes of Oregon (BAFI-NATO) was the first of its kind for the agency and was implemented in the 2021-2023 biennium to address tribal homelessness. The allocations were distributed by direct award to the Federally Recognized Tribes of Oregon through a non-competitive application process.

The BAFI-NATO program design process elicited the full participation of all nine of the federally recognized tribes of Oregon. However, tribal leaders have continually noted the challenges and barriers of utilizing state funded programs. In addition to the BAFI-NATO shelter and homelessness funding, most tribes also own and operate affordable housing units and have homeownership programs. Whether it is shelter beds, transitional housing, affordable rental housing or homeownership opportunities, tribes have been effectively dissuaded from applying for OHCS funding by way of exclusionary practices that include limitations on administrative costs and the inability to fund projects that are located on trust lands.

The continual funding and expansion of BAFI-NATO would be a comprehensive solution to addressing the breadth of housing needs within tribal communities. This concept aligns with recommendations from the Task Force on Homelessness and Racial Disparities created by House Bill 2100 and implemented through Senate Bill 893 in that this funding will directly allocate program funds to the nine federally recognized tribes of Oregon. The new BAFI-NATO program design would uplift tribal sovereignty, provide critical housing funding, and honor tribal self-governance by consolidating program funds to give tribes more flexibility. While similar in intent, it would not exclude tribes from current and on-going OHCS programs and opportunities.

The new BAFI-NATO structure would create a dedicated and on-going funding opportunity for the nine federally recognized tribes of Oregon with the intention that it will span across multiple biennia. A resource of this nature is critical to address tribal housing needs that encompass all areas of housing. This new program structure includes homelessness and prevention funding, affordable rental housing development and operations, and homeownership programs. This funding would allow for consistent and reliable long-term planning investments for projects and resources tailored to tribal community needs. It is essential that the state actively engages and supports tribal communities in a manner that respects tribal sovereignty and self-determination.

Housing Stabilization: Homeless Services and Housing Retention

Tribal Members are overrepresented in current homelessness counts by more than 4x their share of the state population. People who identify as American Indian or Alaska Native are more likely to experience unsheltered homelessness than other populations in Oregon. OHCS has also learned through consistent engagement with the nine federally recognized tribes that the data from Homeless Management Information System (HMIS), Point-in-Time counts (PITC), and Census Bureau surveys does not fully capture the extent of housing instability in tribal communities. Many of these data collecting efforts do not adequately coordinate with tribal communities to obtain the most accurate information. Overcrowded or substandard housing circumstances which put tribal members at significant risk of homelessness are often not reflected in these numbers. While the BAFI-NATO program has provided much-needed funding to create and/or support local programs designed to prevent and reduce homelessness and housing instability in tribal communities across Oregon, there is a greater need for ongoing, predictable, and flexible resources, so that tribes can plan for and implement sustainable programs that have the most long-term impact.

Affordable Rental Housing (ARH) and Permanent Supportive Housing (PSH)

Although Native Americans represent only 1.1% of the Oregon population, 5.1% of the homeless population in Oregon identify as American Indian or Alaska Native in the last Point-in-Time Count (PITC). It is important to note, that the PITC is just an estimate and can frequently result in undercounts while failing to capture overcrowded homes, temporary homelessness trends, and other factors that disproportionately impact Native Americans. This indicates the disproportionate need for safe, stable housing for the Native populations of the state. In recent years, several different attempts have been made by OHCS's Affordable Rental Housing Division to target resources to Tribal Nations, including a 10% set-aside in our 9% Low Income Housing Tax Credit allocation, access to capacity building

resources, and competitive priority across the affordable rental housing resource offerings through OHCS Notices of Funding Availability. Despite these efforts, very few tribal affordable or permanent supportive housing developments have been funded by OHCS. The need is there, but there is a disconnect between the way that OHCS' ARH Division traditionally funds ARH and PSH developments and what the Oregon tribes need from us to develop more housing. Through outreach, it has become clear that our programs are too full of bureaucracy, reliant on institutional knowledge, and carry too much upfront risk for tribes to feel comfortable applying.

Homeownership Programs
In Oregon, only 59% American Indians or Alaska Natives own homes compared to 67% for white Oregonians. Tribes and tribal members face multifaceted barriers when it comes to homeownership. Access to mortgage products can be difficult depending on the type of land the home sits on (tribal trust land, tribal fee land, fee simple, etc.). Limited savings for down payment and low credit scores also hinder mortgage access or make mortgages more expensive. Tribes seeking to build on their own land often face prohibitive infrastructure costs due to the geography and characteristics of the land. There is limited consistent funding for homeownership development year to year. OHCS' main homeownership development funding program currently excludes tribal participation since construction must be done on Oregon land and the state must maintain a lien on the land.

How Achieved

Tribal communities face substantial barriers to accessing housing stabilization, homeownership development, and affordable rental housing development funding. While not a comprehensive list, some of the barriers include: staff capacity, hiring difficulty, geographic barriers, time it takes to finalize contracts, biennial budget barriers, and the requirement to meet expenditure deadlines instead of spending on actual tribal goals. An expansion of our current funding eligibilities would address most of these barriers by establishing a long-term regular source of funding that can be spent on tribal housing priorities. Each of the nine federally recognized tribes of Oregon also have different housing priorities and flexible funding would allow for them to focus on their areas of greatest need.

Through targeted engagement with tribal grantees, OHCS has heard from tribal communities that the solution is not to provide more and more grants, but to consolidate our offerings into a singular, easy to report and use, program. This is due to several factors including capacity to apply for, monitor and report out programs, tribal planning needs, and lack of funds to help bridge tribal budgets. The new BAFI-NATO funding would streamline developments while reducing the administrative burden on tribal staff and partnering with tribes on their continuum of housing needs. Eligible activities under BAFI-NATO would be expanded to include affordable rental housing and homeownership activities and are designed to focus on areas of priority based on the needs of each individual tribe.

BAFI-NATO Program Structure

Application/Tribal Housing Plan
Applications will be non-competitive with direct awards to each of the nine federally recognized tribes of Oregon based on formula funding factors. At the beginning of every biennium, Tribes will be required to complete a Tribal Housing Plan which will include the proposed scope of work over the next two years. The application will largely focus on each individual tribe and their community housing needs. The application will state their housing plan and incorporate details such as their scope of work, budget, reporting metrics, and projected outcomes. Tribal Housing Plans will be approved by OHCS staff before the program and funding can be accessed by the grantee. For housing plans that involve capital development projects, additional requirements and documentation may be required.

Funding Formula/Allocations
Funds for BAFI-NATO will be renewed every biennium in the amount of $12.8 Million for the continual and ongoing investment to address tribal homelessness and housing production needs. Funding to grantees will be based on a formula method with input from each of the nine federally recognized tribes of Oregon. For example, in the 21-23 and 23-25 biennia, formula funding was allocated to tribes with a base amount with an additional factor of tribal enrollment numbers. OHCS will continue to engage with tribal grantees to achieve input on variables and formula calculations. The formula should be reassessed every biennium as to update tribal enrollment numbers or any other variables that are associated with the funding allocations. Negotiated Indirect Cost Rates (NICRAs) will be submitted as part of their Tribal Housing Plan and the primary way of calculating administrative costs for the tribes. Grantees can also choose the standard administrative rate of 15% in lieu of using their NICRAs.

Program Eligibilities
Eligible uses of the funding will include homeless services and housing retention allowances, affordable housing activities and homeownership programs. Each of the divisions within OHCS will outline eligible activities and use of funds in detail under each of these categories in a program manual.

Housing Stabilization activities can include, but are not limited to: Street outreach, shelter or transitional housing acquisition, renovation, rehabilitation, and conversion projects, operations and wrap-around services of shelter, transitional housing, and supportive housing sites, homelessness prevention programming, rehousing assistance, long term rental assistance, capacity building, and housing retention, and eviction prevention programs. All housing stabilization programs can provide financial assistance in the form of rent, utility payments, move in/out costs and deposits.

Affordable Rental Housing projects can include, but are not limited to: Capacity building, predevelopment activities, matching funds for current affordable housing projects that will be completed within the expenditure period (hard and soft costs), fees or charges, rental assistance, supportive services, operations of affordable rental housing sites, administration and acquisition of properties.

Homeownership programs can include but are not limited to: Pre-development and development of new homes for purchase (only for projects that will be completed in the expenditure period), mortgage assistance, downpayment assistance, home repairs, foreclosure avoidance support and resources, and education and counseling services.

Contract Management
The central point of contract administration within OHCS will be the Housing Stabilization Division in consultation with the Equity Diversion and Inclusion (EDI) Office, the Affordable Rental Housing Division and Homeownership Departments. The program analyst assigned to BAFI-NATO will oversee the coordination and implementation of the program including the application process, housing plan review, and will serve as the programmatic contact for the tribes and be responsible for the daily operations of the grant. The Tribal Liaison (EDI office) will serve as the primary in communicating any program updates, changes and facilitating the monthly OHCS Tribal Housing Work Group meetings. OHCS fiscal and compliance staff will play a critical role in monitoring the program, ensuring adherence to program guidance through regular reviews and compliance checks.

Staffing Impact

No staff proposed directly in this package, however the position requested in package 508 OHCS Operation Support are in response to the maintenance of effort staffing levels needed to support this work.

Quantifying Results

Outcomes
All tribal grantees are required to submit a comprehensive annual report at the end of each fiscal year. This report must detail the projects undertaken, goals set, and the extent to which these goals were achieved. The report will include quantitative and qualitative data including persons served in each of the project areas, successes, challenges, and lessons learned and other requested outcomes depending on funded project types. The report will demonstrate how funding was used to meet tribal housing needs, while reducing administrative burdens for the tribes and OHCS.

To ensure continuous progress and provide necessary support, individual tribes will meet with OHCS program staff for check ins on a quarterly basis or more frequently upon request of the grantee. These meetings will serve as a platform for tribal representatives to discuss ongoing projects, seek advice, and receive guidance on upcoming initiatives. Programmatic and fiscal compliance will be monitored bi-annually. This monitoring will involve a thorough review of both the programmatic elements of the tribal housing initiatives and their financial management. The aim is to ensure that all funded projects are aligned with the stipulated guidelines and ensure appropriate spend-down timelines.

Racial Equity Strategy

The intent of the enhanced BAFI-NATO funding is to address deep inequalities that the federally recognized tribes of Oregon face when it comes to housing and funding opportunities from OHCS. The premise of this ongoing funding stream is to ensure that OHCS meets its racial equity goals by providing a dedicated investment to a community that has been disproportionately affected by the homelessness and the unaffordability of housing within the state. OHCS will use tribal housing plans and annual reports to help measure and gauge success, while also being sensitive to the fact that tribes are unique, sovereign entities that prioritize tribal equity and supporting their members, families and communities.

Accountability to Racially Equitable Outcomes

The current BAFI-NATO program utilizes the Homelessness Management Information System (HMIS) to track and collect data on programs created with BAFI-NATO funds. In the 23-25 Biennium (one fiscal year as of this report FY 23-24), BAFI-NATO has served 926 individuals for a total of 427 households. Of these households, 82% are people that identify as American Indian, Alaska Native or Indigenous, 4% identify as white, 6% are multi-racial, and 1 % Black or African American. Household types served include Families with Children at a total of 53% of households, Families Without Children at a total of 44% of households, and 3% of household types are unknown.

The same demographic data sets will be tracked for the 25-27 Biennium and will expand with the additional included program areas of Affordable Rental Housing and Homeownership activities. OHCS will create a consolidated Annual Report that will encompass all project areas and activities disaggregated by race and ethnicity.

Administration

Tribes often face multiple barriers when it comes to contracting. This includes rural locations, hesitation from contractors to work on reservations, increased costs and limited number of contractors. A small number of Oregon tribes operate their own construction or

maintenance teams, many do not. OHCS will continue to support tribes in following their own contracting rules and procurement processes, which may include utilizing and allowing preferences for Native owned businesses. This is in alignment with federal positions on tribal housing work.

Revenue Sources

General Fund: $12,767,376

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 506 - HH Maintaining Tribal Homelessness Investments

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	12,767,376	-	-	-	-	-	12,767,376
Total Revenues	**$12,767,376**	-	-	-	-	-	**$12,767,376**
Special Payments							
Other Special Payments	12,767,376	-	-	-	-	-	12,767,376
Total Special Payments	**$12,767,376**	-	-	-	-	-	**$12,767,376**
Total Expenditures							
Total Expenditures	12,767,376	-	-	-	-	-	12,767,376
Total Expenditures	**$12,767,376**	-	-	-	-	-	**$12,767,376**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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Policy Package # 508 OHCS Operational Supports

Package Description

Agency-wide, this package reauthorizes four limited duration positions for additional months in the 2025-27 biennium, restores 26 positions that were authorized as permanent but were associated with the Governor's Executive Orders on Homelessness and received one-time funding, shifts funding for three positions to support manufactured housing, and requests 16 new positions to support affordable rental housing, energy services, housing stabilization, and central support services

Purpose

Provide essential staffing support for on-going priority affordable housing, homeownership, and homelessness prevention services.

How Achieved

For Housing Stabilization, this package restores 16 permanent full-time positions and transfers a half-time support position from another program unit to provide essential support for the proposed funding of shelter maintenance, rehousing, rental assistance and eviction prevention; plus reauthorizes a limited duration full-time position for youth homelessness; and adds two project management positions to support implementation of homeless services initiatives.

For Energy Services, this package establishes two permanent full-time positions supported by Federal Funds to meet increased workload and mitigate overtime.

The second part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an Intrafund transfers out to support a proportionate share of Pkg 508.

Staffing Impact

Administrative Specialist 2, Permanent Full Time
Administrative Specialist 2, Permanent Part Time
Compliance Specialist 2, Permanent Full Time
Grants Loans & Program Manager 2, Permanent Full Time
Operations & Policy Analyst 2, Permanent Full Time

Operations & Policy Analyst 3, Permanent Full Time
Policy, Planning, Dev Manager 3, Permanent Full Time
Program Analyst 1, Permanent Full Time
Program Analyst 2, Permanent Full Time (6X)
Program Analyst 2, Limited Duration
Program Analyst 3, Permanent Full Time
Program Analyst 4, Permanent Full Time (2X)
Project Manager 3, Permanent Full Time
Research Analyst 2, Permanent Full Time

Quantifying Results

As OHCS works to be responsive to needs and to deliver resources and programs that ensure Oregonians are safely and stably housed, we know we cannot do so without right-sized staffing to meet the diverse needs we see and hear about. This package allows us to invest in our organizational health and ability to successfully meet the priorities of the Statewide Housing Plan (SWHP), particularly around centering racial justice and equity in policymaking, program design and implementation, community engagement, and service delivery, by ensuring we have the staff needed to operationalize our work.

Adequate staffing capacity across the agency allow equity goals to be achieved across agency work, including in central operations.

Revenue Sources

General Fund: $5,759,840

Other Funds:
Intrafund Transfer Out: ($196,058)

Federal Funds:
Federal Revenue: $755,5031
Intrafund Transfer Out: ($144,192)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	5,759,840	-	-	-	-	-	5,759,840
Federal Funds	-	-	-	755,503	-	-	755,503
Total Revenues	**$5,759,840**	-	-	**$755,503**	-	-	**$6,515,343**
Transfers Out							
Transfer Out - Intrafund	-	-	(196,058)	(144,192)	-	-	(340,250)
Total Transfers Out	-	-	**($196,058)**	**($144,192)**	-	-	**($340,250)**
Personal Services							
Class/Unclass Sal. and Per Diem	3,515,878	-	-	353,364	-	-	3,869,242
Empl. Rel. Bd. Assessments	1,354	-	-	176	-	-	1,530
Public Employees' Retire Cont	739,737	-	-	74,348	-	-	814,085
Social Security Taxes	268,965	-	-	27,032	-	-	295,997
Paid Family Medical Leave Insurance	14,067	-	-	1,414	-	-	15,481
Worker's Comp. Assess. (WCD)	791	-	-	102	-	-	893
Mass Transit Tax	21,096	-	-	-	-	-	21,096
Flexible Benefits	797,800	-	-	103,370	-	-	901,170
Total Personal Services	**$5,359,688**	-	-	**$559,806**	-	-	**$5,919,494**
Services & Supplies							
Instate Travel	33,876	-	-	4,392	-	-	38,268
Employee Training	27,788	-	-	3,563	-	-	31,351
Office Expenses	60,977	-	-	7,906	-	-	68,883
Telecommunications	20,326	-	-	2,635	-	-	22,961

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	24,842	-	-	3,221	-	-	28,063
Employee Recruitment and Develop	4,193	-	-	538	-	-	4,731
Other Services and Supplies	95,550	-	-	12,250	-	-	107,800
Expendable Prop 250 - 5000	83,850	-	-	10,750	-	-	94,600
IT Expendable Property	48,750	-	-	6,250	-	-	55,000
Total Services & Supplies	**$400,152**	**-**	**-**	**$51,505**	**-**	**-**	**$451,657**
Total Expenditures							
Total Expenditures	5,759,840	-	-	611,311	-	-	6,371,151
Total Expenditures	**$5,759,840**	**-**	**-**	**$611,311**	**-**	**-**	**$6,371,151**
Ending Balance							
Ending Balance	-	-	(196,058)	-	-	-	(196,058)
Total Ending Balance	**-**	**-**	**($196,058)**	**-**	**-**	**-**	**($196,058)**
Total Positions							
Total Positions							22
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**22**
Total FTE							
Total FTE							21.26
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**21.26**

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POS116 - Net Package Fiscal Impact Report ***Housing Stabilization Programs***

2025-27 Biennium **Cross Reference Number: 91400-010-00-00-00000**
Agency Request Budget **Package Number: 508**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1489	1280950	67317	OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PP	12	4	4,715	56,580	37,719	94,299	1	0.50
1982	1427072	158217	OAS C0862 A P	PROGRAM ANALYST 3	29	PF	24	6	7,923	190,152	97,838	287,990	1	1.00
1983	1427073	158226	OAS C5247 A P	COMPLIANCE SPECIALIST 2	25	PF	24	9	7,562	181,488	95,317	276,805	1	1.00
1984	1427074	158221	OAS C0872 A P	OPERATIONS & POLICY ANALYST :	30	PF	24	3	7,206	172,944	92,831	265,775	1	1.00
1990	1427131	158222	MMS X7324 A P	GRANTS LOANS AND PROGRAMS	33X	PF	24	6	10,021	240,504	112,485	352,989	1	1.00
1993	1427151	158224	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	2	5,965	143,160	84,168	227,328	1	1.00
2007	1435736	158219	OAS C0863 A P	PROGRAM ANALYST 4	31	PF	24	3	7,562	181,488	95,317	276,805	1	1.00
2008	1435737	156179	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	6	7,206	172,944	92,831	265,775	1	1.00
2009	1435738	156180	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	7	7,562	181,488	95,317	276,805	1	1.00
2010	1434060	154694	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	6	7,206	172,944	92,831	265,775	1	1.00
2011	1434061	154693	OAS C0871 A P	OPERATIONS & POLICY ANALYST :	27	PF	24	6	7,206	172,944	92,831	265,775	1	1.00
2012	1434062	154659	OAS C1116 A P	RESEARCH ANALYST 2	23	PF	24	3	5,169	124,056	78,609	202,665	1	1.00
2013	1434063	154696	MMN X0863 A P	PROGRAM ANALYST 4	31	PF	24	7	10,021	240,504	112,485	352,989	1	1.00
2014	1434064	154697	OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	24	10	6,245	149,880	86,123	236,003	1	1.00
2016	1434066	154698	MMS X7623 A P	POLICY PLANNING AND DEVELOPI	35X	PF	24	10	13,392	321,408	136,020	457,428	1	1.00
2023	1434073	154674	MMN X0863 A P	PROGRAM ANALYST 4	31	PF	24	8	10,512	252,288	115,912	368,200	1	1.00
2024	1434074	154675	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	6	7,206	172,944	92,831	265,775	1	1.00
2700033	1441660		OAS C0856 A P	PROJECT MANAGER 3	32	PF	21	3	7,923	166,383	85,609	251,992	1	0.88
2700034	1441661		OAS C0856 A P	PROJECT MANAGER 3	32	PF	0	3	7,923	0	0	0	0	0.00
2700034	1441661		OAS C0855 A P	PROJECT MANAGER 2	30	PF	21	3	7,206	151,327	81,227	232,554	1	0.88
2700035	1441662		OAS C0861 A P	PROGRAM ANALYST 2	27	LF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700036	1441663		OAS C0860 A P	PROGRAM ANALYST 1	23	PF	24	3	5,169	124,056	78,609	202,665	1	1.00
2700037	1441664		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	3	6,245	149,880	86,123	236,003	1	1.00
				General Funds						**3,515,878**	**1,822,715**	**5,338,594**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**353,364**	**206,441**	**559,805**		
				Total Funds						**3,869,242**	**2,029,156**	**5,898,399**	**22**	**21.26**

Policy Package # 509 Information Technology Support

Package Description -

This policy option package has three components. The Grant Management System, Customer Relationship Management Project and ProLink.

GMS: This policy option package will support modernization of grants management, improving the agency's ability to deliver funds, track and manage grants, and provide reports to track services and financial spending more effectively. A more comprehensive, modern grants management system would enable the agency to receive and deliver funds more effectively and efficiently, allowing us to provide service to our partners more easily. Current grant management processes are inconsistent and rely on a combination of complex spreadsheets and applications developed in-house. This package will allow OHCS to create and implement a system that addresses the challenges associated with delivering funds and ease our partners' burdens and challenges in reporting on their use of funds. The evolving scope and scale of grants management necessitate the adoption of a new system.

CRM: This policy option package will support modernization of customer management, improving the agency's ability to track all constituent support and interactions, coordinate between divisions improving the customer experience, and provide reports that will inform decision making, program development, and implementation. Due to significant increases in staffing and available resources without the infrastructure and technology to support them, the Customer Relationship Management (CRM) project seeks to provide OHCS with a solution to the various technological challenges and risks the agency currently faces. The goal of this project is to centralize recordkeeping and communication for agency staff, modernize data collection, and increase efficiency, accuracy, and quality of customer service. This modern platform will facilitate better data for analysis, improved productivity and reliability, and provide a unified user experience for staff, stakeholders, grantees, and community members.

ProLink: ProLink HFA is the established data system of record for the Affordable Rental Housing Division. The plan is to keep this system in full use while supporting improved functionality of ProLink HFA. This requires implementing needed system enhancements that will improve the user experience and data quality overall. This package will allow OHCS to continue the use of the ARH data systems and continue to address the challenges associated with delivering funds and monitoring partner performance while ensuring data integrity. The growing scale of funds delivery for affordable rental housing requires the maintenance and enhancement of our established data systems. This includes covering the known annual costs, intentional planning for known needed system enhancements and preparation for contingencies that may arise.

BUDGET NARRATIVE

Purpose

GMS: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that using disjointed grant management systems and spreadsheets is not equitable for partners across programmatic divisions of the agency, and OHCS needs to invest in resources to remove the barriers by streamlining grant management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency. It is crucial that we invest in systems that can adequately manage the increasing number and complexity of grants for the long term. New programs, including the emergency response effort, rapid organizational growth rate, and an increasing number of partner organizations to deliver grants in alignment with legislative direction, have highlighted the need to modernize and enhance how we manage the entire grant process.

Investment in an improved grant management system will allow us to implement a comprehensive system to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have skilled in-house development to provide much of our needs historically, but we must proactively mitigate risks associated with custom systems that use aging architecture. Unprecedented emergency response efforts have illustrated the need to be agile and adaptive. This package will enable OHCS to build resiliency in such circumstances.

CRM: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that disjointed communication processes are not equitable for partners or community members across programmatic divisions of the agency, and OHCS needs to invest in resources to help remove barriers by streamlining customer relationship management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency.

The current communication process involving individual emails, phone calls, and in-person meetings fails to address the needs of agency staff, grantees, and the community. Decentralized recordkeeping and limited transparency contribute to increased agency risk. Implementing a modern customer relationship management solution can improve efficiency and mitigate these challenges. It will help reduce administrative burden on staff, improve data accuracy, and ensure compliance with funding guidelines as well as:

- Manage and coordinate communication with grantees, stakeholders, and community members.
- Ensure accountability and alignment of communication relative to organizational priorities, with reliable, efficient, and timely customer service.
- Standardize recordkeeping across OHCS, helping drive transparency, ensuring compliance across programs, producing more timely and accurate communication, increasing access to informed communication, and helping comply with federal grant requirements, such as the Uniform Guidance (2 CFR 200), DATA Act, GONE Act and GREAT Act.

- Provide staff reminders via configurable real-time email alerts to respond to inquiries/requests.

ProLink: Continued investment in the established data system will allow us to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have obtained ProLink HFA following direction from a Secretary of State audit finding to reduce the use of ad hoc data tracking tools and custom systems that use aging architecture. Unprecedented emergency response efforts in affordable rental housing production have illustrated the need to be agile and adaptive. This package will enable OHCS to maintain resiliency in such circumstances.

How Achieved

GMS: OHCS will use existing funds from flexible resources and administrative allowances from program funds, if available, to develop this system. We are coordinating with Enterprise Information Services to determine costs, timing, and scope of the project. This package will enable many improvements in delivering essential housing-related grants to Oregonians in the next biennium and beyond, including:

Outreach and engagement opportunities – Communication could be significantly streamlined, allowing more diverse stakeholders to participate in various points of the granting process. Configurable portals would allow OHCS to collaborate more efficiently, and marketing tools would enable us to reach more Oregonians in less time.

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems. Easily configurable permissions would give stakeholders appropriate views into relevant data and statuses. A modern solution would provide more opportunities to track regulatory compliance obligations effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated with our core business processes.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more

customer-focused and collaborative. Adoption of a modern grants management system is aligned with the cloud-first and software as a service (SaaS) approach to new IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. *Completed:* Appropriate resource allocation for project management and project members. This includes the project intake process and prioritization and initial project planning.
2. *The following processes are in process or completed*.
    a. Business case, EIS Project Complexity matrix, indicating Level 3 project, and ITI have been completed.
    b. An EIS oversight analyst has been assigned to this project.
    c. Gathering and refining business requirements, including outreach to users external to OHCS, communicating and learning from other agencies who are/have been engaged in similar endeavors, and refining project scope. In process, partially complete. Anticipated completion Q1, 2025
3. A request for information (RFI) will be sent out to potential vendors by the end of the Q1, 2025.
4. Competitive solicitation to identify potential solutions to be issued Q2, 2025.
5. Selection and procurement of solution and implementation planning.
6. System implementation, testing, training, adoption, and system refinement/tuning. Our intention is to add Organizational Change Management services to speed the adoption of the system and new processes. We will use project support staff to aid in new process creation.

CRM: OHCS will use General funds to develop this system. We are coordinating with Enterprise Information Services to determine costs, timing, and scope of the project. This package will enable many improvements in delivering essential housing-related communication between Oregon Housing and Community Services and Oregonians in the next biennium and beyond, including:

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems. Easily configurable permissions would give internal stakeholders appropriate views into relevant data and statuses. A modern solution would provide more opportunities to track customer cases effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated our partners, constituents and internal staff to communicate in a coordinated and effective manner.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more customer-focused and collaborative. Adoption of a modern Customer relationship management system is aligned with the cloud-first and software as a service (SaaS) approach to new IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. Appropriate resource allocation for project management and project members. This includes the project intake process and prioritization and initial project planning which has been completed.
2. Business case, EIS Project Complexity matrix, indicating Level 3 project, have been completed.
    a. An EIS oversight analyst has been assigned to this project.
    b. Gathering and refining business requirements, including outreach to users external to OHCS, communicating and learning from other agencies who are/have been engaged in similar endeavors, and refining project scope. Anticipated completion Q3, 2025
3. A request for information (RFI) to be sent out to potential vendors.
4. Competitive solicitation to identify potential solutions.
5. Selection and procurement of solution and implementation planning.
6. System implementation, testing, training, adoption, and system refinement/tuning. Our intention is to add Organizational Change Management services to speed the adoption of the system and new processes. We will use project support staff to aid in new process creation.

ProLink:
Identified Tasks to start as soon as possible:

- Continued, ongoing use of ProLink HFA-Maintenance of the system for ongoing and improved serviceability.
- Compliance Audit Module Improvements-This module is currently designed to enter information following a compliance audit and tenant file review and then generate a report to be sent to owner/agents. It is our intent to submit a CR to ProLink to re-build and enhance this module to be more dynamic in function. This will remove the need for compliance staff to write a Word Doc report to be sent and then also follow up with data entry into ProLink. Modifying the module will allow compliance staff to enter all compliance audit details and tenant file findings and then generate the report. This will improve the overall process and improve efficiencies. In turn, the modification will allow accurate data input to the ProLink system for ongoing implementation of the risk assessment functions that are reliant on compliance and inspection data to be fully utilized. Currently waiting for budget and contract to move forward.
- Procorem Security Role Improvements – This correction will remove the bulk functionality from the Account Administrator role and add it to the appropriate business user role/s. Bulk functions such as template publishing and task management should be assigned to a "user role" and not an Account Admin. In the current state, users must be given Account Admin access in order to do this needed work. Account Administrator access should be reserved for system management and security, not for multiple end users. This modification to the roles-based architecture will provide a role with appropriate permissions to perform tasks at the correct level.
- Accounting-Loan functionality-ACH-NACHA Improvements – Accounting has expressed need for better functionality regarding loans and NACHA file processes. With the expected increase in ARH funding activity in the coming years, improved loan functionality and NAHCA file processes are greatly needed. We have a CR created for the work with all-in cost estimate provided from ProLink. We are currently waiting for budget and contract to move forward.
  Possible changes to the system include (TBD):
  - Add the following to loans menu
    - Draws / Disbursement
      - Track initial disbursement of loan amount
      - Date, check, wire info, etc.
      - Ideally coming from Dev Draws or PSH Activity Funding
    - Payments from borrower
      - Check, date paid, etc.
      - How payment was applied (principal / interest / late fees, etc.)
    - Amortization Schedule

        - Uses loan amount, term, rate, payment frequency, loan type, draws, and payments from borrower to calculate remaining schedule
        - Calc Balance Due, Period Accrued Interest, Interest Payment, Total Accrued Interest
        - Handle changes to decreased draw amounts, changed term, changed interest rate, changed ownership, prepayments, additional principal payments, early payoff, default, etc.
        - Track and handle forgivable loans
        - Track interest step rates (e.g. years 1-2 = 4%, years 3-5 = 5%, years 6+ = 7%)
    - Delinquent/Late fees
        - Calculation (e.g. after 15 days late, 5% late charge of delinquent amount, additional 1% for each late month thereafter)
    - Invoicing / Statements (optional since OHCS is currently using QuickBooks for AR billings)
        - Generate a report statement of due amount, current balance, etc.
    - Reports, Data Views, Workflow, SmartDox

- Compliance Physical Inspections Improvements (NSPIRE)- ProLink currently provides a fully functioning Inspection module with dynamic fields for conducting physical inspections of properties. The connection of the work in the field is less desirable as it utilizes the ProLink SmartDox functionality of excel spreadsheets and this process is cumbersome and adds labor to the inspectors work in the field. The compliance section inspectors need the use of an app- based, user friendly tool in the field. ProLink has not started the work of creating an app-based tool for inspections so far. However, since the April ProLink Conference and more HFAs including OHCS opting use the InspectCheck app for inspections, ProLink is actively thinking about collaborating with InspectCheck by implementing a direct connection between systems or creating their own app – whichever may be more cost effective. The internal ProLink data team will be working with the ProLink vendor to design the enhancements for the system.

We will make formal request to ProLink using the Change Request process for each improvement/enhancement needed. This will include scope research and costing estimates for each requested CR and project management by ProLink and Data Systems Team from start to implementation and ongoing system management.

The second part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an intrafund transfer out to support a proportionate share of Pkg 509.

Staffing Impact

No additional staff for this program.

Quantifying Results

GMS: A new grants management system will allow OHCS to integrate internal systems to better determine who we are serving, the services provided, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure grantee performance. In addition to internal efficiencies, the system will improve access to grants, uploading required documentation, and reporting for grantees.

CMR: The ombudsperson needs the ability to offer confidential case management for those who are eligible to apply for and/or are receiving services through OHCS. This will require the ombuds review interactions and documentation of other employees to conduct an accurate and fair review. The ombudsperson may also need to be able to quickly produce reports on findings and recommendations to the Governor's office each quarter as stated in ORS 182.500. OHCS has set a Key Performance Measure (KPM) for itself regarding Agency Customer Service: 80% of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall. This KPM was not met in 2022. A CRM would help make customer interactions much more efficient, effective, and aid in the internal alignment of staff.

ProLink: This data system will allow OHCS to maintain internal systems and data integrity to better determine who we are serving, the affordable rental housing needs, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure partner performance. In addition to internal efficiencies, the system will continue to improve informative data for all OHCS purposes associated with rental housing production and maintenance

Equity and Racial Justice Impact

GMS: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern grants management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. Our existing grants management solutions are not designed to facilitate these goals, especially in a manner that reflects their urgency and importance. We are not alone in these goals, and that is evidenced by the growing number of existing grants management software solutions which contain components specifically tooled to identify and address inequities among various demographics. Better grant monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier

to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

CMR: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern Customer relationship management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. The current customer support system lacks coordination, urgency, and emphasis on constituent needs. Better customer monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

ProLink: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. Maintaining and enhancing ProLink HFA data systems will continue to improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. This data system will also continue to improve accountability measures for grantees, allowing OHCS to identify and intervene if delivery of funds for affordable rental housing trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give continue to provide OHCS the needed system with improvements to do just that.

Revenue Sources

Other Funds:
Intrafund Transfer Out: ($39,841)

Federal Funds:
Federal Revenue: $29,301
Intrafund Transfer Out: ($29,301)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 509 - HH Information Technology Supports

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	29,301	-	-	29,301
Total Revenues	**-**	**-**	**-**	**$29,301**	**-**	**-**	**$29,301**
Transfers Out							
Transfer Out - Intrafund	-	-	(39,841)	(29,301)	-	-	(69,142)
Total Transfers Out	**-**	**-**	**($39,841)**	**($29,301)**	**-**	**-**	**($69,142)**
Ending Balance							
Ending Balance	-	-	(39,841)	-	-	-	(39,841)
Total Ending Balance	**-**	**-**	**($39,841)**	**-**	**-**	**-**	**($39,841)**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package #528 Individual Development Accounts (IDA) Expansion

Package Description

Individual Development Accounts (IDAs) offer matching cash for asset building, information about financial systems, and community-based support for Oregonians with low to moderate incomes. Investment in IDAs is a direct pathway to help lower income households maintain financial stability and obtain the assets they need to succeed, including support for first time home purchase, post-secondary education, microenterprise start-up and growth, vehicle purchase and repair, emergency savings, and more.

To continue enrolling savers at consistent rates across Oregon each biennium, the IDA Initiative needs a total of $33.5M per biennium. This will support maintenance of the current rate of enrollment (1,788 estimated total for 23-25) with a proposed increase of just over 200 new IDAs for a goal of 2,000 enrollments in 25-27. The package also includes an increase in match per saver—in alignment with program goals to more effectively support wealth building for households living with low-incomes—from a current average of $7,921 per saver to $11,010 per saver. This increase is responsive to the rising costs of housing, interest rates, and education. Up to $16.6M of the required funding can be generated by the IDA Tax Credit (if the full amount of credits is claimed), which leaves a gap of $16.9M needed from the General Fund. Without any investment from the General Fund for the 25-27 biennium, the IDA program's funding will be limited to the tax credit and the number of new households able to participate in the program will shrink to 950 new enrollments per biennium.

Purpose

IDAs are positioned to fill a gap in the toolbox of antipoverty economic and housing stabilization strategies. Family economic well-being does not come solely from income and spending choices, but also requires savings, investment, and the accumulation of assets. Assets, or "wealth," are resources everyone needs to meet potentially destabilizing, immediate or emergent financial needs. The Oregon IDA Initiative is a time-tested state-funded asset-based antipoverty strategy focused on that wealth gap. As participant savings are paired with state match funds and combined with provider-based service and fund layering, financial education, and asset specific support, the result is more stability for individuals and households and progress toward thriving communities. Rigorous research demonstrates that in addition to building assets, IDAs improve financial health overall: IDA participation reduces material hardship, defined as an inability to pay for housing, utilities, or medical care. Participants reduce their use of wealth-stripping nonbank check cashing services and high-cost, alternative credit products. IDAs increase household savings and readiness for financial emergencies, reducing setbacks that carry higher long-term personal and community costs.

IDAs have a track record of helping Oregonians build assets and financial stability. One year after their asset investment, IDA home buyers are making their mortgage payments on time, education participants are completing degrees, businesses continue to grow, and vehicle purchasers increase their earnings. Participants demonstrate improved financial capabilities, contributing to increased resilience. In the two-year period from April 1, 2022, through March 31, 2024, 447 IDA participants successfully purchased a first home or invested in a First-Time Homebuyers Savings Account, 478 invested in education, 424 invested in a business; and 929 achieved another stability-related goal. Ninety two percent (92%) of all participants successfully complete their IDA and receive matching funds.

How Achieved

For over 20 years, the coalition of partner providers that make up the IDA Initiative have worked to act on the solutions coming from communities most impacted by an inequitable economy. The result is a community-affirmed program, centered in racial equity, that supports Oregonians to exercise greater self-determination and make meaningful improvements to their financial well-being.

After state funds are awarded to IDA Fiduciary Organizations (both individual and network providers), qualifying Oregonians enroll with an IDA provider, set a savings goal, and open a bank account with a local financial institution. IDA participants work with provider staff to determine which of the multiple strategies available are most useful for furthering their own goals for financial stability and wealth building and set a timeline anywhere between 3 months and 3 years to reach their goal. The spectrum of statutorily identified asset goals help Oregonians meet economic needs, avoid harmful debt or loss of housing, increase income, and build assets. Recognizing that households have savings needs that are immediate, short- and long-term, IDAs have adapted to be a resource for "now, soon, and later." IDA Providers offer financial education (available both in person and virtually, creating greater access statewide), financial coaching and counseling, and access to other resources as they support the saver towards their asset goal. At the point of making an asset purchase, participants use IDA match dollars to leverage the power of their own savings in support of their financial goals.

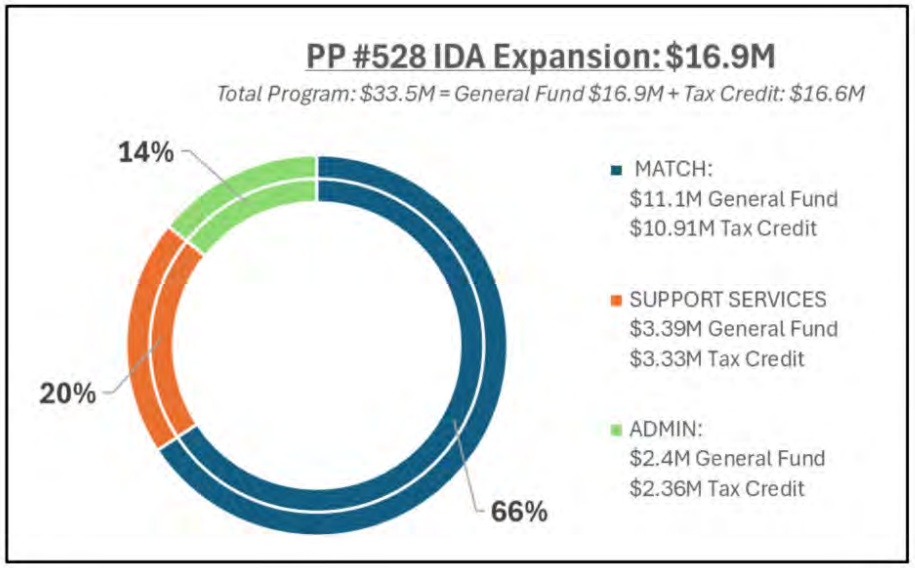
In 25-27 the biggest shift anticipated for the IDA program is the increase in match allocation per participant from a current average allocation of $7,921 per participant to $11,010 per participant. (The largest increases will center in the core assets of homeownership. education, and microenterprise.) As the costs of assets increase, particularly in homeownership and post-secondary education, more funds are needed for a participant to successfully make an asset investment.

As costs of living increase, Oregonians have reported an increased level of difficulty paying bills and an increase in household debt. Current conditions mean that many participants have less available to set aside for savings and they are left with reduced purchasing power toward their asset goal. Providers have responded by increasing rates at which they match participant deposits, up to the statutory maximum of $5 for every $1 saved. The match extends the reach of participants' dollars and provides a meaningful boost toward their goal. A 2021 statutory increase in the allowable annual match limit—from $3,000 to $6,000—further expedites participants' progress towards the financial stability that assets can bring. With the combination of savings and match funds, participants are better able to

leverage the financial resources needed to invest in the financial assets that lead to higher educational attainment, stable employment, earnings from a business, or equity in a home.

The strength of the IDA Initiative network also comes through convenings, workgroups, and coalition building, which the contract administrator co-creates with IDA Providers to develop human-centered and emergent solutions to immediate financial needs while addressing the systemic drivers of economic well-being. IDA Providers strengthen their cultural responsiveness and advance equitable program design and outcomes by participating in regular training, developing goals, collaborating with community partners, and using disaggregated data to understand which communities they are and aren't reaching successfully. The contract administrator provides training and technical assistance to program administrators, program coordinators, and financial educators, to build knowledge and skills to support the self-determination of communities most impacted by economic injustice. Partners provide education, coaching, and support in a variety of different languages, and the contract administrator provides IDA application documents and saver surveys in English, Spanish, Russian, and Arabic. IDA FOs set annual racial equity goals for their IDA programs and report their progress quarterly.

To do a direct maintenance of effort with no increase in enrollments, required General Funds needed would decrease from $16.9M to



$13.6M.

With no investment from the General Fund for the 2025-2027 biennium, the IDA program's revenue will be limited to the tax credit, and with the increase in match per saver the number of new households able to participate in the program will shrink to 950, significantly less than the 23-25 anticipated 1788 enrollments.

Staffing Impact

No new positions have been requested for this package.

Quantifying Results

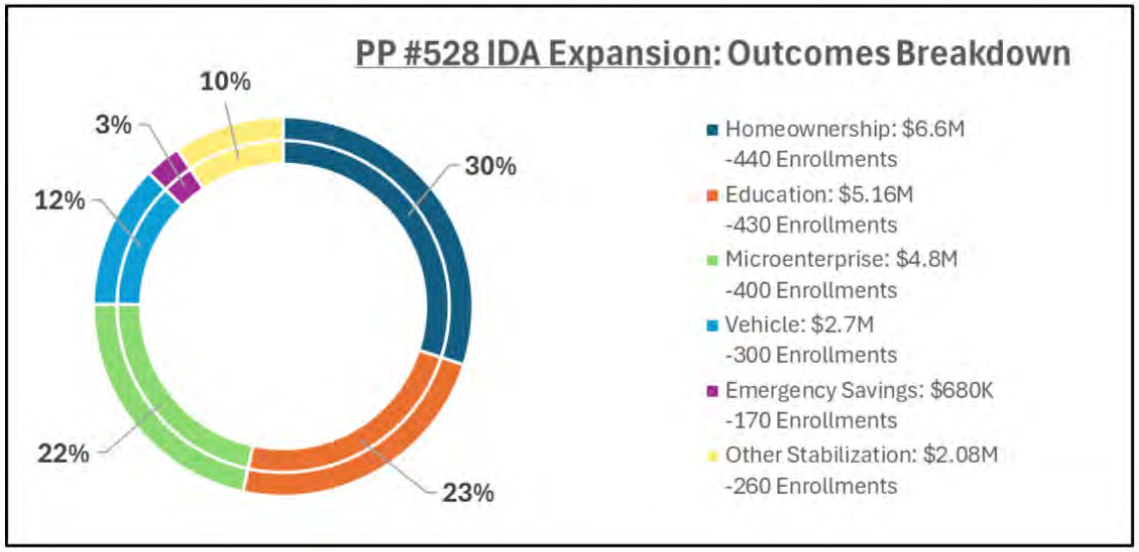
Outcomes

The IDA Program tracks data on enrolled participants using the Outcome Tracker database, which all IDA provider organizations use, entering program-required data which is reviewed and cleaned quarterly. Data includes all eligibility information including demographics, income, and residence, as well as race and ethnicity and disability data collected through Race, Ethnicity, Language, and Disability (REALD) demographic intake questionnaire responses.(the IDA program has a 95% capture of self-reported race and ethnicity data), veteran status, savings to date, completion of financial education and asset knowledge requirements, and what asset is acquired upon successful completion. This is augmented by participant survey data at completion and one year after completion to collect feedback and track outcomes.

When combined with funding from the Oregon IDA State Tax Credit, this policy package will allow the IDA Initiative to enroll and allocate match funds to 2,000 participants over the biennium and provide financial education and asset purchase counseling. Based on current biennium performance to date, this will represent a maintenance of effort for 1,800 enrollments with an addition of 200 new IDAs over recent numbers. Based on analysis of enrollments in the last completed program year and trends for the current year, we estimate:

- 440 homeownership enrollments
- 430 post-secondary education enrollments
- 400 microenterprise/business enrollments
- 730 stability-related goal enrollments (increase income, prevent eviction, or otherwise protect a household from financial hardship):
    - vehicle purchase and repair
    - emergency savings
    - debt repayment

- home repair
- rent



IDAs are administered through a statewide network of 68 culturally specific and culturally responsive community-based organizations located in urban and rural communities throughout the state. Due to intentional work to identify and address barriers to participants from communities of color, and supported by the relationships between provider organizations and the community, we expect that people of color will continue to be enrolled at similar, greater than proportional rates to the previous two years (see section 3 below). These greater than proportional rates are critical if our state is to close racial disparities in homeownership, education, and income:

- Of the 2,000 Oregonians newly enrolled, 55% will identify as people of color.
- KPM #9: Homeownership Services to People of Color: 50% of IDA participants saving for homeownership will identify as people of color.

IDAs serve Oregonians with very low incomes. Among those enrolled in the last two years:

- 51% had household incomes below 50% of the area median income
- 100% of households have income below 80% of the area median income or 200% of the poverty level (whichever is greater).

Each program year, IDA Provider organizations are funded with revenues from the Oregon IDA Tax Credit and any available general funds. The progress of each organization in allocating match funds to new participants (enrollments) is monitored quarterly and tracked Initiative-wide by the contract administrator, with a goal of annual available match 100% allocated at the end of each program year.

Provided the IDA Tax Credit is fully claimed, when combined with this policy package the IDA Initiative will have $22 million available to allocate as match funds for new participants.

Key performance target milestones:

- $8.25 million allocated to 750 participants at 9 months into the biennium (3/31/26)
- $19.25 million allocated to 1,750 participants at 21 months into the biennium (3/31/27)
- $22 million allocated to 2,000 participants by the end of the 2025-27 biennium (6/30/27)

This policy package also supports the 2,800 Oregonians already enrolled in an IDA at any one point in time as they make regular savings deposits, complete financial education, and complete their asset or financial stability investment. Providers support IDA savers throughout their time in the program, which averages 31 months, and leads to increased financial capabilities and other long-term benefits from their asset investment, as demonstrated in the program's evaluation. In the 25-27 biennium, we expect 1,200 will complete a free or low-cost financial education course. Based on who is currently enrolled, we expect 2,000 will complete their asset or financial stability investment in the 25-27 biennium, becoming new homeowners, completing post-secondary education, investing in a business, or achieving another financial stability-related goal.

Racial Equity Strategy

Oregon continues to see racial disparities in homeownership, four-year college degree attainment, household net worth, and household income (see the Prosperity Now Scorecard and the Oregon Financial Wellness Scorecard). This policy package will increase opportunities for first-time homeownership, post-secondary educational attainment, and income for people from communities of color, while supporting lower-income Oregonians of all races and ethnicities.

With its community-based relationships and focus on equity-centered outcomes, the IDA Initiative responds to the needs of Oregon residents most impacted by unjust systems. Through the combination of strategies embedded in IDAs—matching cash, education on navigating financial systems, connections to resources, and support towards financial stability and asset building goals—IDAs can break down barriers for households lacking financial buffers. IDAs offer solutions for many of the ways households experience the avoidable and immoral causes of extreme wealth disparities. In Oregon, IDAs are a community-affirmed solution that increases access to financial stability, repeatedly supported as a solution by local organizations, including those based in BIPOC communities.

Accountability to Racially Equitable Outcomes

The IDA Initiative uses client-level administrative and survey data to evaluate program outcomes. The contract administrator provides several types of reports on a regular basis:

- Annual equity metrics examine the degree to which enrollments and match funds are invested in BIPOC communities in each of five regions of the state, compared to a baseline of the disaggregated population of Oregonians with lower incomes.
- Annual survey reports provide participant-provided qualitative information, disaggregated by race, on program satisfaction, barriers and impacts.
- Biennial evaluation reports examine demographic and statewide reach, asset attainment, and impacts on financial capabilities.

Specific to race and ethnicity, the IDA Initiative has an established goal for IDA match funds to reach Black, Indigenous, and other People of Color (BIPOC) participants at 1.5x the rate of their representation in the low-income population in each of five regions tracked statewide. Success against this goal is measured both at the program level, and for each Fiduciary Organization (individual or network provider). This provides a metric to track progress, score funding proposals, and build work plan goals to address gaps in reach. Initiative level outcomes for the period July 2021-June 2023 are below. Green highlights indicate successful achievement of the goal. The program has over 95% self-reporting of race and ethnicity on data collected through Race, Ethnicity, Language, and Disability (READ) demographic intake questionnaire responses.

IDA Initiative: Match Withdrawn & Enrollments by Race and Ethnicity

Counties:	**Statewide** **ALL COUNTIES**			**Central** Linn, Benton, Lane, Deschutes			**East** Jackson, Klamath, Lake, Harney, Malheur, Jefferson, Crook, Hood River, Wasco, Sherman, Gilliam, Wheeler, Morrow, Umatilla, Grant, Wallowa, Union, Baker		
	Residents	**Completions**	**Enrollments**	**Residents**	**Completions**	**Enrollments**	**Residents**	**Completions**	**Enrollments**
Low-Income Residents	1,193,565	**2,159**	**1,794**	248,357	**389**	**357**	201,473	**346**	**307**
Total Match Withdrawn		$14,487,571			$2,455,219			$2,471,009	

Asian or Pacific Islander	6.0%	**6.0%**	**6.7%**	5.7%	**4.4%**	**4.5%**	2.3%	**2.0%**	**3.6%**
Black	4.5%	**11.2%**	**15.2%**	2.2%	**3.7%**	**6.7%**	1.7%	**1.2%**	**4.9%**
Latinx	20.4%	**27.0%**	**27.1%**	12.9%	**16.2%**	**12.9%**	22.5%	**26.8%**	**30.0%**
Native American	4.4%	**8.3%**	**12.4%**	3.9%	**6.2%**	**7.6%**	6.1%	**23.8%**	**33.9%**
White alone, not Latinx	66.2%	**44.9%**	**40.3%**	76.3%	**64.7%**	**63.3%**	68.8%	**42.7%**	**34.2%**
Total BIPOC	33.8%	**52.0%**	**56.3%**	23.7%	**31.3%**	**29.1%**	31.2%	**52.4%**	**63.2%**
FOs opening at least 10 IDAs in the region:	*All FOs.*			*CASA, DevNW, DevNW Network, NeighborImpact*			*CASA, DevNW Network, NeighborImpact, NWU, PY+, WSCAT*		

Counties:	**Coast** *Columbia, Clatsop, Tillamook, Lincoln, Douglas, Coos, Curry, Josephine*			**Portland Metro** *Multnomah, Clackamas, Washington*			**Mid Valley** *Marion, Yamhill, Polk*		
	Residents	**Completions**	**Enrollments**	**Residents**	**Completions**	**Enrollments**	**Residents**	**Completions**	**Enrollments**
Low-Income Residents	156,682	**241**	**182**	420,575	**1,029**	**779**	166,478	**153**	**168**
Total Match Withdrawn		$1,720,862			$6,887,949			$944,352	
Asian or Pacific Islander	2.3%	**2.3%**	**6.6%**	9.9%	**9.5%**	**9.6%**	4.5%	**2.0%**	**3.6%**
Black	1.8%	**1.9%**	**4.9%**	8.7%	**20.9%**	**28.1%**	3.0%	**2.9%**	**3.0%**
Latinx	10.4%	**16.1%**	**24.2%**	22.0%	**30.9%**	**28.9%**	34.7%	**46.9%**	**47.6%**
Native American	5.4%	**2.0%**	**8.2%**	3.0%	**5.2%**	**7.7%**	5.7%	**8.0%**	**10.1%**
White alone, not Latinx	80.6%	**76.4%**	**58.2%**	58.0%	**31.7%**	**29.3%**	55.5%	**37.0%**	**34.5%**
Total BIPOC	19.4%	**21.6%**	**38.5%**	42.0%	**65.9%**	**69.3%**	44.6%	**60.0%**	**60.1%**

FOs opening at least 10 IDAs in the region:	*CASA, Habitat, NWU, PY+*	*CASA, DevNW, Habitat, IRCO, MCNW, MESO, NAYA, PHC*	*CASA, DevNW*

Note: Completion and enrollment numbers in the tables above differ significantly due to the long-term participation of savers. Most savers completing in a year started their savings in a previous program year, especially for higher value assets like homeownership, education, and microenterprise.

Administration

The IDA Initiative currently contracts with 11 Fiduciary Organizations (FOs) who have a recent history of successfully enrolling and supporting savers in 31 of Oregon's 36 counties. These FOs include network providers, with a statewide IDA network of 68 IDA providers. IDA providers utilize Program (Support Service) and Administration Funds from the IDA to support the delivery of services and administration of the IDA Matching Funds, including ongoing coaching, mentorship, social support, financial adequacy training and asset-specific training during the entire time the client is saving towards their IDA goal. Among the IDA Providers are 13 culturally specific organizations, as well as housing authorities, community-based organizations serving youth, homeownership centers, and small business development centers helping equip Minority, Women Owner, Emerging Small Business (DMWESB) entrepreneurs. Leveraging the IDA Initiative's strong network of community-based organizations and culturally specific organizations invested in specific BIPOC communities enables the IDA Initiative to reach diverse communities across the state.

Revenue Sources

General Fund: $16,900,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 528 - HH IDA Expansion

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	16,900,000	-	-	-	-	-	16,900,000
Total Revenues	**$16,900,000**	-	-	-	-	-	**$16,900,000**
Special Payments							
Other Special Payments	16,900,000	-	-	-	-	-	16,900,000
Total Special Payments	**$16,900,000**	-	-	-	-	-	**$16,900,000**
Total Expenditures							
Total Expenditures	16,900,000	-	-	-	-	-	16,900,000
Total Expenditures	**$16,900,000**	-	-	-	-	-	**$16,900,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request
Other Funds Limited						
Public Utility Fees		0240				
Low-Income Electric Bill Pmt Assist Chg	3400	0240	$ 55,762,760	$ 42,734,414	$ 57,600,000	$ 57,600,000
Public Purpose Charge (Weatherization)	3400	0240	$ 38,003,486	$ 38,026,827	$ 42,000,000	$ 42,000,000
Admin & Service Charges		0415				
EHA Real Estate Transactions	3400	0415		$ 15,000		
OMEP Admin Charges	3400	0415		$ 4,000		
IDA Administration Charges	3400	0415	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Petroleum Distributor Assessments (SHOW)	3400	0415	$ 462,885	$ 300,000	$ 400,000	$ 400,000
Interest Income		0605				
Interest - Housing Stabilization Programs	3400	0605	$ 1,531,139	$ 442,708	$ 4,811,400	$ 4,811,400
Housing Div Loan Repayments		0930				
Housing Stabilization Programs	3400	0930	$ 22,000	$ 24,000	$ 24,000	$ 24,000
Other Revenues		0975				
Misc. Revenues-Housing Stabilization Programs	3400	0975	$ 99,298	$ 3,717,731	$ 134,400	$ 134,400
Transfer In - Intrafund	3400	1010	$ -	$ 23,361	$ 23,361	$ -
Transfer In - Other		1050				
(HCLGP) Transfer in from Other Funds	3400	1050	$ -	$ 2,248,400		
Transfer In From General Fund		1060				
Emergency Housing Assistance	3400	1060		$ 5,000,000	$ 5,000,000	
EO EP	3400	1060			$ -	
Youth Rental Assistance	3400	1060	$ 4,500,000			
Shelter Operations and Facilities	3400	1060	$ 2,500,000			
Housing Choice Landlord Guarantee Program	3400	1060	$ 324,290	$ 337,910	$ 337,910	$ 337,910
LTRA - LPGs						$ 37,562,139
LTRA - MAC						$ 67,629,021
Transfer in From DAS		1107				
Emergency Housing Assistance	3400	1107	$ 105,000,000			
Transfer in From DHS		1100				
Housing Stabilization Program/Temporary Assistance to Needy Families	3400	1100	$ 3,982,028	$ 5,000,000	$ 5,000,000	$ 5,000,000

Transfer in From DOR		1150				

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request
Doc Recording Fee (Emergency Housing Assistance)	3400	1150	$ 7,468,556	$ 8,900,000	$ 5,690,800	$ 6,884,900
Transfer in From OHA (Oregon Health Authority)		1443				
1115 Waiver - Housing Stabilization	3400	1443		$ 449,665	$ 449,665	$ 577,579
Transfer Out - Intrafund	3400	2010	$ (21,878,085)	$ (7,534,734)	$ (7,534,734)	$ (5,818,739)
Transfer Out to DAS	3400	2107	$ (377,439)			
Total Other Funds Limited	3400		$ 197,600,918	$ 99,889,282	$ 114,136,802	$ 217,342,610
Federal Funds Limited						
Federal Funds Revenue		0995				
Bonneville Power Administration	6400	0995	$ 3,268,721	$ 3,592,304	$ 3,592,304	$ 3,264,895
Department of Energy	6400	0995	$ 7,820,370	$ 21,088,552	$ 21,088,552	$ 18,679,964
Department of Health & Human Services	6400	0995	$ 156,184,810	$ 93,741,085	$ 93,963,578	$ 89,229,589
Department of Housing & Urban Development	6400	0995	$ 52,082,144	$ 15,203,079	$ 15,203,079	$ 7,363,887
US Treasury	6400	0995	$ 385,519,854	$ 10,767,218	$ 10,767,218	$ -
Transfer Out - Intrafund	6400	2010				$ (2,578,751)
Total Federal Funds Limited	6400		$ 604,875,899	$ 144,392,238	$ 144,614,731	$ 115,959,584

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

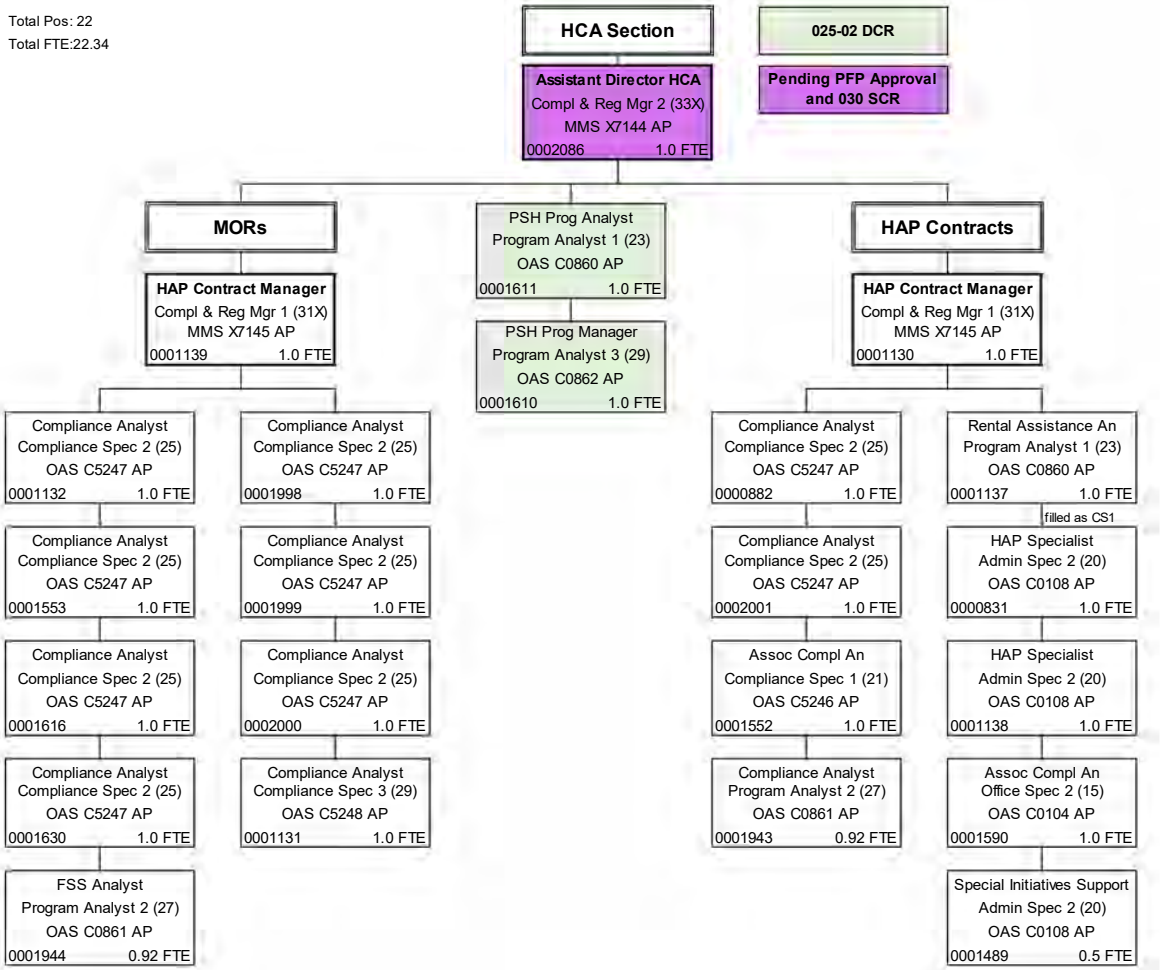
Housing & Community Svcs Dept **Agency Number: 91400**
2025-27 Biennium **Cross Reference Number: 91400-010-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Public Utilities Fees	93,766,247	80,761,241	80,761,241	99,600,000	-	-
Admin and Service Charges	662,885	519,000	519,000	600,000	-	-
Interest Income	1,531,140	442,708	442,708	4,811,400	-	-
Housing Div Loan Repayments	22,000	24,000	24,000	24,000	-	-
Other Revenues	99,292	3,717,731	3,717,731	134,400	-	-
Transfer In - Intrafund	-	23,361	23,361	-	-	-
Transfer In Other	-	2,248,400	2,248,400	-	-	-
Transfer from General Fund	7,324,290	5,337,910	44,337,910	105,529,070	-	-
Tsfr From Human Svcs, Dept of	3,982,028	5,000,000	5,000,000	5,000,000	-	-
Tsfr From Administrative Svcs	105,000,000	-	-	-	-	-
Tsfr From Revenue, Dept of	7,468,556	8,900,000	8,900,000	6,884,900	-	-
Tsfr From Oregon Health Authority	-	449,665	449,665	577,579	-	-
Transfer Out - Intrafund	(21,878,085)	(7,534,734)	(7,847,332)	(5,818,739)	-	-
Tsfr To Administrative Svcs	(377,439)	-	-	-	-	-
Total Other Funds	**$197,600,914**	**$99,889,282**	**$138,576,684**	**$217,342,610**	**-**	**-**
Federal Funds						
Federal Funds	604,875,899	144,392,238	144,614,731	118,538,335	-	-
Transfer Out - Intrafund	-	-	-	(2,578,751)	-	-
Total Federal Funds	**$604,875,899**	**$144,392,238**	**$144,614,731**	**$115,959,584**	**-**	**-**

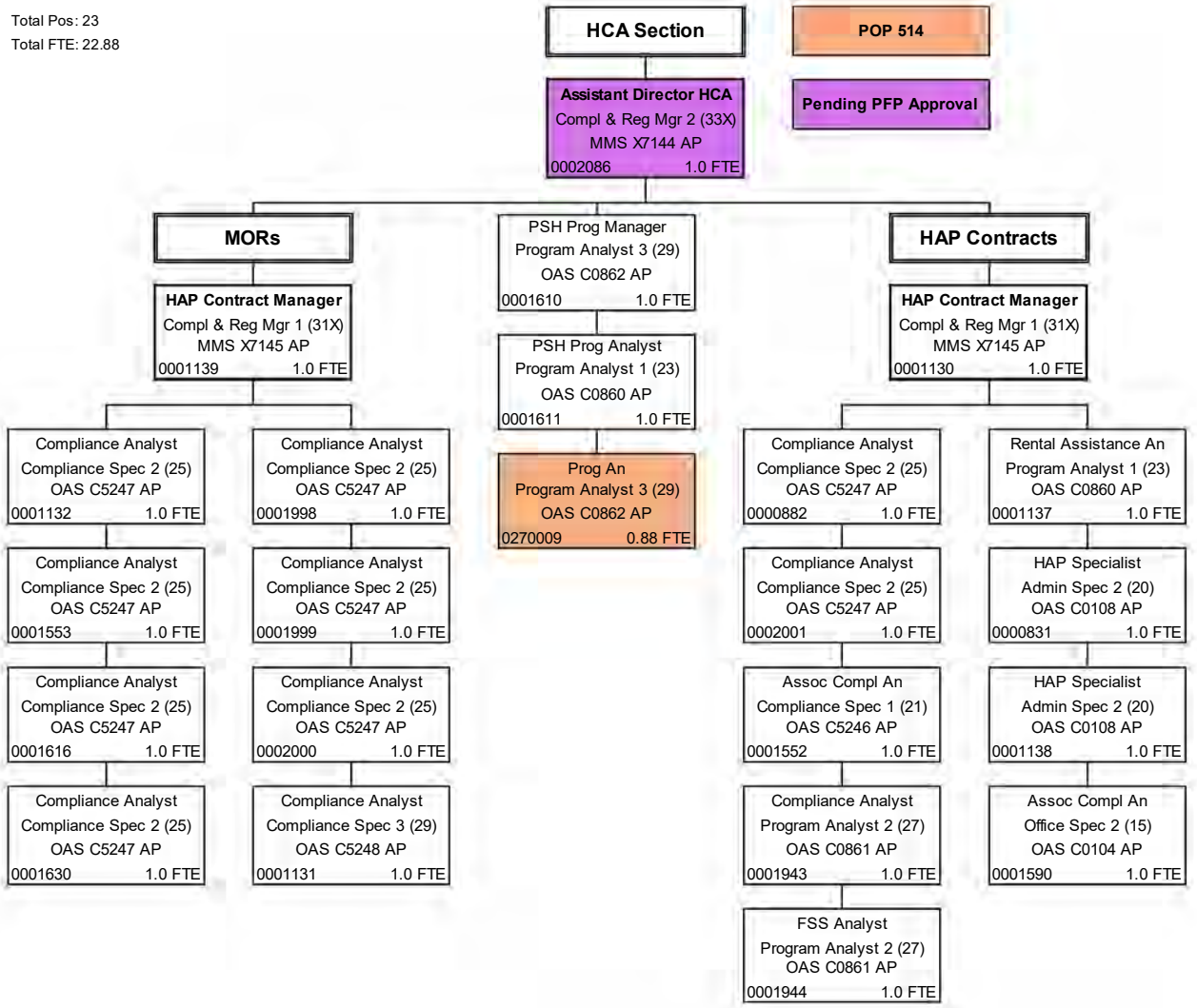
Project-Based Rent Assistance Programs



Project-Based Rental Assistance Programs 2023-25 Organizational Chart

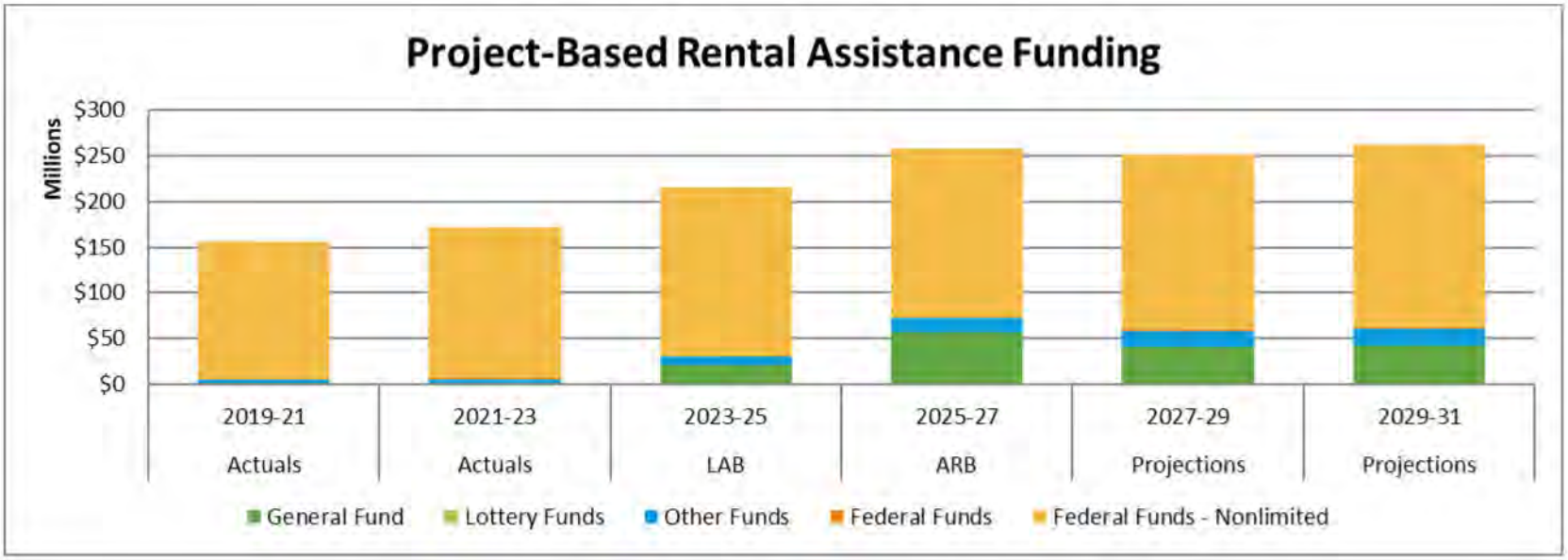


Project-Based Rental Assistance Programs 2025-27 Organizational Chart



Project-Based Rental Assistance Programs Executive Summary

Long Term Focus Area: **Healthy and Safe Communities, A Thriving Statewide Economy**
Program Contact: **Natasha Detweiler-Daby, Affordable Rental Housing Division Director**



Program Overview

The Project-Based Rental Assistance (PBRA) program unit was created with the 2021-23 biennium Agency Request Budget. The PBRA programs provide rental assistance that is associated with specific housing units rather than awarded to a tenant regardless of where the person lives. The staff that implement these programs report up to the Director of Affordable Rental Housing.

Program Funding Request

This program unit includes ongoing support for the department's Permanent Supportive Housing (PSH) Initiative. The program was authorized in 2019-21 and is intentionally designed to serve those experiencing chronic homelessness with permanent housing through rental assistance and supportive services. Housing development is funded with state and federal affordable rental housing development funding, including those reflected in the Capital Construction program unit. In this program unit, General Fund is used for the rent and services, included in the ARB ask are operational staff role additions to scale with the work, continuing the current service levels with incorporated increases necessary for changes in the market along with expansion of this work to add more permanent supportive housing

units for those experiencing chronic homelessness. In the ARB ask, we are also including an investment package to expand supportive housing to work in partnership with the Oregon Health Authority and others to identify and implement strategies to provide supportive housing rent assistance and services to meet the needs of populations at broader acuity levels to support those existing state systems who may not be chronically homeless.

In addition to the PSH Initiative, OHCS Affordable Rental Housing Division also includes the HUD Contract Administration group, overseeing federal HUD contracts for project-based rent assisted projects, along with the federal HUD 811 program which provides resources to funded projects serving Oregon Health Authority and Department of Human Services clients. To support these programs, the department has also launched Risk Mitigation funds which serve to off-set the insurance impacts associated with serving permanent supportive housing populations; a 2025 policy package is proposed to expand this effort to a broader cross-section of affordable rental housing. Only Federal Funds Non-Limited for the HUD Contract Administration are shown in the chart below for the 13-15 and 15-17 biennia. PSH was established in 2019-21. The chart below projects rent and services costs (General Fund) from PSH investments through 2023-25 ARB but does not assume additional investments in construction.

Project-Based Rental Assistance Programs						
	19-21 Actuals	**21-23 Actuals**	**23-25 LAB**	**25-27 ARB**	**27-29 Projections**	**29-31 Projections**
General Fund	$ -	$ 1,218,328	$ 20,304,225	$ 56,341,066	$ 41,007,103	$ 42,746,456
Lottery Funds	$ -		$ -	$ -	$ -	$ -
Other Funds	$ 5,212,236	$ 4,262,358	$ 9,269,518	$ 15,839,862	$ 16,755,838	$ 17,733,456
Other Funds - Nonlimited	$ -		$ -	$ -	$ -	$ -
Federal Funds	$ 156,380	$ 514,937	$ 1,071,891	$ 1,026,882	$ 1,068,984	$ 1,112,813
Federal Funds - Nonlimited	$ 150,805,360	$ 166,409,347	$ 185,102,399	$ 185,102,399	$ 192,691,597	$ 200,591,953
Total Funds	**$ 156,173,976**	**$ 172,404,970**	**$ 215,748,033**	**$ 258,310,209**	**$ 251,523,522**	**$ 262,184,677**
Positions	17	21	23	23	23	23
FTE	15.09	18.02	22.34	22.88	22.88	22.88

Program Description

The Project-Based Rent Assistance efforts of OHCS are three-fold: HUD Contract Administration (HCA), HUD 811 PRA (HUD 811), and Permanent Supportive Housing Project-Based Rent Assistance (PSH PBRA). These three discrete efforts serve to provide rent assistance in connection with the provision of housing.

HCA serves as the state's Performance Based Contract Administrator (PBCA) for project-based Section 8 housing. Each Section 8 project has a Housing Assistance Payment (HAP) contract which provides the project-based subsidy. HCA performs contract administration

activities for approximately 254 contracts in Oregon. Contract administration includes subsidy payments to owners (pass-through funds), tenant complaint resolution, HAP contract renewals, rent adjustments, on-site management reviews, and technical support to owners, managing agents, site staff, and residents.

HUD 811 program resources are awarded to OHCS in order to set aside units in affordable housing projects whose capital costs are funded through Federal Low-Income Housing Tax Credits, Federal HOME funds, or other state, Federal and local funding sources. OHCS partners with the Oregon Health Authority and Department of Human Services to identify and refer extremely low-income people with disabilities to HUD 811 units and ensure their access to long-term services and supports in the community.

PSH PBRA resources are programmed by OHCS into funded, publicly supported affordable housing in order to serve persons requiring rental assistance and tenancy support services to maintain housing, such as those experiencing chronic homelessness; the PSH initiative is currently focused on prioritizing PSH for those experiencing chronic homelessness that are referred through their local coordinated entry process. To support these programs, the department has also launched Risk Mitigation funds which serve to off-set the insurance impacts associated with serving permanent supportive housing populations; a 2025 policy package is proposed to expand this effort to a broader cross-section of affordable rental housing.

Program Justification

OHCS' Project-Based Rent Assistance Programs provide assistance to stabilize very low- and extremely low-income Oregonians to ensure housing stability. These community members would be unlikely to find housing affordable to them outside of project-based rental assistance. PSH rental assistance is a key element to successfully housing Oregonians experiencing chronic homelessness.

Program Performance

	2013-15	2015-17	2017-19	2019-21	2021-23 (projected)	2023-25 (projected)	2025-27 (projected)	2027-29 (projected)
Households Served in Project-Based Section 8 Program	9,714	9,708	9,704	9,704	9,720	9,720	9,720	9,720
Permanent Supportive Housing Rent Assistance	N/A	N/A	N/A	N/A	852	1,227	1,227	1,227

Enabling Legislation and Program Authorization

The table below outlines State and Federal authorizing legislation for Housing Stabilization Programs:

Authority	Program	Legislation
Federal	Section 8	Various USC statutes

Funding Streams

Project-Based Rental Assistance Programs are funded by General Fund, Other Funds, and Federal Funds as outlined below:

Funding Source	Program Name	Authorizing Legislation
General Fund	Permanent Supportive Housing Rent Assistance	ORS 456.555
US Dept. of Housing & Urban Development	Section 8 Rent Subsidy Payments	42 U.S.C. 1437(f)(b)
US Dept. of Housing & Urban Development	Section 811 Project Rental Assistance	42 U.S.C. 8013

Comparison of 2025-27 Funding Proposal to 2023-25 Funding

OHCS's funding request for 2025-27 increases funding for the Permanent Supportive Housing program as more units become occupied and as programmatic policies need to update with market shifts in cost factors. In addition, Non-Limited Federal Funds are expected to increase above standard inflation rates as rental costs continue to rise faster than incomes. The payments subsidize the difference between market rate rents and 30 percent of the tenant's income.

Project-Based Rental Assistance Programs Description

The Project-Based Rental Assistance (PBRA) programs include HUD Contract Administration (HCA), HUD 811 PRA (HUD 811), and Permanent Supportive Housing Project-Based Rent Assistance (PSH PBRA). These three discrete efforts serve to provide rent assistance in connection with the provision of housing.

The HUD Contract Administration section monitors the physical condition, management, and tenant eligibility of projects that receive funding. A management review is conducted to ensure compliance with regulatory standards, federal regulations, and state rules. The section also follows up on health and safety issues that are documented through HUD Real Estate Assessment Center (REAC) physical inspections. Common areas, vacant units ready for occupancy, building exteriors, roofs and landscaping are inspected in conjunction with representatives from the property management firm responsible for the day-to-day management of the projects.

OHCS serves as the Performance Based Contract Administrator (PBCA) for project-based Section 8 housing in Oregon. OHCS performs contract administration activities for 252 contracts in HUD Section 8 properties across the state, which equates to 9,720 total units. Contract administration includes subsidy payments to owners (pass-through funds), tenant complaint resolution, HAP contract renewals, rent adjustments, on-site management reviews, and technical support to owners, managing agents, site staff, and residents. In addition, OHCS helps provide information to persons seeking housing who might already be living in Section 8 housing, or who may be experiencing housing problems.

OHCS receives federal HUD 811 program resources. Through this program, staff work to assign HUD 811 rent assistance to units, specifically set-aside for extremely low-income people living with disabilities. OHCS coordinates tenant referrals through the Department of Human Services as well as the Oregon Health Authority. Staff negotiate and oversee applications for HUD 811 resources to ensure compliance with federal regulations.

PSH PBRA resources are awarded by OHCS in conjunction with development funds for publicly supported affordable housing. These resources serve those requiring rental assistance and tenancy support services to maintain housing, such as those experiencing chronic homelessness, which is the focus of the current PSH Initiative. This is a newer program for OHCS, established in the 2019-21 biennium. The program framework was established in collaboration with advisory groups and the Housing Stability Council. OHCS staff began making rent assistance payments during the 2021-23 biennium.

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services

This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package include the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs

Phased-In programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level.

Phase-Outs are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-In for Project-Based Rental Assistant Division

- Permanent Supportive Housing (Rent Assistance) - $6.7M

Phase-Out's for the Project-Based Rental Assistance Division

- General Funds
  - Permanent Supportive Housing Risk Mitigation Fund - $4M
- Other Funds
  - Permanent Supportive Housing Risk Mitigation Fund - $4M

030 Inflation and Price List Adjustments

This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%
- Professional Services 6.8%
- Attorney General 23.26%

- State Government Service Charges 33%

050 Fund Shift

This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(17,581)	-	-	-	-	-	(17,581)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($17,581)**	-	-	-	-	-	**($17,581)**
Personal Services							
Pension Obligation Bond	(791)	-	3,831	(139)	-	-	2,901
Mass Transit Tax	197	-	2,970	-	-	-	3,167
Vacancy Savings	(16,987)	-	(154,294)	(2,322)	-	-	(173,603)
Total Personal Services	**($17,581)**	-	**($147,493)**	**($2,461)**	-	-	**($167,535)**
Services & Supplies							
Facilities Rental and Taxes	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	(17,581)	-	(147,493)	(2,461)	-	-	(167,535)
Total Expenditures	**($17,581)**	-	**($147,493)**	**($2,461)**	-	-	**($167,535)**
Ending Balance							
Ending Balance	-	-	147,493	2,461	-	-	149,954
Total Ending Balance	-	-	**$147,493**	**$2,461**	-	-	**$149,954**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 021 - Phase-in

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	6,713,450	-	-	-	-	-	6,713,450
Total Revenues	**$6,713,450**	-	-	-	-	-	**$6,713,450**
Special Payments							
Other Special Payments	6,713,450	-	-	-	-	-	6,713,450
Total Special Payments	**$6,713,450**	-	-	-	-	-	**$6,713,450**
Total Expenditures							
Total Expenditures	6,713,450	-	-	-	-	-	6,713,450
Total Expenditures	**$6,713,450**	-	-	-	-	-	**$6,713,450**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(4,000,000)	-	-	-	-	-	(4,000,000)
Transfer from General Fund	-	-	-	-	-	-	-
Total Revenues	**($4,000,000)**	-	-	-	-	-	**($4,000,000)**
Special Payments							
Intra-Agency Gen Fund Transfer	(4,000,000)	-	-	-	-	-	(4,000,000)
Other Special Payments	-	-	(4,000,000)	-	-	-	(4,000,000)
Total Special Payments	**($4,000,000)**	-	**($4,000,000)**	-	-	-	**($8,000,000)**
Total Expenditures							
Total Expenditures	(4,000,000)	-	(4,000,000)	-	-	-	(8,000,000)
Total Expenditures	**($4,000,000)**	-	**($4,000,000)**	-	-	-	**($8,000,000)**
Ending Balance							
Ending Balance	-	-	4,000,000	-	-	-	4,000,000
Total Ending Balance	-	-	**$4,000,000**	-	-	-	**$4,000,000**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	668,938	-	-	-	-	-	668,938
Total Revenues	**$668,938**	-	-	-	-	-	**$668,938**
Services & Supplies							
Instate Travel	224	-	1,674	24	-	-	1,922
Out of State Travel	-	-	663	71	-	-	734
Employee Training	77	-	947	14	-	-	1,038
Office Expenses	286	-	1,430	14	-	-	1,730
Telecommunications	65	-	710	24	-	-	799
Data Processing	26	-	2,206	24	-	-	2,256
Professional Services	-	-	6,148	-	-	-	6,148
IT Professional Services	-	-	7,334	-	-	-	7,334
Attorney General	-	-	1,127	370	-	-	1,497
Employee Recruitment and Develop	7	-	78	-	-	-	85
Dues and Subscriptions	-	-	15	-	-	-	15
Facilities Rental and Taxes	8,703	-	39,591	-	-	-	48,294
Facilities Maintenance	-	-	10	-	-	-	10
Other Services and Supplies	106	-	1,656	71	-	-	1,833
Expendable Prop 250 - 5000	2	-	1,103	24	-	-	1,129
IT Expendable Property	187	-	1,219	71	-	-	1,477
Total Services & Supplies	**$9,683**	-	**$65,911**	**$707**	-	-	**$76,301**
Special Payments							
Dist to Individuals	-	-	-	1,652	-	-	1,652

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Other Special Payments	659,255	-	-	39,324	-	-	698,579
Total Special Payments	**$659,255**	**-**	**-**	**$40,976**	**-**	**-**	**$700,231**
Total Expenditures							
Total Expenditures	668,938	-	65,911	41,683	-	-	776,532
Total Expenditures	**$668,938**	**-**	**$65,911**	**$41,683**	**-**	**-**	**$776,532**
Ending Balance							
Ending Balance	-	-	(65,911)	(41,683)	-	-	(107,594)
Total Ending Balance	**-**	**-**	**($65,911)**	**($41,683)**	**-**	**-**	**($107,594)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(31,566)	-	-	-	-	-	(31,566)
Total Revenues	**($31,566)**	-	-	-	-	-	**($31,566)**
Services & Supplies							
Facilities Rental and Taxes	(31,566)	-	(143,595)	-	-	-	(175,161)
Total Services & Supplies	**($31,566)**	-	**($143,595)**	-	-	-	**($175,161)**
Total Expenditures							
Total Expenditures	(31,566)	-	(143,595)	-	-	-	(175,161)
Total Expenditures	**($31,566)**	-	**($143,595)**	-	-	-	**($175,161)**
Ending Balance							
Ending Balance	-	-	143,595	-	-	-	143,595
Total Ending Balance	-	-	**$143,595**	-	-	-	**$143,595**

Policy Package # 508 OHCS Operational Supports

Package Description

Agency-wide, this package reauthorizes four limited duration positions for additional months in the 2025-27 biennium, restores 26 positions that were authorized as permanent but were associated with the Governor's Executive Orders on Homelessness and received one-time funding, shifts funding for three positions to support manufactured housing, and requests 16 new positions to support affordable rental housing, energy services, housing stabilization, and central support services

Purpose

Provide essential staffing support for on-going priority affordable housing, homeownership, and homelessness prevention services.

How Achieved

For the Performance-Based Contract Administration program, a half-time support position transfers to Housing Stabilization reducing the federal revenue allocation. Intrafund transfers to cover Central Services cost allocation for both federal and other funds for programs in the Project-Based Rental Housing Program for this package are referenced in the Revenue and ORBITs reports below.

The second part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an intrafund transfer out to support a proportionate share of Pkg 508.

Staffing Impact

Administrative Specialist 2, Permanent Part Time (Reduction of .50 FTE)

Quantifying Results

As OHCS works to be responsive to needs and to deliver resources and programs that ensure Oregonians are safely and stably housed, we know we cannot do so without right-sized staffing to meet the diverse needs we see and hear about. This package allows us to invest in our organizational health and ability to successfully meet the priorities of the Statewide Housing Plan (SWHP), particularly around centering racial justice and equity in policymaking, program design and implementation, community engagement, and service delivery, by ensuring we have the staff needed to operationalize our work.

Adequate staffing capacity across the agency allow equity goals to be achieved across agency work, including in central operations.

Revenue Sources

Other Funds
Intrafund Transfer Out: $(141,085)

Federal Fund:
Federal Revenue: ($89,402)
Intrafund Transfer Out: ($4,287)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	(89,402)	-	-	(89,402)
Total Revenues	**-**	**-**	**-**	**($89,402)**	**-**	**-**	**($89,402)**
Transfers Out							
Transfer Out - Intrafund	-	-	(141,085)	(4,287)	-	-	(145,372)
Total Transfers Out	**-**	**-**	**($141,085)**	**($4,287)**	**-**	**-**	**($145,372)**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	(56,580)	-	-	(56,580)
Empl. Rel. Bd. Assessments	-	-	-	(36)	-	-	(36)
Public Employees' Retire Cont	-	-	-	(11,904)	-	-	(11,904)
Social Security Taxes	-	-	-	(4,328)	-	-	(4,328)
Paid Family Medical Leave Insurance	-	-	-	(226)	-	-	(226)
Worker's Comp. Assess. (WCD)	-	-	-	(21)	-	-	(21)
Flexible Benefits	-	-	-	(21,204)	-	-	(21,204)
Other OPE	-	-	-	610	-	-	610
Total Personal Services	**-**	**-**	**-**	**($93,689)**	**-**	**-**	**($93,689)**
Total Expenditures							
Total Expenditures	-	-	-	(93,689)	-	-	(93,689)
Total Expenditures	**-**	**-**	**-**	**($93,689)**	**-**	**-**	**($93,689)**

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Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(141,085)	-	-	-	(141,085)
Total Ending Balance	**-**	**-**	**($141,085)**	**-**	**-**	**-**	**($141,085)**
Total Positions							
Total Positions							(1)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(1)**
Total FTE							
Total FTE							(0.50)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(0.50)**

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POS116 - Net Package Fiscal Impact Report ***Project-Based Rental Housing Assistance***

2025-27 Biennium **Cross Reference Number: 91400-025-00-00-00000**
Agency Request Budget **Package Number: 508**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1489	1280950	67317	OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PP	0	4	4,715	0	0	0	0	0.00
1489	1280950	67317	OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PP	0	4	4,715	-56,580	-37,719	-94,299	-1	-0.50
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**-56,580**	**-37,719**	**-94,299**		
				Total Funds						**-56,580**	**-37,719**	**-94,299**	**-1**	**-0.50**

Policy Package # 509 Information Technology Support

Package Description -

This policy option package has three components. The Grant Management System, Customer Relationship Management Project and ProLink.

GMS: This policy option package will support modernization of grants management, improving the agency's ability to deliver funds, track and manage grants, and provide reports to track services and financial spending more effectively. A more comprehensive, modern grants management system would enable the agency to receive and deliver funds more effectively and efficiently, allowing us to provide service to our partners more easily. Current grant management processes are inconsistent and rely on a combination of complex spreadsheets and applications developed in-house. This package will allow OHCS to create and implement a system that addresses the challenges associated with delivering funds and ease our partners' burdens and challenges in reporting on their use of funds. The evolving scope and scale of grants management necessitate the adoption of a new system.

CRM: This policy option package will support modernization of customer management, improving the agency's ability to track all constituent support and interactions, coordinate between divisions improving the customer experience, and provide reports that will inform decision making, program development, and implementation. Due to significant increases in staffing and available resources without the infrastructure and technology to support them, the Customer Relationship Management (CRM) project seeks to provide OHCS with a solution to the various technological challenges and risks the agency currently faces. The goal of this project is to centralize recordkeeping and communication for agency staff, modernize data collection, and increase efficiency, accuracy, and quality of customer service. This modern platform will facilitate better data for analysis, improved productivity and reliability, and provide a unified user experience for staff, stakeholders, grantees, and community members.

ProLink: ProLink HFA is the established data system of record for the Affordable Rental Housing Division. The plan is to keep this system in full use while supporting improved functionality of ProLink HFA. This requires implementing needed system enhancements that will improve the user experience and data quality overall. This package will allow OHCS to continue the use of the ARH data systems and continue to address the challenges associated with delivering funds and monitoring partner performance while ensuring data integrity. The growing scale of funds delivery for affordable rental housing requires the maintenance and enhancement of our established data systems. This includes covering the known annual costs, intentional planning for known needed system enhancements and preparation for contingencies that may arise.

BUDGET NARRATIVE

Purpose

GMS: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that using disjointed grant management systems and spreadsheets is not equitable for partners across programmatic divisions of the agency, and OHCS needs to invest in resources to remove the barriers by streamlining grant management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency. It is crucial that we invest in systems that can adequately manage the increasing number and complexity of grants for the long term. New programs, including the emergency response effort, rapid organizational growth rate, and an increasing number of partner organizations to deliver grants in alignment with legislative direction, have highlighted the need to modernize and enhance how we manage the entire grant process.

Investment in an improved grant management system will allow us to implement a comprehensive system to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have skilled in-house development to provide much of our needs historically, but we must proactively mitigate risks associated with custom systems that use aging architecture. Unprecedented emergency response efforts have illustrated the need to be agile and adaptive. This package will enable OHCS to build resiliency in such circumstances.

CRM: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that disjointed communication processes are not equitable for partners or community members across programmatic divisions of the agency, and OHCS needs to invest in resources to help remove barriers by streamlining customer relationship management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency.

The current communication process involving individual emails, phone calls, and in-person meetings fails to address the needs of agency staff, grantees, and the community. Decentralized recordkeeping and limited transparency contribute to increased agency risk. Implementing a modern customer relationship management solution can improve efficiency and mitigate these challenges. It will help reduce administrative burden on staff, improve data accuracy, and ensure compliance with funding guidelines as well as:

- Manage and coordinate communication with grantees, stakeholders, and community members.
- Ensure accountability and alignment of communication relative to organizational priorities, with reliable, efficient, and timely customer service.
- Standardize recordkeeping across OHCS, helping drive transparency, ensuring compliance across programs, producing more timely and accurate communication, increasing access to informed communication, and helping comply with federal grant requirements, such as the Uniform Guidance (2 CFR 200), DATA Act, GONE Act and GREAT Act.

- Provide staff reminders via configurable real-time email alerts to respond to inquiries/requests.

ProLink: Continued investment in the established data system will allow us to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have obtained ProLink HFA following direction from a Secretary of State audit finding to reduce the use of ad hoc data tracking tools and custom systems that use aging architecture. Unprecedented emergency response efforts in affordable rental housing production have illustrated the need to be agile and adaptive. This package will enable OHCS to maintain resiliency in such circumstances.

How Achieved

GMS: OHCS will use existing funds from flexible resources and administrative allowances from program funds, if available, to develop this system. We are coordinating with Enterprise Information Services to determine costs, timing, and scope of the project. This package will enable many improvements in delivering essential housing-related grants to Oregonians in the next biennium and beyond, including:

Outreach and engagement opportunities – Communication could be significantly streamlined, allowing more diverse stakeholders to participate in various points of the granting process. Configurable portals would allow OHCS to collaborate more efficiently, and marketing tools would enable us to reach more Oregonians in less time.

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems. Easily configurable permissions would give stakeholders appropriate views into relevant data and statuses. A modern solution would provide more opportunities to track regulatory compliance obligations effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated with our core business processes.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more

customer-focused and collaborative. Adoption of a modern grants management system is aligned with the cloud-first and software as a service (SaaS) approach to new IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. *Completed:* Appropriate resource allocation for project management and project members. This includes the project intake process and prioritization and initial project planning.
2. *The following processes are in process or completed*.
    a. Business case, EIS Project Complexity matrix, indicating Level 3 project, and ITI have been completed.
    b. An EIS oversight analyst has been assigned to this project.
    c. Gathering and refining business requirements, including outreach to users external to OHCS, communicating and learning from other agencies who are/have been engaged in similar endeavors, and refining project scope. In process, partially complete. Anticipated completion Q1, 2025
3. A request for information (RFI) will be sent out to potential vendors by the end of the Q1, 2025.
4. Competitive solicitation to identify potential solutions to be issued Q2, 2025.
5. Selection and procurement of solution and implementation planning.
6. System implementation, testing, training, adoption, and system refinement/tuning. Our intention is to add Organizational Change Management services to speed the adoption of the system and new processes. We will use project support staff to aid in new process creation.

CRM: OHCS will use General funds to develop this system. We are coordinating with Enterprise Information Services to determine costs, timing, and scope of the project. This package will enable many improvements in delivering essential housing-related communication between Oregon Housing and Community Services and Oregonians in the next biennium and beyond, including:

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems. Easily configurable permissions would give internal stakeholders appropriate views into relevant data and statuses. A modern solution would provide more opportunities to track customer cases effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated our partners, constituents and internal staff to communicate in a coordinated and effective manner.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more customer-focused and collaborative. Adoption of a modern Customer relationship management system is aligned with the cloud-first and software as a service (SaaS) approach to new IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. Appropriate resource allocation for project management and project members. This includes the project intake process and prioritization and initial project planning which has been completed.
2. Business case, EIS Project Complexity matrix, indicating Level 3 project, have been completed.
    a. An EIS oversight analyst has been assigned to this project.
    b. Gathering and refining business requirements, including outreach to users external to OHCS, communicating and learning from other agencies who are/have been engaged in similar endeavors, and refining project scope. Anticipated completion Q3, 2025
3. A request for information (RFI) to be sent out to potential vendors.
4. Competitive solicitation to identify potential solutions.
5. Selection and procurement of solution and implementation planning.
6. System implementation, testing, training, adoption, and system refinement/tuning. Our intention is to add Organizational Change Management services to speed the adoption of the system and new processes. We will use project support staff to aid in new process creation.

ProLink:
Identified Tasks to start as soon as possible:

- Continued, ongoing use of ProLink HFA-Maintenance of the system for ongoing and improved serviceability.
- Compliance Audit Module Improvements-This module is currently designed to enter information following a compliance audit and tenant file review and then generate a report to be sent to owner/agents. It is our intent to submit a CR to ProLink to re-build and enhance this module to be more dynamic in function. This will remove the need for compliance staff to write a Word Doc report to be sent and then also follow up with data entry into ProLink. Modifying the module will allow compliance staff to enter all compliance audit details and tenant file findings and then generate the report. This will improve the overall process and improve efficiencies. In turn, the modification will allow accurate data input to the ProLink system for ongoing implementation of the risk assessment functions that are reliant on compliance and inspection data to be fully utilized. Currently waiting for budget and contract to move forward.
- Procorem Security Role Improvements – This correction will remove the bulk functionality from the Account Administrator role and add it to the appropriate business user role/s. Bulk functions such as template publishing and task management should be assigned to a "user role" and not an Account Admin. In the current state, users must be given Account Admin access in order to do this needed work. Account Administrator access should be reserved for system management and security, not for multiple end users. This modification to the roles-based architecture will provide a role with appropriate permissions to perform tasks at the correct level.
- Accounting-Loan functionality-ACH-NACHA Improvements – Accounting has expressed need for better functionality regarding loans and NACHA file processes. With the expected increase in ARH funding activity in the coming years, improved loan functionality and NAHCA file processes are greatly needed. We have a CR created for the work with all-in cost estimate provided from ProLink. We are currently waiting for budget and contract to move forward.
  Possible changes to the system include (TBD):
  - Add the following to loans menu
    - Draws / Disbursement
      - Track initial disbursement of loan amount
      - Date, check, wire info, etc.
      - Ideally coming from Dev Draws or PSH Activity Funding
    - Payments from borrower
      - Check, date paid, etc.
      - How payment was applied (principal / interest / late fees, etc.)
    - Amortization Schedule

        - Uses loan amount, term, rate, payment frequency, loan type, draws, and payments from borrower to calculate remaining schedule
        - Calc Balance Due, Period Accrued Interest, Interest Payment, Total Accrued Interest
        - Handle changes to decreased draw amounts, changed term, changed interest rate, changed ownership, prepayments, additional principal payments, early payoff, default, etc.
        - Track and handle forgivable loans
        - Track interest step rates (e.g. years 1-2 = 4%, years 3-5 = 5%, years 6+ = 7%)
    - Delinquent/Late fees
        - Calculation (e.g. after 15 days late, 5% late charge of delinquent amount, additional 1% for each late month thereafter)
    - Invoicing / Statements (optional since OHCS is currently using QuickBooks for AR billings)
        - Generate a report statement of due amount, current balance, etc.
    - Reports, Data Views, Workflow, SmartDox

- Compliance Physical Inspections Improvements (NSPIRE)- ProLink currently provides a fully functioning Inspection module with dynamic fields for conducting physical inspections of properties. The connection of the work in the field is less desirable as it utilizes the ProLink SmartDox functionality of excel spreadsheets and this process is cumbersome and adds labor to the inspectors work in the field. The compliance section inspectors need the use of an app- based, user friendly tool in the field. ProLink has not started the work of creating an app-based tool for inspections so far. However, since the April ProLink Conference and more HFAs including OHCS opting use the InspectCheck app for inspections, ProLink is actively thinking about collaborating with InspectCheck by implementing a direct connection between systems or creating their own app – whichever may be more cost effective. The internal ProLink data team will be working with the ProLink vendor to design the enhancements for the system.

We will make formal request to ProLink using the Change Request process for each improvement/enhancement needed. This will include scope research and costing estimates for each requested CR and project management by ProLink and Data Systems Team from start to implementation and ongoing system management.

The second part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an intrafund transfer out to support a proportionate share of Pkg 509.

Staffing Impact

No additional positions requested for this program.

Quantifying Results

GMS: A new grants management system will allow OHCS to integrate internal systems to better determine who we are serving, the services provided, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure grantee performance. In addition to internal efficiencies, the system will improve access to grants, uploading required documentation, and reporting for grantees.

CMR: The ombudsperson needs the ability to offer confidential case management for those who are eligible to apply for and/or are receiving services through OHCS. This will require the ombuds review interactions and documentation of other employees to conduct an accurate and fair review. The ombudsperson may also need to be able to quickly produce reports on findings and recommendations to the Governor's office each quarter as stated in ORS 182.500. OHCS has set a Key Performance Measure (KPM) for itself regarding Agency Customer Service: 80% of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall. This KPM was not met in 2022. A CRM would help make customer interactions much more efficient, effective, and aid in the internal alignment of staff.

ProLink: This data system will allow OHCS to maintain internal systems and data integrity to better determine who we are serving, the affordable rental housing needs, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure partner performance. In addition to internal efficiencies, the system will continue to improve informative data for all OHCS purposes associated with rental housing production and maintenance

Equity and Racial Justice Impact

GMS: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern grants management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. Our existing grants management solutions are not designed to facilitate these goals, especially in a manner that reflects their urgency and importance. We are not alone in these goals, and that is evidenced by the growing number of existing grants management software solutions which contain components specifically tooled to identify and address inequities among various demographics. Better grant monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier

to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

CMR: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern Customer relationship management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. The current customer support system lacks coordination, urgency, and emphasis on constituent needs. Better customer monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

ProLink: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. Maintaining and enhancing ProLink HFA data systems will continue to improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. This data system will also continue to improve accountability measures for grantees, allowing OHCS to identify and intervene if delivery of funds for affordable rental housing trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give continue to provide OHCS the needed system with improvements to do just that.

Revenue Sources

Other Funds:
Intrafund Transfer Out: ($28,670)

Federal Funds:
Federal Revenue: $871
Intrafund Transfer Out: ($871)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 509 - HH Information Technology Supports

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	871	-	-	871
Total Revenues	**-**	**-**	**-**	**$871**	**-**	**-**	**$871**
Transfers Out							
Transfer Out - Intrafund	-	-	(28,670)	(871)	-	-	(29,541)
Total Transfers Out	**-**	**-**	**($28,670)**	**($871)**	**-**	**-**	**($29,541)**
Ending Balance							
Ending Balance	-	-	(28,670)	-	-	-	(28,670)
Total Ending Balance	**-**	**-**	**($28,670)**	**-**	**-**	**-**	**($28,670)**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 513 Permanent Supportive Housing – CSL Program Improvements

Package Description

This package addresses the complex needs of people experiencing chronic homelessness by proposing an increase to the rental assistance and services funding components of the PSH Program in OHCS's Affordable Rental Housing Division (ARH). The PSH program provides capital funding for development of permanent housing along with long term project-based rental assistance and supportive services for tenants, which enables housing providers to effectively serve Oregonians with histories of long-term homelessness and disabling conditions. This complex bundling of resources has proven to be effective and should continue to be delivered through a coordinated process at OHCS.

This package prioritizes the improvement of the PSH program by addressing an outstanding need of OHCS-funded PSH projects: insufficient resources for PSH-level services and operations costs. The package proposes to increase the amount of rent assistance and services funding a PSH project can utilize in order to ensure that levels of funding are appropriate to project need.

Purpose

Through ongoing engagement with PSH stakeholders, including developers, investors, funders, and service providers, OHCS has identified that many PSH projects have insufficient resources for the ongoing operation of their PSH site and services program. Reports have been published identifying the rising costs of PSH operations and the critical importance of properly resourcing PSH properties. Since the inception of the PSH Program at OHCS in 2019, levels for services funding for PSH projects have not increased and projects continue to be funded at $10,000 per unit per year (the estimated required per unit per annum amount for PSH generated from studies conducted in 2016). Particularly for projects operating in the Metro region, PSH stakeholders are now reporting many PSH units require $15,000 per unit per year or more to ensure their programs maintain appropriate staffing levels and effectively serve PSH households who are in many cases presenting much higher acuity levels than eight years ago.

Along with the costs of PSH services, standard operations costs for the property have also increased for PSH projects. Both stakeholders and studies have identified per unit per annum operations costs have drastically increased, often due to a multitude of factors including increased levels of staffing need, higher overhead costs, rising insurance premiums, and increased property damages attributed to increased acuity. For PSH projects, especially projects that operate 100% PSH where all units receive project-based rental assistance from OHCS, the rental assistance funding is often the only income for the building, and while rent payments structured at 60% AMI (current pay rate for the Program's rental assistance funding) penciled at closing, operations needs have evolved for PSH

and a higher rent assistance rate is needed to ensure PSH properties are sustainably viable. The resource ask aligns these rents with 80% area median income (AMI) rents which meet the HUD definition of a low-income household rent level.

How Achieved

Increase rates for Services Funding and Rental Assistance for OHCS-funded PSH Projects:

- Increase total resources to support needed $15K PUPY for services, and
- Increase total resources to support rent rate reimbursement to 80% AMI rents

Rental assistance and Services funding for PSH will continue to be awarded through the ARH ORCA process to eligible project sponsors. Increases in resources will be offered to all previously funded PSH projects along with projects to be awarded in 25-27.

Staffing Impact

No staff proposed directly in this package, however the position requested in package 508 OHCS Operation Support are in response to the maintenance of effort staffing levels needed to support this work.

Quantifying Results

Outcomes

By increasing the CSL levels for PSH services funding and rental assistance, OHCS will be able to stabilize all currently funded and future funded PSH projects. Stabilization means the asset will be able to continue to deliver PSH for chronically homeless Oregonians for its affordability period. Stabilization means the PSH programs operating at the PSH sites will be able to hire and retain more qualified staff and offer more comprehensive services, resulting in more sustainable programming and increased housing retention and wellness for tenants. Currently 783 PSH units are funded with PSH resources, with another 800 anticipated over 2024-2027. We currently are seeing around an 82% retention rate. With increased resources, PSH projects can achieve more and increase the retention rate to between 85% and 90%.

OHCS has also heard from stakeholders that without increased resources for PSH operations, service providers and property managers are likely to stop signing on to these projects. By increasing funding, we can ensure PSH providers and managers continue to provide critical partnerships in PSH development and operation.

Both of these outcomes drive towards meeting the Governor's priorities of decreasing homelessness and increasing affordable housing development.

Racial Equity Strategy

Homelessness disproportionally impacts households of color compared to white households, and data shows that without intentionality in addressing racial issues in the homeless services sector, more white households are referred to PSH than BIPOC households. Much of the work needing to be done exists within the CoCs, however, funding requirements can drive to better outcomes for households of color in accessing PSH and achieving stability and wellness. Funding set-asides and priorities will continue to exist in the ORCA process for culturally specific organizations which can also drive to better outcomes for BIPOC households. Increasing funding for all PSH providers will benefit the funded CSOs and the households they serve, seeing increased funding for culturally specific services and better outcomes for households of color living in PSH.

The ORCA also has equity and racial justice requirements for outreach, design, and operation of developments that all funded projects must meet to ensure that developments are serving the needs of intended populations. This also serves to ensure that housing developed is accessible to persons who have historically been least likely to apply, including persons of color. Projects must also discuss how specific project components are designed to maximize respect for and relevance to the beliefs, practices, and cultural needs of the communities being served as well as the project's capacity to ensure that tenant services are delivered in a culturally responsive way. In addition, PSH projects are required to incorporate culturally specific services in developments either through tenancy support services offered by the development's service provider or through referral.

Accountability to Racially Equitable Outcomes

PSH projects include accountability for racial equity approaches in the following ways:

- Projects developed with PSH resources are required to meet MWESB goals
- Culturally specific services and tenancy supports are included in the tenancy support services contract
- Developments submit an annual report to OHCS discussing the measures in place to ensure that persons of color and underserved communities have equitable access to PSH units and the barriers that exist in making this happen
- Annual onsite monitoring also tracks the actions being taken for equity in PSH units

All PSH projects funded by OHCS are required to utilize HMIS to track tenant retention, along with other outcomes such as exits, exit destinations, and income attainment. Households' racial and ethnicity information is collected in HMIS. Therefore, OHCS can continue to evaluate improvements to access and retention for PSH households of color.

Administration

The PSH Program conducts outreach to CSO partners to join the Supportive Housing Institute, facilitating their eligibility for PSH funding and increasing the level of CSO participation in the PSH Program. The PSH Program will continue to do this work and continue to prioritize projects partnering with CSOs and focusing on serving households of color and/or other marginalized communities.

OHCS has requirements in place for MWESB involvement in the construction of all units, including PSH units where these additional rent assistance and tenancy support services slots will be used. MWESB involvement is tracked through regular reporting during construction. OHCS uses this data to determine if developers are meeting requirements and if not, they are required to create a plan to meet requirements in future developments and in some cases will be required by OHCS to utilize a third-party consultant to meet requirements.

Revenue Sources

General Fund: $11,400,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 513 - HH PSH - CSL Program Improvements

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	11,400,000	-	-	-	-	-	11,400,000
Total Revenues	**$11,400,000**	-	-	-	-	-	**$11,400,000**
Special Payments							
Other Special Payments	11,400,000	-	-	-	-	-	11,400,000
Total Special Payments	**$11,400,000**	-	-	-	-	-	**$11,400,000**
Total Expenditures							
Total Expenditures	11,400,000	-	-	-	-	-	11,400,000
Total Expenditures	**$11,400,000**	-	-	-	-	-	**$11,400,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 514 Supportive Housing-Services

Package Description

This package proposes a plan to increase services and rent assistance resources for supportive housing, and to increase behavioral health focused services for people residing in Permanent Supportive Housing (PSH) that are struggling to maintain their housing due to high levels of behavioral health needs.

Purpose

The Permanent Supportive Housing (PSH) program in OHCS's Affordable Rental Housing Division (ARH) provides capital funding for the development of permanent housing along with long term project-based rent assistance and funding for supportive services for tenants. PSH is designated specifically for chronically homeless households and PSH units are assigned tenants through a referral process in which households identified as the most vulnerable by local coordinated entry systems are prioritized for placement.

While PSH is designed to serve chronically homeless populations, Supportive Housing more broadly defined is a model that can benefit other populations with less intensive service needs, including, but not limited to, those transitioning from state systems of care, people living with intellectual and developmental disabilities, aging populations, and people in early stages of recovery from substance use. Supportive Housing can be defined as affordable housing paired with comprehensive tenancy support services and engagement efforts associated with the development of this programming will inform work to align definitions and outcome expectations

There are also households who gain access to a PSH unit and still struggle with stability or households who are identified as having needs that are too high for currently funded PSH, including people exiting the Oregon State Hospital. Often these Oregonians are left with no other housing option within the community. Many PSH programs are unable to provide the level of behavioral health services needed to best serve these households without significant changes to funding levels and better access to behavioral health providers and partnerships.

Across the state, supportive housing providers, including PSH, are not only struggling to meet the acute needs of tenants with behavioral health challenges, but they are also dealing with ballooning operating expenses, unpaid rent, underfunded programming, and staffing shortages. Many non-profit supportive housing providers do not currently have the resources to offer comprehensive tenancy supportive services that are crucial for both the success of the tenants and the property, and without an increase to their operating budgets via services funding and rental assistance, supportive housing units across the state are in jeopardy. National lenders and investors are raising red flags, and data from across the country shows that properties everywhere are stumbling. Enterprise Community Partners, a national affordable housing partner, reported last summer 29% of properties in its portfolio experienced negative cash flow in 2022.

To effectively end homelessness in Oregon, especially chronic homelessness, local communities need additional strategies and opportunities for working across systems and bringing together diverse funding sources to address this gap. Further, local communities need these strategies to include specific tools, increasing their capacity to deliver highly coordinated services specifically tailored to meet the needs of these populations while reducing incidences of homelessness.

How Achieved

This package proposes two tracks.

Track 1 PSH Behavioral Health Service Delivery–$4.24M: Through partnership with Affordable Rental Housing (ARH), the Housing Stabilization Division (HSD), and Oregon Health Authority (OHA), OHCS will explore funding services for households living in PSH but who require higher levels of behavioral health services to maintain stable housing. Funding more services that center around behavioral health will improve housing outcomes for individuals who experience chronic homelessness and struggle to maintain housing stability due to unmet behavioral health needs.

Effective cross-system collaboration at the regional level, and learnings from regional programs that center around behavioral health, will be crucial to inform future state investments. Therefore, community and partner engagement will occur to identify how OHCS can best support the delivery of supportive housing and PSH that meets the needs of chronically homeless people who would greatly benefit from housing-connected behavioral health services, including those living with complex behavioral healthcare needs and/or undiagnosed mental health issues, as well as people who are exiting the State hospital or other institutional settings.

Several regions across the state have pointed out the absence of dedicated resources supporting the development of local on-the-ground collaboration between the behavioral health, housing, and homeless response systems to meet the needs of this population. They report that this gap is especially problematic in serving individuals whose co-occurring unmet and acute needs for behavioral health and social supports create significant barriers to housing placement, stability, and retention. In support of gaining a more comprehensive understanding of the unmet need and gaps by geography and population, OHCS is planning a statewide shelter and supportive housing study that is included in a funding request within Policy Option Package #501

Possible approaches include:

- Partnering with OHA to connect ACT (Assertive Community Treatment) and Intensive Case Management (ICM) services to supportive housing units, including PSH, across the state, for households needing higher levels of behavioral healthcare in housing
- Leveraging State-funded partnerships with Federally Qualified Health Centers and behavioral healthcare organizations to support supportive housing providers, through partnering with the Oregon Health Authority
- Exploring mobile, tenant-based behavioral health services for households living in PSH and higher need supportive housing. For example, look at current Federally Qualified Health Centers (FQHC) mobile clinics and how/if they are billing for mobile supportive services
- Research a state-supported integrated behavioral health model for supportive housing that is a step-down from residential care. For example, OHCS is implementing a behavioral health pilot program in the 23-25 biennium as a component of the rehousing programs of Executive Order 24-02. Local communities have elevated the growing need for additional specialized resources to support individuals experiencing homelessness under a rehousing program who also have behavioral health diagnoses. This pilot program, Housing 360, has a total allocation of $3.4 million and funding will be allocated to selected Multi-Agency Coordination (MAC) Groups and Local Planning Groups (LPGs) in the Balance of State. The pilot could provide insight into effective behavioral health and supportive housing modeling.

- Analyze local and national strategies that maximize billable services in supportive housing and PSH for behavioral healthcare.

With a focus on OHCS funded PSH units, HSD, in partnership with ARH, will select two regions to pilot the identified approaches, allowing OHCS to learn which models achieve the outcomes below for both PSH tenants with higher needs of behavioral health support than current PSH funding and services can provide, and those exiting the State hospital or other institutions without appropriate community-based housing options. Region identification will be informed though engagement with affordable housing providers, Federally Qualified Health Clinics (FQHC), and other behavioral health care teams across Oregon, to better understand the need and capacity for services. We plan to select regions with current state-funded PSH projects and who have existing BH healthcare partnerships in their community that can be readily leveraged.

HSD will research and pilot a behavioral health services initiative for PSH and Supportive Housing and achieve the desired outcomes by:

- Conducting outreach and community engagement with potential partners across Oregon, including State partners, and researching best practices to identify possible approaches to improving PSH outcomes for people living with mental illness.
- Focusing on OHCS funded PSH and Supportive Housing units, HSD in partnership with ARH will select two regions to pilot the identified approaches listed above in Track 1. This pilot will serve PSH tenants with higher needs of behavioral health support than current PSH funding and services can provide, and those exiting the State hospital or other institutions who are accessing or needing to access PSH or other Supportive Housing.
- Both ARH and HSD will partner with other agencies, including the Oregon Health Authority (OHA) and Oregon Metro, to ensure coordination and partnership in designing the pilot. It is critical that agencies such as OHA are partners in supportive housing initiatives going forward. Investment and partnership from State agencies ensure that the appropriate services are provided for various types of supportive housing, including PSH, and that all parties are working effectively together to achieve housing stability for populations with complex behavioral health needs.

Track 2- Supportive Housing Development and Operations $4.5M: Create a Supportive Housing program in ARH which would provide dedicated funding for affordable supportive housing units designed to serve populations outside the PSH definition of chronic homelessness who would benefit from supportive housing to achieve housing stability. Supportive housing funds would include rental assistance and services funding, tiered to align with various populations. Successful execution of a new supportive housing program would leverage current ARH development dollars by pairing supportive housing resources with projects seeking development funds via the ARH ORCA process and projects who are currently in the ARH portfolio who require the addition of operating funds to best serve the populations they are aiming to house. These supportive housing resources would offer operational stability and increased tenant retention and wellness for supportive housing in ARH's portfolio.

ARH will create the Supportive Housing program and achieve the desired outcomes by:

- **$4 Million (Supportive Housing Development and Operations)**
  - Create additional slots of rent assistance and services to be awarded to supportive housing projects via ARH's ORCA process. The rent assistance could be structured at 80% AMI rent amounts to best support ongoing operational costs, and services funding could be

awarded between $5,000 and $20,000 per unit, per annum (PUPA), depending on the needs of the population being served. Rent assistance and services funding will be awarded to new supportive housing projects or current supportive housing projects requiring ongoing operational resources.

- Utilizing ARH development capital to fund the development of supportive housing projects via ARH's ORCA process. This funding would be paired with the above resources to develop and operate new supportive housing sites. Importantly, if provided additional development funding along with the rent assistance and services resources described above, the agency would be able to increase the level of development resources made available for supportive housing, increasing the amount of supportive housing units this program could generate. Including a tiered supportive housing services strategy for services funding that aligns with a population's needs. Supportive Housing program staff will work with partners including affordable/supportive housing providers, and organizations and State agencies serving specific populations that will likely access supportive housing (e.g. homeless youth, people living with DD/IDD, people exiting the justice system) to understand suitable service and funding levels for various supportive housing populations to ensure both service design and funding rates are effective and appropriate.

- **$500,000 (Technical Assistance)**
  - Provide technical assistance to supportive housing developers, property managers, and service providers by expanding on the Oregon Supportive Housing Institute to include supportive housing beyond PSH (increasing capacity building funding for supportive housing. The Supportive Housing Institute is a technical assistance program currently conducted by OHCS' ARH team and the Corporation for Supportive Housing (CSH) focusing on teams seeking to develop PSH specifically. Additional resources will allow us to expand this technical assistance to a wider range of supportive housing projects, ensuring best practices and quality supportive housing standards are utilized by funded partners.

Due to the time needed to plan and engage with community stakeholder OHCS requests funding flexibility to allow rollover from the 25-27 Biennium into the 27-29 Biennium, as needed. The agency has gathered broad stakeholder feedback to support the need for increased supportive services and rent assistance in supportive housing. We will continue engage with partners about their on the ground experience through Spring of 2025. We anticipate additional engagement around implementation will be needed through December 2025 to better strategize with other government partners like the state hospital to better reach people leaving state care for behavioral health concerns and Continuums of Care for alignment with Coordinated Entry Systems.

Staffing Impact

ARH Program Analyst 3 Program Manager/Coordinator to oversee the Supportive Housing program operations including technical assistance, contracting, and compliance work.

Program Analyst 3, Permanent Full Time

Quantifying Results

Outcomes
Outcomes of this policy package include:

- Increased long term housing stability for tenants within OHCS funded affordable supportive housing and Permanent Supportive Housing, measured by the reduction of evictions within supportive housing and permanent supportive housing
- Increased operational (cash flow) stabilization for PSH/Supportive Housing Projects
- Leveraging of Medicaid funds in PSH/Supportive Housing
- Meaningful and scalable healthcare partnerships with PSH/Supportive Housing providers and/or initiatives

This policy package will support increased housing stability and decrease eviction within Permanent Supportive Housing by allowing for more opportunities for supportive services within programs that aim to support housing stability for those needing higher levels of behavioral health support. Similar to the Behavioral Health Pilot mentioned above, rehousing programs implemented under EO 23-02 and EO 24-02 have shown that supportive services are a crucial piece of any housing program. Additionally, findings of a Portland State University Eviction Defense research project funded by OHCS and currently running, will provide information about root causes of eviction and eviction filing trends that can be used to help target and adjust services provided by this program.

The policy package will achieve expansion of supportive housing beyond the PSH initiative by allowing ARH to move into funding more supportive housing through an effective and tiered approach, which is a named priority of the Governor. Both the Governor's team and supportive housing stakeholders have called for sufficient resources for supportive housing and increased services funding for specific populations, particularly for households experiencing homelessness with severe and persistent mental illness. This policy package will address these items by developing more affordable housing with appropriate level of services for various populations experiencing homelessness and housing instability, including households exiting state systems of care. These outcomes drive towards meeting the Governor's priorities of decreasing homelessness and increasing affordable housing development.

Racial Equity Strategy
The 2023 Point in Time Count shows over 20,000 people living in Oregon were homeless. Of those 13,000 people are unsheltered while 7,000 are sheltered in transitional housing or a shelter. Oregon's population is 80% White and 3% Black/African American/African. 12% of Oregon's population experience poverty. However, of Oregon's White population, 11% experience poverty whereas in Oregon's Black/African American/African population, 24% experience poverty. Therefore, Black/African American/African Oregonians experience poverty at more than 2x the rate of White Oregonians.

Track 1
Targeted Universalism is a strategy often used when deploying resources, like supportive services. Targeted Universalism prioritizes communities disproportionately impacted by homelessness and targets the delivery of services to those communities most impacted. Regions can use state and local

data sources to identify what groups are being over-represented within their homeless services systems. Rapid rehousing programs under Executive Order 23 and 24- 02 utilize Targeted Universalism in order to equitably deploy supportive services to disproportionately impacted communities. Since this track will be focused on 2 or 3 regions as a pilot, this will help with the decision-making process of where we pilot these resources. The Housing Retention Team is planning to expand the network of Culturally Specific Organization (CSO) grantees in the 25-27 biennium, for the Housing Retention/Eviction Prevention work. This will also positively impact this Supportive Housing work as well, as we begin engagement with new providers that provide culturally specific or responsive services to Oregonians.

Track 2

Homelessness and housing instability disproportionally impacts households of color compared to white households, and data shows that without intentionality in addressing racial issues in the homeless services sector, more white households are referred to supportive housing than BIPOC households. Much of the work needing to be done to address this disparity exists within the CoCs, however, funding requirements can drive to better outcomes for households of color in accessing supportive housing and in achieving stability and wellness in supportive housing once accessed. Funding set-asides and priorities will continue to exist in the ORCA process for culturally specific organizations, so by nature of being the process by which these projects will be funded, they will need to meet this standard. Projects must explain how specific project components are designed to maximize respect for and relevance to the beliefs, practices, and cultural needs of the communities being served as well as the project's capacity to ensure that tenant services are delivered in a culturally responsive way.

Accountability to Racially Equitable Outcomes

Outcome Results for Track 1 and Track 2

To evaluate and improve outcomes and racial equity through quantitative and qualitative data, central evaluation questions must be developed and focus on the experiences of minority and vulnerable populations and how non-white/BIPOC communities are being served by OHCS programs. The goal is to identify degrees of disparities in services and outcomes among relevant client-level groups using outside (census and other) datasets.

In the new 25-27 biennium, in partnership with HSD's Performance and Evaluation team, we will strive to improve our outcome and reporting capabilities, capturing long term housing retention for Supportive Housing Programs, as well as compare populations being served vs. the region's population, especially by race, gender, age, ethnicity and disabilities.

In the past, we have looked at the demographics of the total population in poverty without comparing the share of a particular group in poverty to that group's share of the total population. This method shows whether a group is underrepresented or overrepresented in poverty, unsheltered homelessness, or experiencing rent burden, for example. We then compared this to demographics in certain programs or project types but did not examine the rate at which certain groups were served, enrolled, and achieved outcomes or the degree of disparities between white and BIPOC communities.

All PSH and Housing Retention projects funded by OHCS are required to utilize HMIS to track tenant retention, along with other outcomes such as exits, exit destinations, and income attainment. OHCS can make this a requirement for Supportive Housing projects too. Households' race and ethnicity information is collected in HMIS which would allow OHCS the ability to evaluate improvements to access and retention for supportive housing and

permanent supportive housing households of color. If HMIS is not a requirement, ARH/HSD can collect reports from systems used by stakeholders to understand who is accessing supportive housing, who is maintaining housing, and who is being evicted from supportive housing.

Administration
Result for Track 1
In partnership with ARH, other services/programs will be funded for households living in PSH but who require higher levels of behavioral health services to maintain stable housing. Through these programs, OHCS will continue to invest in CSOs with the understanding that it is crucial to have focused funds for those facing the highest rates of homelessness in Oregon. Investing in strong partnerships with culturally specific and culturally responsive community-based organizations works to create equity within housing stability and systems that address homelessness. It is crucial that those accessing the services and programs offered through this Policy Option Package reflects those who are disparately impacted. These partnerships will help create an avenue to allocate behavioral health funds directly to communities of color- prioritizing racial equity in program delivery for those experiencing higher rates of homelessness across the state.

Result for Track 2
The PSH Program conducts outreach to CSO partners to join the Supportive Housing Institute, facilitating their eligibility for PSH funding and increasing the level of CSO participation in the PSH Program. The Supportive Housing program will do this as well for its technical assistance work and continue to prioritize projects partnering with CSOs and focusing on serving households of color and/or other marginalized communities. The ARH ORCA will continue to prioritize funding for CSOs seeking to create supportive housing opportunities BIPOC households, as well as require minimum percentages of project contracting be performed by MWESB entities. MWESB involvement is tracked through regular reporting during construction. OHCS uses this data to determine if developers are meeting requirements and if not, they are required to create a plan to meet requirements in future developments and in some cases will be required by OHCS to utilize a third-party consultant to meet requirements.

Revenue Sources

General Fund: $8,744,089

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 514 - HH Supportive Housing

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	8,744,089	-	-	-	-	-	8,744,089
Total Revenues	**$8,744,089**	-	-	-	-	-	**$8,744,089**
Personal Services							
Class/Unclass Sal. and Per Diem	144,186	-	-	-	-	-	144,186
Empl. Rel. Bd. Assessments	63	-	-	-	-	-	63
Public Employees' Retire Cont	30,337	-	-	-	-	-	30,337
Social Security Taxes	11,030	-	-	-	-	-	11,030
Paid Family Medical Leave Insurance	577	-	-	-	-	-	577
Worker's Comp. Assess. (WCD)	37	-	-	-	-	-	37
Mass Transit Tax	865	-	-	-	-	-	865
Flexible Benefits	37,107	-	-	-	-	-	37,107
Total Personal Services	**$224,202**	-	-	-	-	-	**$224,202**
Services & Supplies							
Instate Travel	1,584	-	-	-	-	-	1,584
Employee Training	1,425	-	-	-	-	-	1,425
Office Expenses	2,851	-	-	-	-	-	2,851
Telecommunications	950	-	-	-	-	-	950
Data Processing	1,162	-	-	-	-	-	1,162
Professional Services	500,000	-	-	-	-	-	500,000
Employee Recruitment and Develop	215	-	-	-	-	-	215
Other Services and Supplies	4,900	-	-	-	-	-	4,900
Expendable Prop 250 - 5000	4,300	-	-	-	-	-	4,300

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 514 - HH Supportive Housing

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	2,500	-	-	-	-	-	2,500
Total Services & Supplies	**$519,887**	-	-	-	-	-	**$519,887**
Special Payments							
Other Special Payments	8,000,000	-	-	-	-	-	8,000,000
Total Special Payments	**$8,000,000**	-	-	-	-	-	**$8,000,000**
Total Expenditures							
Total Expenditures	8,744,089	-	-	-	-	-	8,744,089
Total Expenditures	**$8,744,089**	-	-	-	-	-	**$8,744,089**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							1
Total Positions	-	-	-	-	-	-	**1**
Total FTE							
Total FTE							0.88
Total FTE	-	-	-	-	-	-	**0.88**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

POS116 - Net Package Fiscal Impact Report ***Project-Based Rental Housing Assistance***

2025-27 Biennium **Cross Reference Number: 91400-025-00-00-00000**

Agency Request Budget **Package Number: 514**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700009	1441636		OAS C0862 A P	PROGRAM ANALYST 3	29	PF	21	3	6,866	144,186	79,151	223,337	1	0.88
				General Funds						**144,186**	**79,151**	**223,337**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**144,186**	**79,151**	**223,337**	**1**	**0.88**

Policy Package # 516 Permanent Supportive Housing Expansion for Rent Assistance and Services

Package Description

This package proposes an expansion of the Permanent Supportive Housing (PSH) Program rent assistance and services funding components by adding an additional 400 slots to the PSH Program's current resources.

Purpose

PSH is affordable housing paired with comprehensive tenancy support services and rent assistance. It is designed to best serve households exiting chronic homelessness (long term homelessness with the presence of complex disabilities and needs). The PSH Program at OHCS provides development capital for PSH projects across Oregon, along with ongoing project-based rent assistance and tenancy support services funding. The PSH Program continues to be oversubscribed as housing providers around the state work to keep up with the need to support PSH-eligible populations. The call for more PSH has resulted in the increase of development capital for the PSH Program ($50M to $80M in the 23-25 biennium). An increase in rent assistance and service resources is needed to match the increase in units that come from more development funding, to ensure all funded PSH projects have the resources needed to be viable and successful for the long-term.

How Achieved

Add another 400 slots to the current resources to be offered via the ARH ORCA process.

Staffing Impact

No additional staff requested in this package.

Quantifying Results

Outcomes
This policy package will serve an additional 400 PSH households through the PSH Program with project-based rent assistance and PSH-level tenancy support services. With increases in PSH resources for projects, we expect to see an 85%-90% retention rate (an increase from 82%) of permanent housing for PSH households, including for these additional 400 slots. Increasing the number of PSH

units brings the State closer to meeting the Governor's priorities and OHCS' goals of decreasing homelessness and increasing the number of affordable rental housing units.

Racial Equity Strategy

Homelessness disproportionally impacts households of color compared to white households, and data shows that without intentionality in addressing racial issues in the homeless services sector, more white households are referred to PSH than BIPOC households. Much of the work needing to be done exists at the local level within homeless Continuums of Care (CoCs), however, funding requirements can drive to better outcomes for households of color in accessing PSH and in achieving stability and wellness. Funding set-asides and priorities are part of the ORCA process for culturally specific organizations (CSOs), which is the path for accessing these resources. Increasing the amount of PSH resources will benefit the chronically homeless population, lead to reduced houselessness, is less costly than providing services to households when they are unhoused and is morally right and just.

The ORCA also has equity and racial justice requirements for outreach, design, and operation of developments that all funded projects must meet to ensure that developments are serving the needs of intended populations. This also serves to ensure that housing developed is accessible to persons who have historically been least likely to apply, including persons of color. Projects must also discuss how specific project components are designed to maximize respect for and relevance to the beliefs, practices, and cultural needs of the communities being served as well as the project's capacity to ensure that tenancy support services are delivered in a culturally responsive way. In addition, PSH projects are required to incorporate culturally specific services in developments either through tenancy support services offered by the development's service provider or through referral.

Accountability to Racially Equitable Outcomes

PSH projects include accountability for racial equity approaches in the following ways:

- Projects developed with PSH resources are required to meet MWESB goals
- Culturally specific services and tenancy supports are included in the tenancy support services contract
- Developments submit an annual report to OHCS discussing the measures in place to ensure that persons of color and underserved communities have equitable access to PSH units and the barriers that exist in making this happen
- Annual onsite monitoring also tracks the actions being taken for equity in PSH units

All PSH projects funded by OHCS are required to utilize HMIS to track tenant retention, along with other outcomes such as exits, exit destinations, and income attainment. Households' racial and ethnicity information is collected in HMIS. Therefore, OHCS can continue to evaluate improvements to access and retention for PSH households of color.

Administration

The PSH Program conducts outreach to CSO partners to join the Supportive Housing Institute, facilitating their eligibility for PSH funding and increasing the level of CSO participation in the PSH Program. The PSH Program will continue to do this work and continue to prioritize projects partnering with CSOs and focusing on serving households of color and/or other marginalized communities.

OHCS has requirements in place for MWESB involvement in the construction of all units, including PSH units where these additional rent assistance and tenancy support services slots will be used. MWESB involvement is tracked through regular reporting during construction. OHCS uses this data to determine if developers are meeting requirements and if not, they are required to create a plan to meet requirements in future developments and in some cases will be required by OHCS to utilize a third-party consultant to meet requirements.

Revenue Sources

General Funds: $2,500,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 516 - HH PSH Expansion for Rent Assistance and Services

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,500,000	-	-	-	-	-	2,500,000
Total Revenues	**$2,500,000**	-	-	-	-	-	**$2,500,000**
Special Payments							
Other Special Payments	2,500,000	-	-	-	-	-	2,500,000
Total Special Payments	**$2,500,000**	-	-	-	-	-	**$2,500,000**
Total Expenditures							
Total Expenditures	2,500,000	-	-	-	-	-	2,500,000
Total Expenditures	**$2,500,000**	-	-	-	-	-	**$2,500,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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Essential and Policy Package Fiscal Impact Summary - BPR013

Policy Package #517 Permanent Supportive Housing – Risk Mitigation and First Loss Pool

Package Description

Utilize a $10 million investment to support operations of OHCS publicly supported affordable rental housing properties that rent to low-income tenants (60% AMI) to bring supports to these properties to lessen insurance cost increases through claims. Program design can prioritize resource investments to high impact properties which would include those properties with units' set-aside to serve extremely low income (30% AMI) tenants (including tenants with property based rental subsidy).

Properties with units set-aside to serve extremely low-income households are a priority in our housing network to establish housing stability for this vulnerable income group, and these buildings have less ability to be resilient to ongoing insurance cost increases given tenancy support.

The operations of this resource would be aligned with the PSH Risk Mitigation Pool (RMP) and $500,000 of the $10 million dollar investment would be dedicated solely to the RMP. The total investments would provide an opportunity for eligible properties to access resources in the event that there are tenant caused damages or operational losses that are not reimbursed by security deposits, insurance payments, or other forms of coverage or reimbursement. This may include deductibles, claims not made to insurance, damages not covered by security deposits, costs associated with pest extermination (that are not preventative), etc.

Purpose

Insurance costs continue to plague affordable rental housing owners and operators, in the wake of severe operational cost increases in the wake of the pandemic, supply chain, and interest rate markets which have increased costs beyond planned levels, more and more properties are struggling to meet operational needs. While insurance impacts extend across all types of housing, given the low rent collections, higher acuity needs along with low margins for covering costs and lesser ability to increase rents, affordable rental housing has been substantially impacted. In fact, an August 25th, 2024, New York Times article "***Soaring Insurance Costs Could 'End' Affordable Housing, Developers Warn"*** details nationwide trends which we have been experiencing in Oregon; exacerbated by growing environmental impacts such as wildfire which have impacted the insurance risk classifications.

As OHCS has talked with affordable rental housing owners, property managers, lenders, and investors over the past two years to understand the impact and have identified that the risk is substantial to the state of Oregon. Compounding challenges of troublesome market dynamics and increases in tenant acuity and support needs in the wake of the pandemic, mean that properties continue to get

further behind. In a recent OHCS survey of affordable rental housing providers, more than a quarter of respondents indicated rate increases upwards of 100% with more than have seeing increases over 50%. In response, providers indicate that they have sought to cut costs, at times deferring maintenance or pulling resources out of project reserves, and over twenty-percent indicated choosing not to file insurance claims for fear of additional rate increases. Providing support to projects with critical repair needs through a first loss risk mitigation pool, will help properties offset some of these costs while supporting overall project ability to keep projects healthy and operational and if provided for long-term could incentivize ongoing development in Oregon where we see national concern of insurance halting future affordable rental housing development.

How Achieved

OHCS intends to model this program after the PSH Risk Mitigation Pool and likely utilize the same process. We will likely establish a set aside for this resource to keep the programs separate but allow for the same types of reimbursements that we are planning for in the PSH Risk Mitigation Pool. Eligible reimbursements may include costs associated with: 1) physical damage to the property caused by and eligible tenant or their guest that exceeds normal wear and tear (repairs, cleaning, debris removal, extermination, etc.), 2) operational losses associated with a eligible tenant or their guest (relocation, uncollected rent for a period of time), and 3) up to 5% of the administrative costs associated with the claim. Applicants would provide OHCS a claim, OHCS would review the claim verifying that both the scope of the claim and the property itself are eligible. If approved, the property would be reimbursed for eligible cost. OHCS has engaged with owners, investors, lenders, and insurance providers of affordable rental housing regarding the severe operational impacts of increasing insurance costs, along with the role that insurance claims play in further exacerbating the impacts. We believe a$10 million pool, with $500,000 being allocated to the RMP, would establish a robust and significant program that will allow OHCS
to begin to measure how such resources have impacts on insurance rates as well as ability to more reliably predict the rate of resource use. Funding would be dispersed on a first come first reviewed basis.

Staffing Impact

OHCS would likely need 1 additional PA2 to help with the claims review and submittal process.

No additional staff requested in this package.

Quantifying Results

Outcomes
Outcomes could be quantified by the OHCS Risk Rating process which determines which properties are at high risk. The Risk Rating is a tool the OHCS Asset Management Team uses to determine if the property has financial or physical risk and if they need to

intervene. The assessment of risk is developed by looking a series of performance indicators including inspection reports, debt coverage ratios (DCR), and financial audits. Based on these factors, properties are classified on a scale of risk:

- Performing
- Potentially Troubled
- Troubled

Properties can be elevated in risk rating for a combination of factors from performative elements such as timeliness of reporting and file reviews, through identified health & safety issues and deferred maintenance. Where property risks are identified, Asset Management works with the property to put in place a Property Improvement Plan (PIP). The PIP is where owners must document active strategies to resolve the challenges; where tools are in place to provide supports to properties at the critical time, properties can rebound faster and avoid needing more comprehensive investment in the future. Through the PIP and asset management review, and with collected program data, the Affordable Rental Housing division could track the outcomes and impacts of this investment.

Racial Equity Strategy
Poverty is experienced by the BIPOC community, who are overrepresented in the extremely low income, lowest income category and this program will focus on property interventions serving families at the lowest income levels.

Accountability to Racially Equitable Outcomes
OHCS will review the program through our Racial Equity Analysis Toolkit. However, limiting this program to affordable housing will allow OHCS to leverage our other Racial Equity programmatic processes such as the Affirmatively Furthering Fair Housing Marketing plans that all properties must follow to ensure they are marketing to the least likely to apply for these properties (generally aimed at BIPOC communities).

Administration
This isn't a development tool and will not likely have a MWESB specific element. However, OHCS properties are largely scored or incentivized in some way to partner with Culturally Specific or Culturally Responsive partners and that expectation would carry forward here.

Revenue Sources

General Fund: $10,000,000
Other Funds:
Transfer in from General Fund: $10,000,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 517 - HH PSH - Risk Mitigation

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	10,000,000	-	-	-	-	-	10,000,000
Transfer from General Fund	-	-	10,000,000	-	-	-	10,000,000
Total Revenues	**$10,000,000**	**-**	**$10,000,000**	**-**	**-**	**-**	**$20,000,000**
Special Payments							
Intra-Agency Gen Fund Transfer	10,000,000	-	-	-	-	-	10,000,000
Other Special Payments	-	-	10,000,000	-	-	-	10,000,000
Total Special Payments	**$10,000,000**	**-**	**$10,000,000**	**-**	**-**	**-**	**$20,000,000**
Total Expenditures							
Total Expenditures	10,000,000	-	10,000,000	-	-	-	20,000,000
Total Expenditures	**$10,000,000**	**-**	**$10,000,000**	**-**	**-**	**-**	**$20,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
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BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Requested
Other Funds						
Admin & Service Charges		0415				
HCA Section 8 Admin Service Contract	3400	0415	$ 6,547,671	$ 7,142,652	$ 7,920,000	$ 7,920,000
Transfer In From General Fund		1060				
GHAP-PSH	3400	1060		$ 4,000,000	$ 4,000,000	$ 10,000,000
Transfer Out-Intrafund	3400	2010	$ -	$ (3,534,654)	$ (3,534,654)	$ (4,187,333)
Total Other Funds Limited	3400		$ 6,547,671	$ 7,607,998	$ 8,385,346	$ 13,732,667
Federal Funds Limited						
Federal Funds Revenue		0995				
Department of Housing & Urban Development			$ 514,937	$ 1,071,891		$ 1,103,552
Transfer Out - Intrafund	6400	2010				$ (76,670)
Total Federal Funds Limited	6400		$ 514,937	$ 1,071,891	$ -	$ (76,670)
Total Federal Funds Non-limited						
Federal Funds Revenue		0995				
Department of Housing & Urban Development	6200	0995	$ 166,409,347	$ 185,102,399	$ 185,102,399	$ 185,102,399
Total Federal Funds Non-limited	6200		$ 166,409,347	$ 185,102,399	$ 185,102,399	$ 185,102,399

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

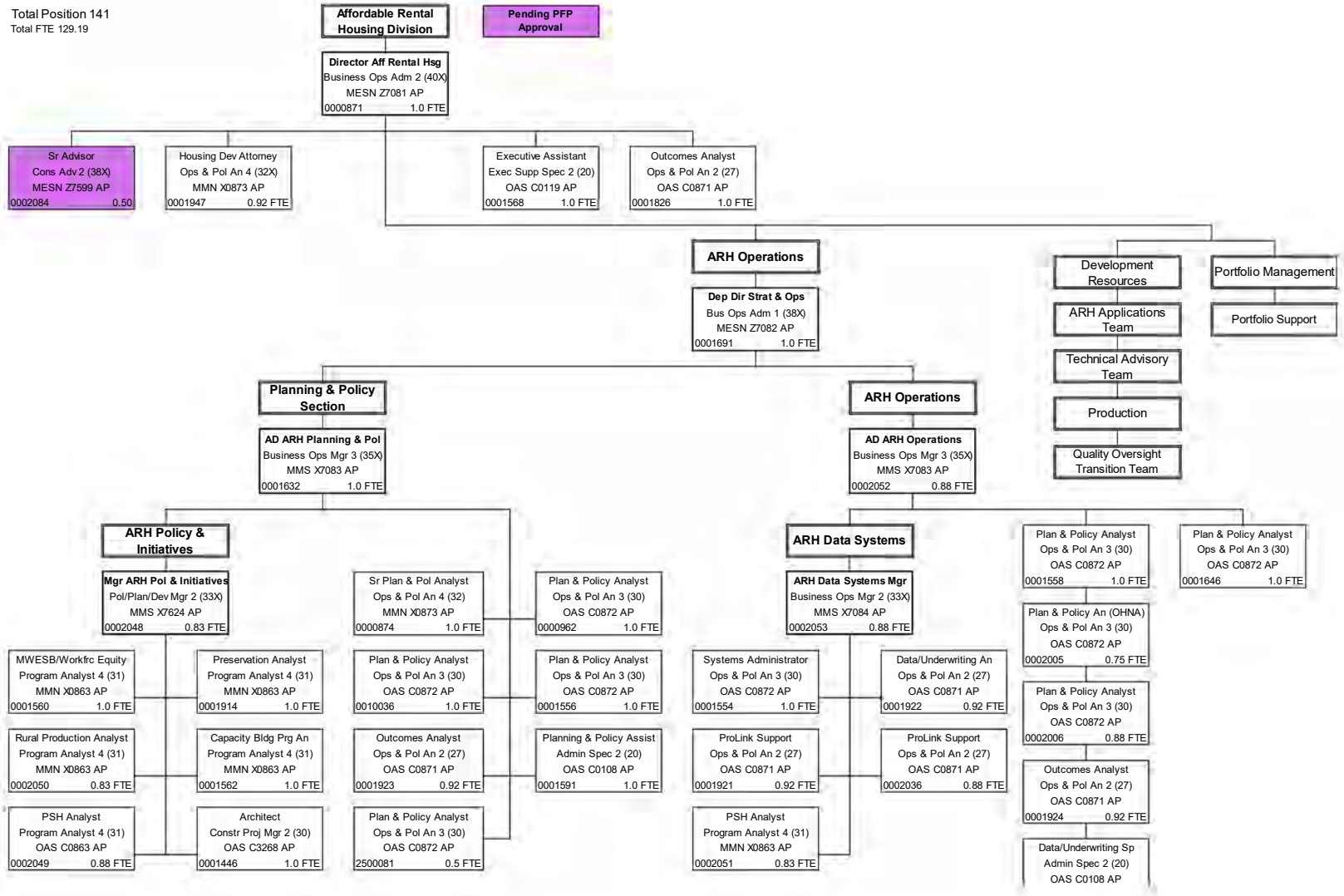
2025-27 Biennium **Cross Reference Number: 91400-025-00-00-00000**

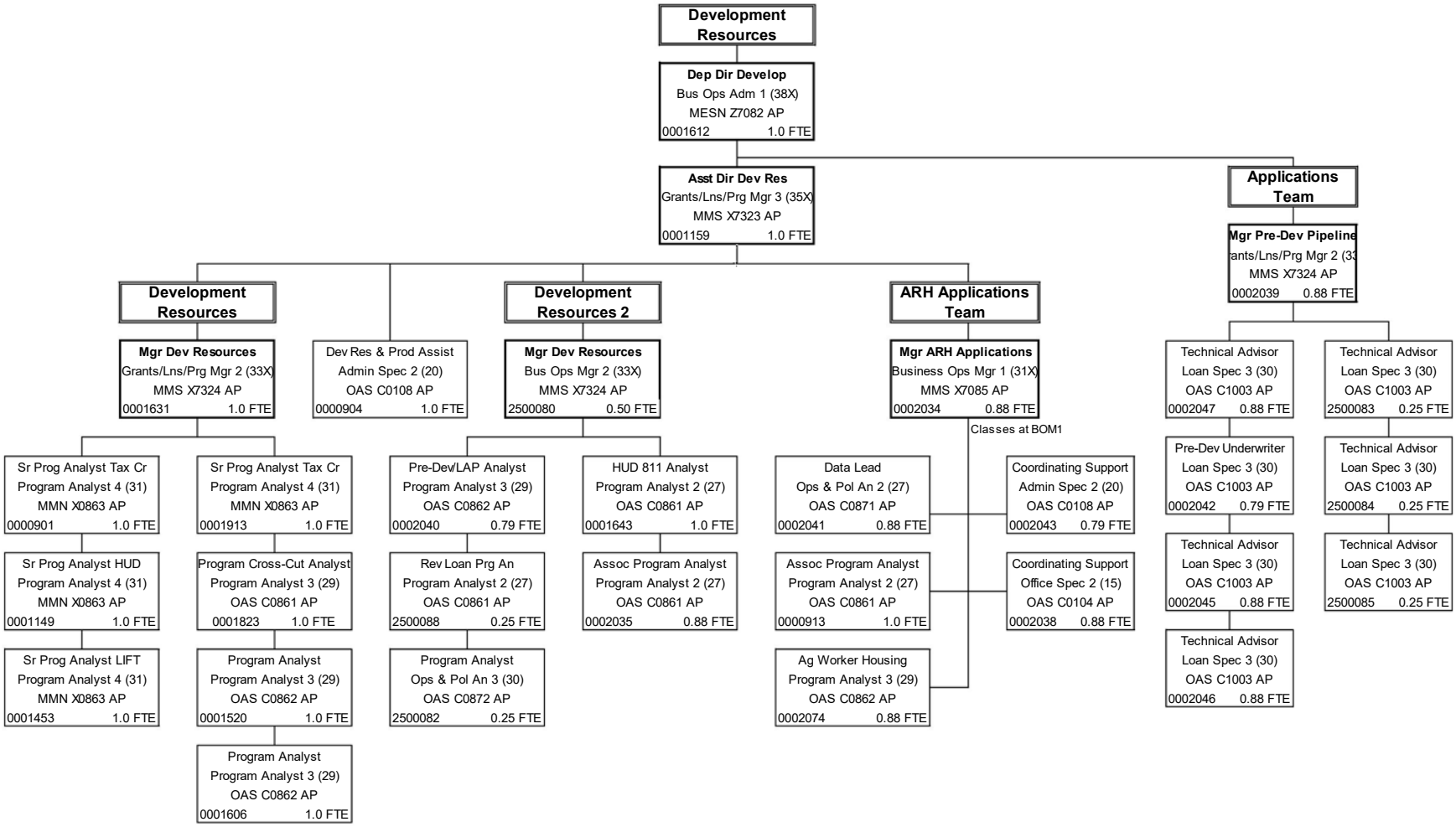
Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Admin and Service Charges	6,547,671	7,142,652	7,142,652	7,920,000	-	-
Other Revenues	6	-	-	-	-	-
Transfer from General Fund	-	4,000,000	4,000,000	10,000,000	-	-
Transfer Out - Intrafund	-	(3,328,052)	(3,534,654)	(4,187,333)	-	-
Total Other Funds	**$6,547,677**	**$7,814,600**	**$7,607,998**	**$13,732,667**	**-**	**-**
Federal Funds						
Federal Funds	514,937	1,066,976	1,071,891	1,103,552	-	-
Transfer Out - Intrafund	-	-	-	(76,670)	-	-
Total Federal Funds	**$514,937**	**$1,066,976**	**$1,071,891**	**$1,026,882**	**-**	**-**
Nonlimited Federal Funds						
Federal Funds	166,409,347	185,102,399	185,102,399	185,102,399	-	-
Total Nonlimited Federal Funds	**$166,409,347**	**$185,102,399**	**$185,102,399**	**$185,102,399**	**-**	**-**

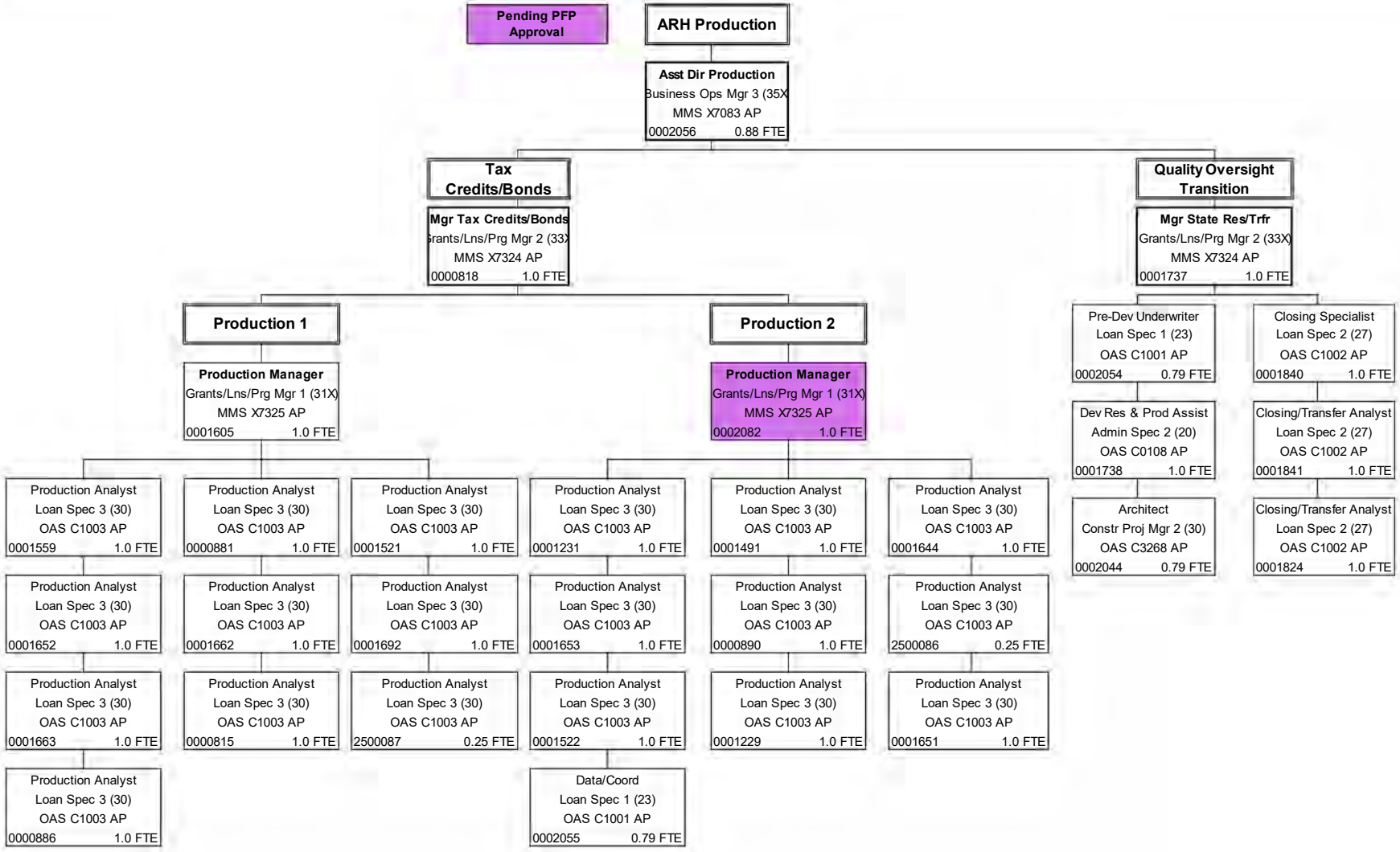
Multifamily Rental Housing Programs

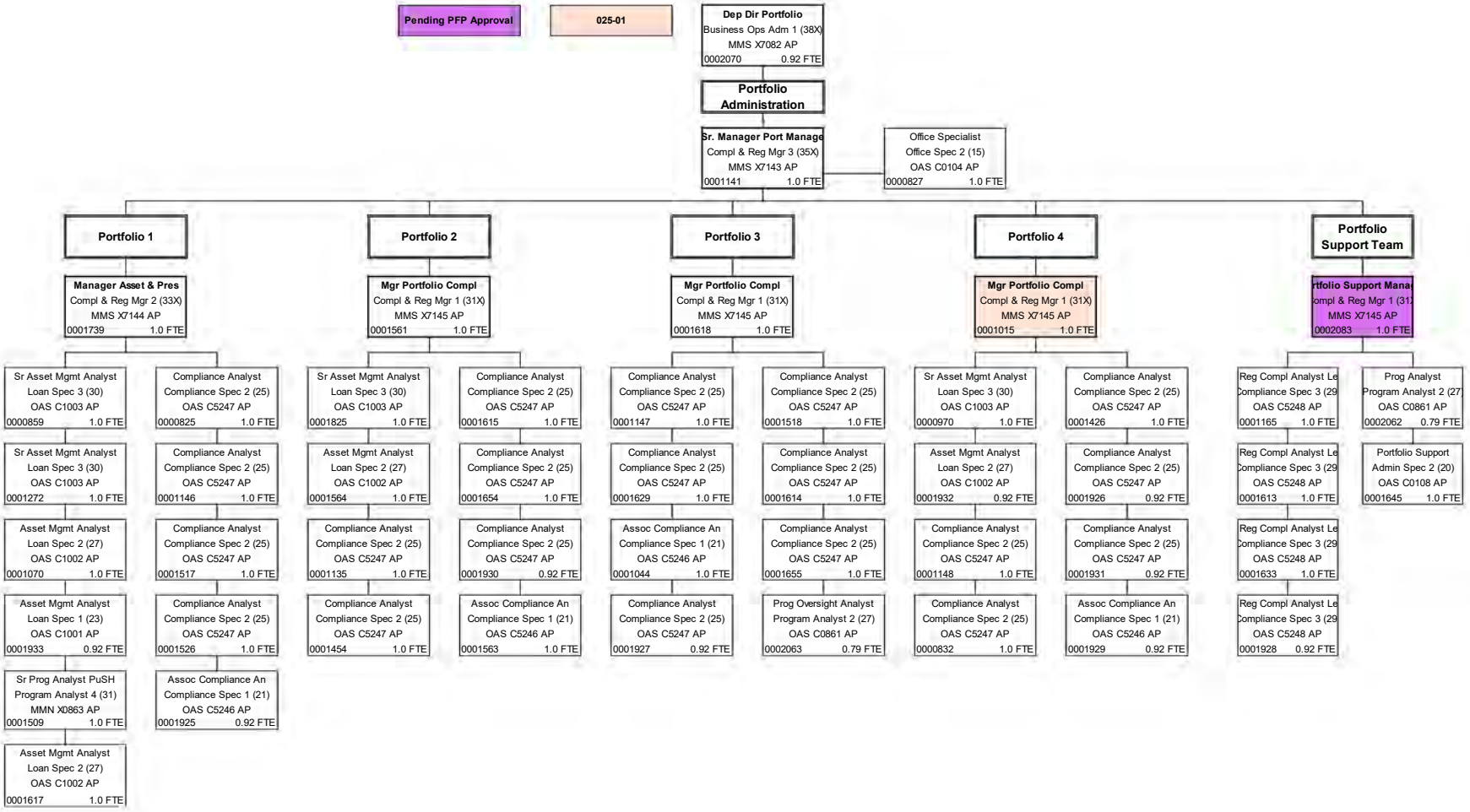


Multifamily Rental Housing Programs 2023-25 Organizational Chart



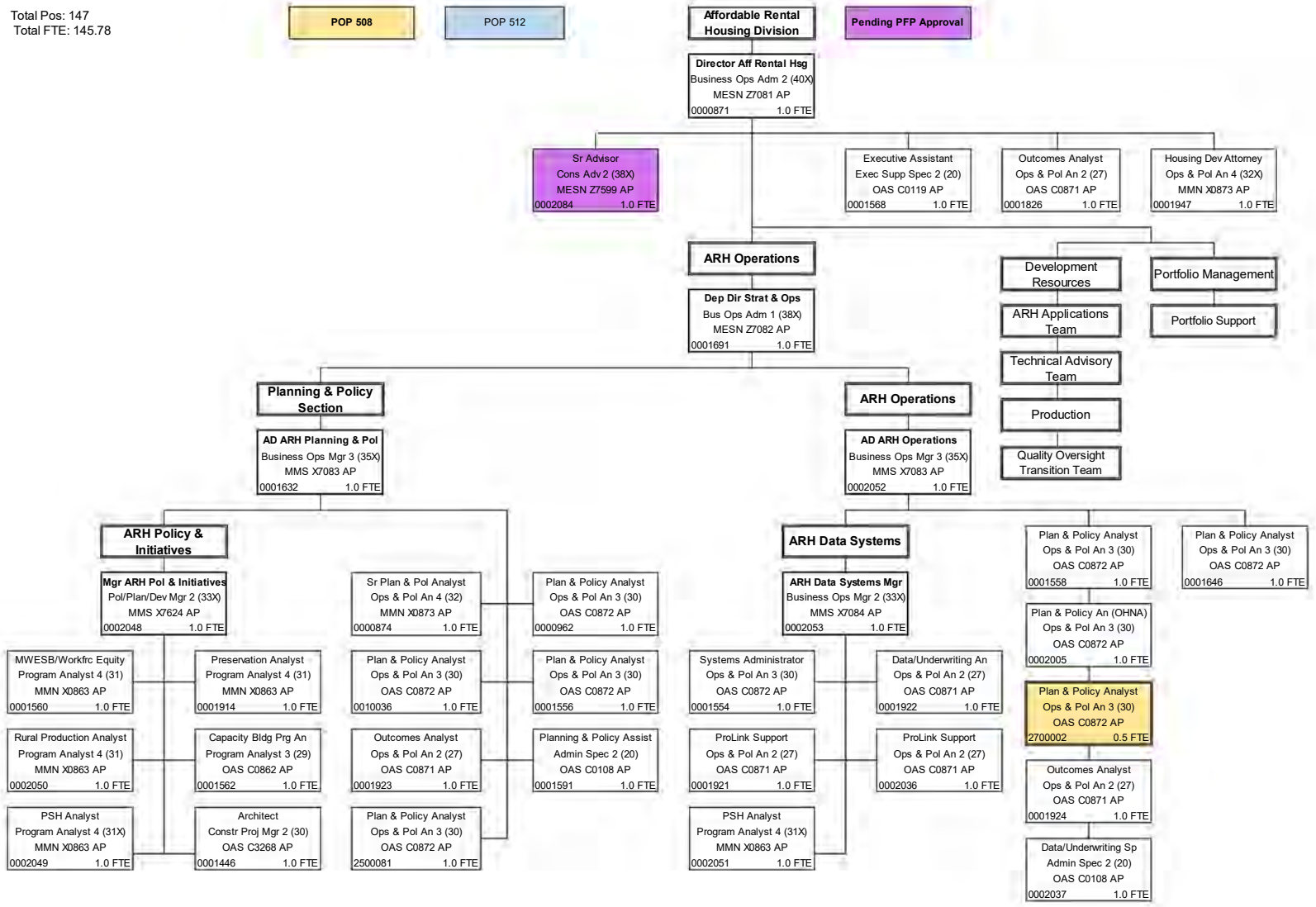

Development Resources
Dep Dir Develop
Bus Ops Adm 1 (38X)
MESN Z7082 AP
0001612 1.0 FTE
Asst Dir Dev Res
Grants/Lns/Prg Mgr 3 (35X)
MMS X7323 AP
0001159 1.0 FTE
Applications Team
Mgr Pre-Dev Pipeline
ants/Lns/Prg Mgr 2 (3
MMS X7324 AP
0002039 0.88 FTE
Development Resources
Mgr Dev Resources
Grants/Lns/Prg Mgr 2 (33X)
MMS X7324 AP
0001631 1.0 FTE
Dev Res & Prod Assist
Admin Spec 2 (20)
OAS C0108 AP
0000904 1.0 FTE
Development Resources 2
Mgr Dev Resources
Bus Ops Mgr 2 (33X)
MMS X7324 AP
2500080 0.50 FTE
ARH Applications Team
Mgr ARH Applications
Business Ops Mgr 1 (31X)
MMS X7085 AP
0002034 0.88 FTE
Classes at BOM1
Technical Advisor
Loan Spec 3 (30)
OAS C1003 AP
0002047 0.88 FTE
Technical Advisor
Loan Spec 3 (30)
OAS C1003 AP
2500083 0.25 FTE
Sr Prog Analyst Tax Cr
Program Analyst 4 (31)
MMN X0863 AP
0000901 1.0 FTE
Sr Prog Analyst Tax Cr
Program Analyst 4 (31)
MMN X0863 AP
0001913 1.0 FTE
Pre-Dev/LAP Analyst
Program Analyst 3 (29)
OAS C0862 AP
0002040 0.79 FTE
HUD 811 Analyst
Program Analyst 2 (27)
OAS C0861 AP
0001643 1.0 FTE
Data Lead
Ops & Pol An 2 (27)
OAS C0871 AP
0002041 0.88 FTE
Coordinating Support
Admin Spec 2 (20)
OAS C0108 AP
0002043 0.79 FTE
Pre-Dev Underwriter
Loan Spec 3 (30)
OAS C1003 AP
0002042 0.79 FTE
Technical Advisor
Loan Spec 3 (30)
OAS C1003 AP
2500084 0.25 FTE
Sr Prog Analyst HUD
Program Analyst 4 (31)
MMN X0863 AP
0001149 1.0 FTE
Program Cross-Cut Analyst
Program Analyst 3 (29)
OAS C0861 AP
0001823 1.0 FTE
Rev Loan Prg An
Program Analyst 2 (27)
OAS C0861 AP
2500088 0.25 FTE
Assoc Program Analyst
Program Analyst 2 (27)
OAS C0861 AP
0002035 0.88 FTE
Assoc Program Analyst
Program Analyst 2 (27)
OAS C0861 AP
0000913 1.0 FTE
Coordinating Support
Office Spec 2 (15)
OAS C0104 AP
0002038 0.88 FTE
Technical Advisor
Loan Spec 3 (30)
OAS C1003 AP
0002045 0.88 FTE
Technical Advisor
Loan Spec 3 (30)
OAS C1003 AP
2500085 0.25 FTE
Sr Prog Analyst LIFT
Program Analyst 4 (31)
MMN X0863 AP
0001453 1.0 FTE
Program Analyst
Program Analyst 3 (29)
OAS C0862 AP
0001520 1.0 FTE
Program Analyst
Ops & Pol An 3 (30)
OAS C0872 AP
2500082 0.25 FTE
Ag Worker Housing
Program Analyst 3 (29)
OAS C0862 AP
0002074 0.88 FTE
Technical Advisor
Loan Spec 3 (30)
OAS C1003 AP
0002046 0.88 FTE
Program Analyst
Program Analyst 3 (29)
OAS C0862 AP
0001606 1.0 FTE


Pending PFP Approval
ARH Production
Asst Dir Production
Business Ops Mgr 3 (35X)
MMS X7083 AP
0002056 0.88 FTE
Tax Credits/Bonds
Mgr Tax Credits/Bonds
Grants/Lns/Prg Mgr 2 (33X)
MMS X7324 AP
0000818 1.0 FTE
Quality Oversight Transition
Mgr State Res/Trfr
Grants/Lns/Prg Mgr 2 (33X)
MMS X7324 AP
0001737 1.0 FTE
Production 1
Production Manager
Grants/Lns/Prg Mgr 1 (31X)
MMS X7325 AP
0001605 1.0 FTE
Production 2
Production Manager
Grants/Lns/Prg Mgr 1 (31X)
MMS X7325 AP
0002082 1.0 FTE
Pre-Dev Underwriter
Loan Spec 1 (23)
OAS C1001 AP
0002054 0.79 FTE
Closing Specialist
Loan Spec 2 (27)
OAS C1002 AP
0001840 1.0 FTE
Dev Res & Prod Assist
Admin Spec 2 (20)
OAS C0108 AP
0001738 1.0 FTE
Closing/Transfer Analyst
Loan Spec 2 (27)
OAS C1002 AP
0001841 1.0 FTE
Architect
Constr Proj Mgr 2 (30)
OAS C3268 AP
0002044 0.79 FTE
Closing/Transfer Analyst
Loan Spec 2 (27)
OAS C1002 AP
0001824 1.0 FTE
Production Analyst
Loan Spec 3 (30)
OAS C1003 AP
0001559 1.0 FTE
0000881 1.0 FTE
0001521 1.0 FTE
0001231 1.0 FTE
0001491 1.0 FTE
0001644 1.0 FTE
0001652 1.0 FTE
0001662 1.0 FTE
0001692 1.0 FTE
0001653 1.0 FTE
0000890 1.0 FTE
2500086 0.25 FTE
0001663 1.0 FTE
0000815 1.0 FTE
2500087 0.25 FTE
0001522 1.0 FTE
0001229 1.0 FTE
0001651 1.0 FTE
0000886 1.0 FTE
Data/Coord
Loan Spec 1 (23)
OAS C1001 AP
0002055 0.79 FTE

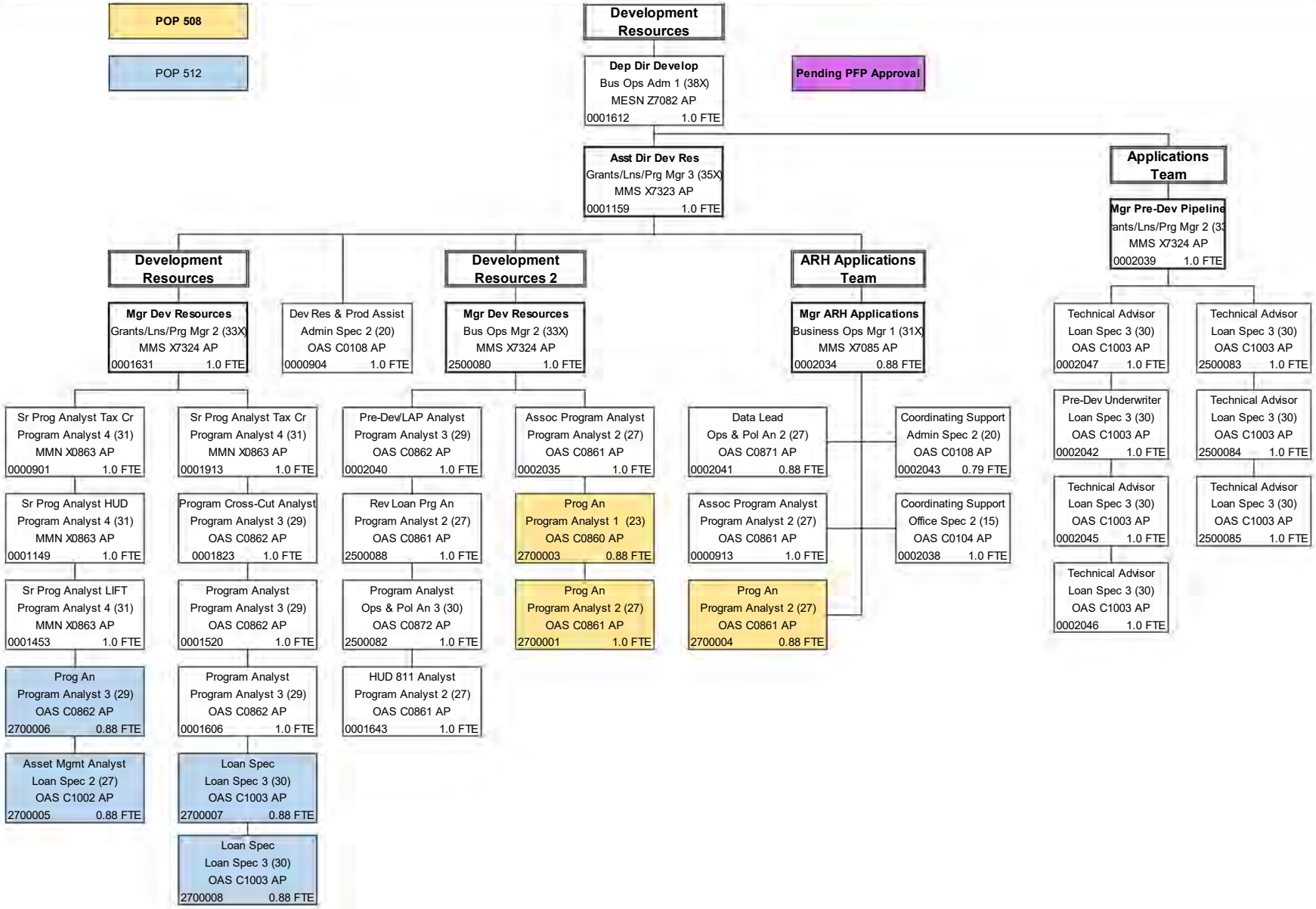

Pending PFP Approval
025-01
Dep Dir Portfolio
Business Ops Adm 1 (38X)
MMS X7082 AP
0002070 0.92 FTE
Portfolio Administration
Sr. Manager Port Manage
Compl & Reg Mgr 3 (35X)
MMS X7143 AP
0001141 1.0 FTE
Office Specialist
Office Spec 2 (15)
OAS C0104 AP
0000827 1.0 FTE
Portfolio 1
Manager Asset & Pres
Compl & Reg Mgr 2 (33X)
MMS X7144 AP
0001739 1.0 FTE
Sr Asset Mgmt Analyst
Loan Spec 3 (30)
OAS C1003 AP
0000859 1.0 FTE
Compliance Analyst
Compliance Spec 2 (25)
OAS C5247 AP
0000825 1.0 FTE
Sr Asset Mgmt Analyst
Loan Spec 3 (30)
OAS C1003 AP
0001272 1.0 FTE
Compliance Analyst
Compliance Spec 2 (25)
OAS C5247 AP
0001146 1.0 FTE
Asset Mgmt Analyst
Loan Spec 2 (27)
OAS C1002 AP
0001070 1.0 FTE
Compliance Analyst
Compliance Spec 2 (25)
OAS C5247 AP
0001517 1.0 FTE
Asset Mgmt Analyst
Loan Spec 1 (23)
OAS C1001 AP
0001933 0.92 FTE
Compliance Analyst
Compliance Spec 2 (25)
OAS C5247 AP
0001526 1.0 FTE
Sr Prog Analyst PuSH
Program Analyst 4 (31)
MMN X0863 AP
0001509 1.0 FTE
Assoc Compliance An
Compliance Spec 1 (21)
OAS C5246 AP
0001925 0.92 FTE
Asset Mgmt Analyst
Loan Spec 2 (27)
OAS C1002 AP
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Portfolio 2
Mgr Portfolio Compl
Compl & Reg Mgr 1 (31X)
MMS X7145 AP
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Sr Asset Mgmt Analyst
Loan Spec 3 (30)
OAS C1003 AP
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Compliance Analyst
Compliance Spec 2 (25)
OAS C5247 AP
0001615 1.0 FTE
Asset Mgmt Analyst
Loan Spec 2 (27)
OAS C1002 AP
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Compliance Analyst
Compliance Spec 2 (25)
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Compliance Spec 2 (25)
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Compliance Analyst
Compliance Spec 2 (25)
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Compliance Analyst
Compliance Spec 2 (25)
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0001454 1.0 FTE
Assoc Compliance An
Compliance Spec 1 (21)
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Portfolio 3
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Compliance Spec 2 (25)
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Program Analyst 2 (27)
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Compliance Spec 1 (21)
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Portfolio Support Team
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ompl & Reg Mgr 1 (31
MMS X7145 AP
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Reg Compl Analyst Le
Compliance Spec 3 (29
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Program Analyst 2 (27
OAS C0861 AP
0002062 0.79 FTE
Reg Compl Analyst Le
Compliance Spec 3 (29
OAS C5248 AP
0001613 1.0 FTE
Portfolio Support
Admin Spec 2 (20)
OAS C0108 AP
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Reg Compl Analyst Le
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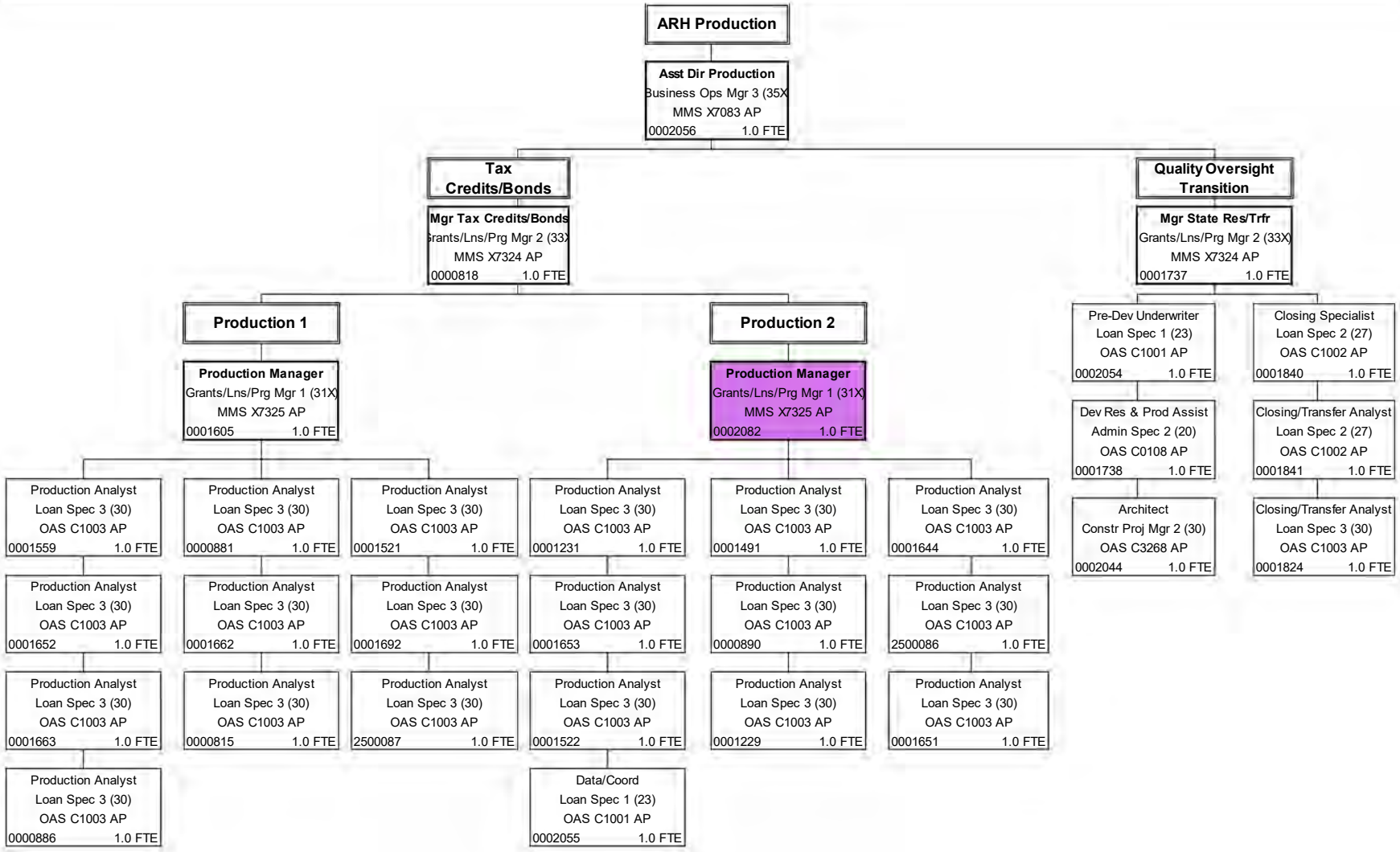
Multifamily Rental Housing Programs 2025-27 Organizational Chart

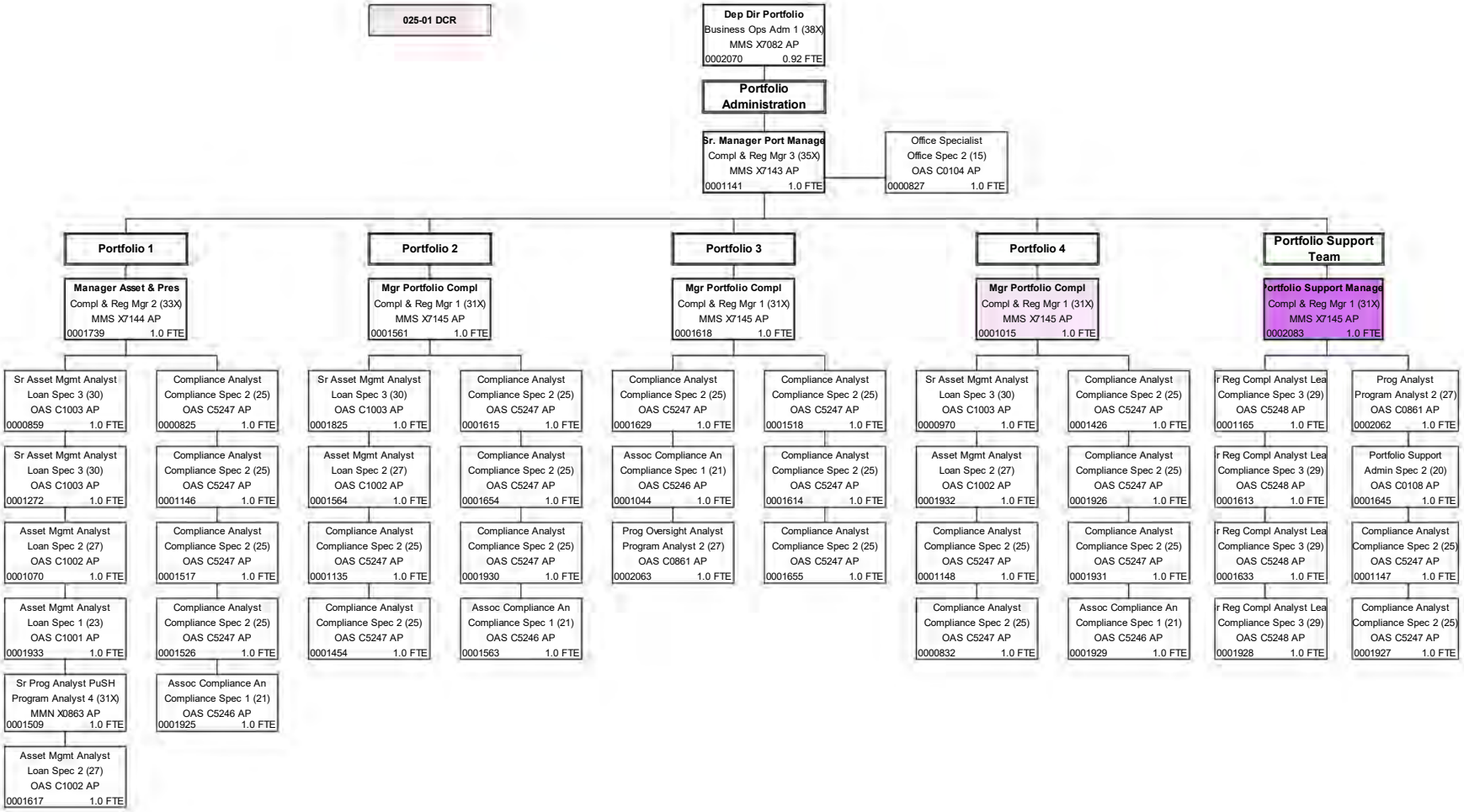
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Total FTE: 145.78



BUDGET NARRATIVE




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Tax Credits/Bonds
Mgr Tax Credits/Bonds
Grants/Lns/Prg Mgr 2 (33X)
MMS X7324 AP
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Quality Oversight Transition
Mgr State Res/Trfr
Grants/Lns/Prg Mgr 2 (33X)
MMS X7324 AP
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Production 1
Production Manager
Grants/Lns/Prg Mgr 1 (31X)
MMS X7325 AP
0001605 1.0 FTE
Production 2
Production Manager
Grants/Lns/Prg Mgr 1 (31X)
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Pre-Dev Underwriter
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Dev Res & Prod Assist
Admin Spec 2 (20)
OAS C0108 AP
0001738 1.0 FTE
Architect
Constr Proj Mgr 2 (30)
OAS C3268 AP
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Closing Specialist
Loan Spec 2 (27)
OAS C1002 AP
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Closing/Transfer Analyst
Loan Spec 2 (27)
OAS C1002 AP
0001841 1.0 FTE
Closing/Transfer Analyst
Loan Spec 3 (30)
OAS C1003 AP
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Production Analyst
Loan Spec 3 (30)
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0000881 1.0 FTE
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0001692 1.0 FTE
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0001491 1.0 FTE
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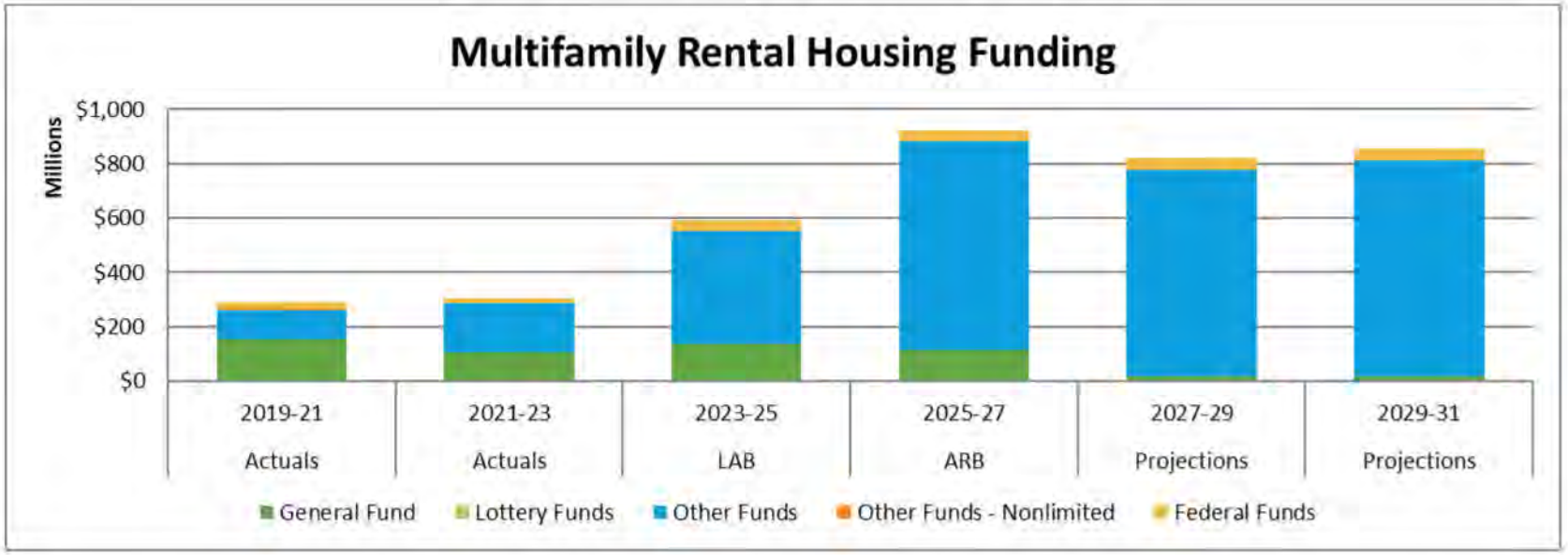

025-01 DCR
Dep Dir Portfolio
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Portfolio Administration
Sr. Manager Port Manage
Compl & Reg Mgr 3 (35X)
MMS X7143 AP
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Office Specialist
Office Spec 2 (15)
OAS C0104 AP
0000827 1.0 FTE
Portfolio 1
Manager Asset & Pres
Compl & Reg Mgr 2 (33X)
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Sr Asset Mgmt Analyst
Loan Spec 3 (30)
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Sr Asset Mgmt Analyst
Loan Spec 3 (30)
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Asset Mgmt Analyst
Loan Spec 2 (27)
OAS C1002 AP
0001070 1.0 FTE
Asset Mgmt Analyst
Loan Spec 1 (23)
OAS C1001 AP
0001933 1.0 FTE
Sr Prog Analyst PuSH
Program Analyst 4 (31X)
MMN X0863 AP
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Asset Mgmt Analyst
Loan Spec 2 (27)
OAS C1002 AP
0001617 1.0 FTE
Compliance Analyst
Compliance Spec 2 (25)
OAS C5247 AP
0000825 1.0 FTE
Compliance Analyst
Compliance Spec 2 (25)
OAS C5247 AP
0001146 1.0 FTE
Compliance Analyst
Compliance Spec 2 (25)
OAS C5247 AP
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Compliance Analyst
Compliance Spec 2 (25)
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Assoc Compliance An
Compliance Spec 1 (21)
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Portfolio 2
Mgr Portfolio Compl
Compl & Reg Mgr 1 (31X)
MMS X7145 AP
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Sr Asset Mgmt Analyst
Loan Spec 3 (30)
OAS C1003 AP
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Asset Mgmt Analyst
Loan Spec 2 (27)
OAS C1002 AP
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Compliance Analyst
Compliance Spec 2 (25)
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0001135 1.0 FTE
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0001454 1.0 FTE
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Compliance Spec 2 (25)
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Assoc Compliance An
Compliance Spec 1 (21)
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Prog Oversight Analyst
Program Analyst 2 (27)
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Compliance Analyst
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Compliance Analyst
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Compliance Analyst
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0001655 1.0 FTE
Portfolio 4
Mgr Portfolio Compl
Compl & Reg Mgr 1 (31X)
MMS X7145 AP
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Sr Asset Mgmt Analyst
Loan Spec 3 (30)
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Asset Mgmt Analyst
Loan Spec 2 (27)
OAS C1002 AP
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Compliance Analyst
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Prog Analyst
Program Analyst 2 (27)
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Portfolio Support
Admin Spec 2 (20)
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Compliance Analyst
Compliance Spec 2 (25)
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Compliance Analyst
Compliance Spec 2 (25)
OAS C5247 AP
0001927 1.0 FTE

Affordable Rental Housing (a.k.a. Multifamily) Executive Summary

Long Term Focus Area: **Healthy and Safe Communities, Housing Access & Affordability for All Oregonians**
Program Contact: Natasha Detweiler-Daby

Program Overview

OHCS finances affordable rental housing for low and moderate income and at-risk Oregonians through the administration of federal and state-funded affordable rental housing resources. The resources assist in the development of new affordable housing units, acquiring market rate housing and converting it to affordable, acquisition and rehabilitation of existing affordable housing units, and preserving affordable housing properties, including those with project-based federal rental subsidies.



Program Funding Request

Oregon Housing and Community Services' (OHCS) funding for 2025-27 reflects the continuation of strategic investments in demonstrated successes of the Article XI-Q bonds for capital construction, expansion and scaling of predevelopment investments and land acquisition programs to meet needs in alignment with statewide housing needs, resources to expand the predictability around and to respond to known demand for preservation resources to meet the need for expiring and at-risk properties, expansion of culturally responsive property management supports and training, and ensuring broader reach of the new Co-Location of Affordable Rental Housing with Early Learning and Day Care (CARE) Initiative.

Affordable Rental Housing						
	19-21 Actuals	21-23 Actuals	23-25 LAB	25-27 ARB	27-29 Projections	29-31 Projections
General Fund	$ 155,437,828	$ 104,450,994	$ 136,158,854	$ 116,144,335	$ 18,610,652	$ 19,595,655
Lottery Funds	$ -			$ -	$ -	$ -
Other Funds	$ 104,384,350	$ 180,461,522	$ 416,835,983	$ 768,316,881	$ 759,523,166	$ 792,698,226
Other Funds - Nonlimited	$ 3,365,971	$ 1,816,904	$ 400,000	$ 400,000	$ 416,400	$ 433,472
Federal Funds	$ 26,167,533	$ 16,856,182	$ 37,956,132	$ 39,591,360	$ 41,299,300	$ 43,084,898
Federal Funds - Nonlimited	$ -			$ -	$ -	$ -
Total Funds	**$ 289,355,682**	**$ 303,585,602**	**$ 591,350,969**	**$ 924,452,576**	**$ 819,849,519**	**$ 855,812,253**
Positions	78	92	141	147	145	145
FTE	65.22	89.33	129.14	145.78	143.78	143.78

Program Description

OHCS facilitates the increased availability of safe, decent, affordable housing for low- and moderate-income Oregonians by administering federal and state-funded multifamily rental housing resources. These programs help fund the development of new affordable units, the preservation of current units within the affordable housing inventory but at risk of loss and the acquisition and rehabilitation of existing rental units; together these rental homes serve low- and moderate-income working families, formerly homeless, special needs populations, veterans, and many others in need of housing. Funding occurs by combining resources that may include low-income housing tax credits, low interest loans (including tax-exempt bond financing), grants, and tax incentives, which are almost always combined with private-financing tools.

Resources are provided through a newly established rolling centralized application process. The application process incorporates policy objectives including ensuring that funds are targeted for projects with strong affordability and linked to unique local community needs. Projects are required to meet standards that include but are not limited to: equity and racial justice strategies, statewide housing plan priorities, cost controls, and other policy and programmatic requirements as applicable. Funding is also tied to appropriate resident services that are designed to ensure housing stability and meet the needs of the most vulnerable residents. Examples of resident services include health care referral programs, after school activities, health care services, mental health, and meal programs.

Program Justification

Affordable rental housing programs help ensure that all Oregonians have access to housing at an affordable rent rate; housing stability has been proven to provide broad benefits to families and communities, including reducing stress and financial hardship, supporting educational achievement and job performance. In 2023 Governor Kotek declared a housing emergency and issued a series of Executive Orders to support housing needs. Governor Kotek also established a housing production goal of 36,000 units annually of which 18,000 should be affordable to households at or below 80% Area median Income OHCS' affordable rental housing programs serve to increase the supply of affordable rental housing for all Oregonians.

Program Performance

The number of units developed, rehabilitated, preserved, or acquired each year is the primary performance measure for Multifamily Programs. The chart below outlines data from the biennium 2009-11 to present. In 2023, OHCS announced that it had met its five-year goal in the Statewide Housing Plan to increase the affordable rental housing pipeline to 25,000 units. Governor Kotek set a new Goal of 18,000 affordable housing units needed each year beginning in 2023 and OHCS has continued to work to streamline processes and increase production as the Legislature has made resources available to support affordable housing development.

	2009-11	2011-13	2013-15	2015-17	2017-19	2019-21	2021-23	2023-25 *(projected)*	2025-27 *(projected)*
Number of Affordable Units Produced or Rehabilitated	3,062	2,994	3,785	4,522	6,443	8,338	9,942	8,000	8,000

Even with the increases in resources over the past few biennia, the need for affordable rental housing units is significantly greater than the resources available through OHCS. This is demonstrated by the very low vacancy rates at the projects funded by OHCS, the oversubscription of funding requests in our offerings and by the long wait lists for subsidized housing and Section 8 project-based rental assistance.

Enabling Legislation and Program Authorization

The table below outlines State and Federal authorizing legislation for Affordable Rental Housing Programs:

Authority	Program	Legislation
Federal	HOME Investment Partnership Program	42 USC 12724
Federal	National Housing Trust Fund	2008 HERA
Federal	Low Income Housing Tax Credits	IRS Section 42
State	Oregon Affordable Housing Tax Credits	ORS 317.097
State	General Housing Assistance Program	ORS 456.550-725
State	Housing Development Grant Program	ORS 456.515-720
State	Agricultural Workforce Housing Tax Credit	ORS 458.620
State	Agricultural Workforce Housing Development Account	ORS 458.660
State	Community Incentive Fund	ORS 458.700-740
State	Oregon Rural Rehabilitation	ORS 566.340
State	Housing Preservation Fund Program	ORS 456.548; 456.555; 456.620-720

Authority	Program	Legislation
State	Elderly and Disabled Housing Program	ORS 456.535, 456.539
State	Risk Share Rental Housing Program	ORS 456.620; 456.625
State	Pass-through Revenue Bond Financing Program	ORS 456.620-456.720
State	HELP	ORS 456.555
State	Loan Guarantee Program	ORS 456.625
State	Predevelopment Loan Program	SB 5511 (2023)
State	Mobile Home Park Purchase Predevelopment Loan Program	ORS 456.579-456.581
State	Manufactured Communities Resources	ORS 446.515 – 446.547
State	Mental Health Housing	ORS 458.380
State	Local Innovation and Fast Track Housing	ORS 458.485
State	Land Acquisition Revolving Loan Program	ORS 456.502
State	PuSH Seller's Tax Credit	HB 2071 (2023)
State	Colocation of Affordable Rental Housing and ECE Facilities	HB 5011 (2021)
State	Construction Loan Guarantee Program	HB 3395 (2023)
State	In-Community Agriculture Grant	HB 3395 (2023)
State	Modular Housing Industry Expansion	HB 2889 (2023)
State	PSH Risk Mitigation Fund	SB 5511 (2023)
State	Housing Project Revolving Loan Program	HB 1537 (2024)

Funding Streams

Multifamily Rental Housing Programs are funded by Other Funds and Federal Funds as outlined below:

Funding Source	Program Name	Authorizing Legislation
General Fund	Housing Project Revolving Loans	HB 1537 (2024)
	Modular Housing	HB 2001 (2023)
	Oregon Housing Needs Assessment	HB 2001 (2023)
Document Recording Fees	General Housing Account Program	ORS 294.187
PGE and Pacific Power Ratepayers	Housing Development Grants	ORS 757.612
Charges for program administration and funding application	Multifamily Housing Finance	ORS 456.555
Charges for management and compliance monitoring	Asset Management and Compliance	ORS 456.555
Charges for management and compliance monitoring	HUD Contract Administration	ORS 456.555
US Dept. of Housing & Urban Development	HOME Investment Partnership Program National Housing Trust Fund	42 USC 12724
	National Housing Trust Fund	

Comparison of Funding 2025 - 27 Proposal to 2023-25 Funding

OHCS' 2025-27 Agency Request Budget increases funding above the Current Service Level for additional staffing, and one-time General Fund and Article XI-Q bond investments to support affordable housing preservation, permanent supportive housing, Local Innovation and Fast Track (LIFT) new unit development, and requests resources to support and sustain efforts for the co-location of affordable rental housing with early learning and day care centers (CARE initiative) , Predevelopment, and Land Acquisition Programs. Additionally, it seeks resources to expand the data and predictability for preservation resources along with capacity for expanding property management workforce and tools for a growing affordable rental housing supply.

Affordable Rental Housing Programs Description

The Affordable Rental Housing Programs provide housing options for low and moderate income and at-risk Oregonians through administration of federal and state-funded affordable rental housing resources. These resources assist in the development of new housing units, acquisition and rehabilitation of existing housing units, and preserving affordable housing properties, including those with project-based federal rental subsidies.

The need for affordable rental housing units is significantly greater than the resources available through OHCS. This is demonstrated by the very low vacancy rates at the projects funded by OHCS, the oversubscription of funding requests in our offerings and by the long wait lists for subsidized housing and Section 8 project-based rental assistance. The department's efforts in funding new construction, acquisition and rehabilitation, and preservation of affordable rental housing help address the significant need throughout the state.

OHCS may allocate multiple sources of federal and/or state resources to a given project that is seeking funds from the State, to maximize leverage and ensure project viability. In exchange for the public investment in the construction, preservation or rehabilitation of rental units, property owners are required to maintain long-term affordability of the units. This is documented through a regulatory agreement that is recorded against the real property. Through the allocation of Federal Low Income Housing Tax Credits (LIHTC), low-interest loan programs, grants, and other tax credits, OHCS works in cooperation with local partners and the private sector to invest resources necessary to successfully develop and preserve affordable housing throughout Oregon.

Reduced borrowing costs to developers, through various development tools including but not limited to: low interest loans, gap funding, equity leveraged through federal LIHTC, and other financing tools, can result in the ability to provide monthly rents lower than those available in the private sector for qualified, low- and moderate-income tenants. Affordable rent provides individuals and families with more residual income to cover critical household expenses. One prominent study found that "working families paying 30 percent or less of their income for housing were able to dedicate more than twice as much of their income to health care and insurance as those paying 50 percent or more for housing."

Given the regulatory compliance requirements that come with the federal and state resources, OHCS' Portfolio Administration section monitors the physical condition, management, and tenant eligibility of projects that have received funding. Properties provide reporting to OHCS annually and are inspected at least every one to three years. A review of management is also conducted to ensure compliance with regulatory standards, federal regulations, and state rules. Individual units, common areas, building exteriors, roofs and landscaping are inspected in conjunction with representatives from the property management firm responsible for the day-to-day management of the projects.

For affordable rental housing programs to be most effective, OHCS partners with individuals, community development corporations, housing authorities, financial institutions, and other entities. Associated cost drivers for administration of these programs include programmatic data tracking and reporting, compliance monitoring, financial review (both at the time of development and as asset management through the regulatory compliance period), underwriting, contract renewals, and tenant complaint resolution. Limitations

of federal Private Activity Bond also impact affordable housing development and have further complicated efficiently leveraging funds. Processes associated with affordable housing rental programs and policies are continuously under evaluation in an effort to identify more efficient delivery methods, improve performance, and realize meaningful outcomes, given the scarce resources and high demand.

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services

This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package include the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs

Phased-In programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level.

Phase-Outs are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-In for Multifamily Rental Housing Programs

- General Funds
  - Oregon Housing Needs Analysis - $5k
- Other Funds
  - Housing Project Revolving Loan Fund - $25.5M

Phase-Out's for the Multifamily Rental Housing Programs Division

- General Funds
  - Child Care and Early Learning/Co-Location of Affordable Rental Housing & Early Care & Education – $10.2M
  - Loan Guarantee Program - $20M
  - Modular Housing - $20.2M
  - Predevelopment Funds - $9.7M
  - Housing Project Revolving Loan Fund - $74.9M

- Other Funds
  - Affordable Housing Preservation - $124.6M
  - Affordable Housing Small Projects - $17.5M
    Gap funding for constructions cost increases in 2022 - $10M
    Tax Credit & Misc Programs - $9.7M

030 Inflation and Price List Adjustments

This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%
- Professional Services 6.8%
- Attorney General 23.26%
- State Government Service Charges 33%

050 Fund Shift

This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(30,515)	-	-	-	-	-	(30,515)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($30,515)**	-	-	-	-	-	**($30,515)**
Personal Services							
All Other Differential	-	-	76	-	-	-	76
Public Employees' Retire Cont	-	-	16	-	-	-	16
Pension Obligation Bond	49,710	-	(12,650)	(2,825)	-	-	34,235
Social Security Taxes	-	-	6	-	-	-	6
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Mass Transit Tax	6,836	-	17,941	-	-	-	24,777
Vacancy Savings	(87,061)	-	(1,089,276)	(48,086)	-	-	(1,224,423)
Total Personal Services	**($30,515)**	-	**($1,083,887)**	**($50,911)**	-	-	**($1,165,313)**
Total Expenditures							
Total Expenditures	(30,515)	-	(1,083,887)	(50,911)	-	-	(1,165,313)
Total Expenditures	**($30,515)**	-	**($1,083,887)**	**($50,911)**	-	-	**($1,165,313)**
Ending Balance							
Ending Balance	-	-	1,083,887	50,911	-	-	1,134,798
Total Ending Balance	-	-	**$1,083,887**	**$50,911**	-	-	**$1,134,798**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 021 - Phase-in

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	135,070	-	-	-	-	-	135,070
Total Revenues	**$135,070**	-	-	-	-	-	**$135,070**
Services & Supplies							
Instate Travel	11,700	-	-	-	-	-	11,700
Employee Training	9,260	-	-	-	-	-	9,260
Office Expenses	21,060	-	-	-	-	-	21,060
Telecommunications	7,020	-	-	-	-	-	7,020
Data Processing	8,580	-	-	-	-	-	8,580
Employee Recruitment and Develop	1,400	-	-	-	-	-	1,400
Other Services and Supplies	31,850	-	-	-	-	-	31,850
Expendable Prop 250 - 5000	27,950	-	-	-	-	-	27,950
IT Expendable Property	16,250	-	-	-	-	-	16,250
Total Services & Supplies	**$135,070**	-	-	-	-	-	**$135,070**
Special Payments							
Dist to Other Gov Unit	-	-	25,500,000	-	-	-	25,500,000
Total Special Payments	-	-	**$25,500,000**	-	-	-	**$25,500,000**
Total Expenditures							
Total Expenditures	135,070	-	25,500,000	-	-	-	25,635,070
Total Expenditures	**$135,070**	-	**$25,500,000**	-	-	-	**$25,635,070**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 021 - Phase-in

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(25,500,000)	-	-	-	(25,500,000)
Total Ending Balance	-	-	**($25,500,000)**	-	-	-	**($25,500,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(134,765,959)	-	-	-	-	-	(134,765,959)
Total Revenues	**($134,765,959)**	**-**	**-**	**-**	**-**	**-**	**($134,765,959)**
Personal Services							
Mass Transit Tax	(1,562)	-	-	-	-	-	(1,562)
Total Personal Services	**($1,562)**	**-**	**-**	**-**	**-**	**-**	**($1,562)**
Services & Supplies							
Instate Travel	(3,150)	-	-	-	-	-	(3,150)
Employee Training	(2,850)	-	-	-	-	-	(2,850)
Office Expenses	(5,670)	-	-	-	-	-	(5,670)
Telecommunications	(1,890)	-	-	-	-	-	(1,890)
Data Processing	(2,310)	-	-	-	-	-	(2,310)
Attorney General	(23,767)	-	-	-	-	-	(23,767)
Employee Recruitment and Develop	(430)	-	-	-	-	-	(430)
Other Services and Supplies	(10,730)	-	-	-	-	-	(10,730)
Expendable Prop 250 - 5000	(8,600)	-	-	-	-	-	(8,600)
IT Expendable Property	(5,000)	-	-	-	-	-	(5,000)
Total Services & Supplies	**($64,397)**	**-**	**-**	**-**	**-**	**-**	**($64,397)**
Special Payments							
Intra-Agency Gen Fund Transfer	(84,700,000)	-	-	-	-	-	(84,700,000)
Loans Made - Other	-	-	(9,700,000)	-	-	-	(9,700,000)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Other Special Payments	(50,000,000)	-	(152,068,139)	-	-	-	(202,068,139)
Total Special Payments	**($134,700,000)**	**-**	**($161,768,139)**	**-**	**-**	**-**	**($296,468,139)**
Total Expenditures							
Total Expenditures	(134,765,959)	-	(161,768,139)	-	-	-	(296,534,098)
Total Expenditures	**($134,765,959)**	**-**	**($161,768,139)**	**-**	**-**	**-**	**($296,534,098)**
Ending Balance							
Ending Balance	-	-	161,768,139	-	-	-	161,768,139
Total Ending Balance	**-**	**-**	**$161,768,139**	**-**	**-**	**-**	**$161,768,139**

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	3,241	-	-	-	-	-	3,241
Total Revenues	**$3,241**	-	-	-	-	-	**$3,241**
Services & Supplies							
Instate Travel	265	-	11,784	491	-	-	12,540
Out of State Travel	-	-	3,140	354	-	-	3,494
Employee Training	225	-	5,881	315	-	-	6,421
Office Expenses	476	-	9,064	229	-	-	9,769
Telecommunications	159	-	4,127	91	-	-	4,377
Data Processing	194	-	7,154	90	-	-	7,438
Publicity and Publications	-	-	802	-	-	-	802
Professional Services	-	-	25,168	1,373	-	-	26,541
IT Professional Services	-	-	757	-	-	-	757
Attorney General	45	-	528,565	785	-	-	529,395
Employee Recruitment and Develop	34	-	529	18	-	-	581
Dues and Subscriptions	-	-	78	-	-	-	78
Facilities Rental and Taxes	-	-	189,751	3,926	-	-	193,677
Facilities Maintenance	-	-	20	-	-	-	20
Agency Program Related S and S	-	-	46	-	-	-	46
Other Services and Supplies	772	-	23,077	422	-	-	24,271
Expendable Prop 250 - 5000	678	-	7,990	74	-	-	8,742
IT Expendable Property	393	-	8,069	208	-	-	8,670
Total Services & Supplies	**$3,241**	-	**$826,002**	**$8,376**	-	-	**$837,619**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Dist to Other Gov Unit	-	-	1,067,527	-	-	-	1,067,527
Dist to Non-Gov Units	-	-	2,724,485	-	-	-	2,724,485
Dist to Non-Profit Organizations	-	-	1,595,434	313,076	-	-	1,908,510
Loans Made - Other	-	-	1,742,308	-	-	-	1,742,308
Other Special Payments	-	-	1,978,367	1,210,183	-	-	3,188,550
Total Special Payments	**-**	**-**	**$9,108,121**	**$1,523,259**	**-**	**-**	**$10,631,380**
Total Expenditures							
Total Expenditures	3,241	-	9,934,123	1,531,635	-	-	11,468,999
Total Expenditures	**$3,241**	**-**	**$9,934,123**	**$1,531,635**	**-**	**-**	**$11,468,999**
Ending Balance							
Ending Balance	-	-	(9,934,123)	(1,531,635)	-	-	(11,465,758)
Total Ending Balance	**-**	**-**	**($9,934,123)**	**($1,531,635)**	**-**	**-**	**($11,465,758)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	-	-	-	-	-	-	-
Services & Supplies							
Facilities Rental and Taxes	-	-	(688,217)	(14,242)	-	-	(702,459)
Total Services & Supplies	-	-	**($688,217)**	**($14,242)**	-	-	**($702,459)**
Total Expenditures							
Total Expenditures	-	-	(688,217)	(14,242)	-	-	(702,459)
Total Expenditures	-	-	**($688,217)**	**($14,242)**	-	-	**($702,459)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	688,217	14,242	-	-	702,459
Total Ending Balance	**-**	**-**	**$688,217**	**$14,242**	**-**	**-**	**$702,459**

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Essential and Policy Package Fiscal Impact Summary - BPR013

POS116 - Net Package Fiscal Impact Report ***Multifamily Rental Housing Programs***

2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**

Current Service Level **Package Number: 50**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1824	1402677	127319	OAS C1002 A P	LOAN SPECIALIST 2	27	PF	0	10	8,713	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

Policy Package #507 Predevelopment

Package Description

OHCS has shifted the delivery of its resources from a competitive early funding award process to a process that requires developers to meet certain thresholds in order to move through the process towards funding. We believe this will be a more efficient system to distribute funding and will result in a process that requires readiness to access funding. Providing a reservation of resources early in a development process has also led to funding gaps by the time projects are ready to move forward with construction.

As we move to a process that requires developers to meet threshold and readiness criteria, OHCS has identified an equity issue associated with early resource surety. Generally speaking, to meet certain readiness threshold in the new delivery process (called the Oregon Centralized Application process or ORCA) a development will need to invest in a certain amount of work prior to the application getting approval for the reservation of funding. This can lead to inequities for small, rural, non-profits and culturally specific developers when competing with their well-resourced colleagues. Providing predevelopment resources will help rectify this inequity and can help to foster and expand a robust and predictable pipeline of projects.

Purpose

To expand OHCS's ability to support early affordable housing development project costs that some developers may not be able to cover out of pocket. Early costs are expected prior to funding reservation in order to meet some threshold criteria as part of the new ORCA funding process.

How Achieved

Continue to invest in and expand the existing predevelopment program to support less resourced partners, allowing them to compete in the new OHCS ARH funding process.

Staffing Impact

No staff proposed directly in this package, however the position requested in package 508 OHCS Operation Support are in response to the maintenance of effort staffing levels needed to support this work.

Quantifying Results

Outcomes

By increasing the available resources in the Predevelopment Loan Program OHCS will better meet the demand of projects that need early resources to compete in the ORCA process. Early data has already appeared in the Intake of the new ORCA process supporting this request (in the form of 65 projects wanted predevelopment funding). With more funding available in the program, loans will continually recycle back into the program which will help to create a sustainable program long term.

OHCS estimates that approximately 13 predevelopment loans, and 12 feasibility loans, can be made in the 23-25 biennium with the existing $9,700,000. With an additional investment of $15,000,000 into the program from the legislature in the 2025 Legislative Session, OHCS modeling predicts an additional 20 predevelopment loans could be made in the 25-27 biennium. Additionally, OHCS modeling based on repayment assumptions shows the loans will begin being repaid into the program at the end of the 25-27 biennium which will allow for a replenishing of the fund and initiation of the revolving loan stage of the program.

Racial Equity Strategy

One of the key strategies in this program was the addition of a smaller parallel program called the Project Feasibility Loan Program (PFLP). That program is only available to small organizations who are culturally specific organizations (CSOs) or rural nonprofit developers, as well as tribes. The goal of PFLP is to provide smaller, low barrier loans to allow less resourced organizations prove out the viability of a project before having to incur a greater amount of debt that would increase their risk. It will help those CSOs to more effectively move through the process with OHCS as a supportive, collaborative partner along the way. The general Predevelopment Loan Program (PDLP) is restricted to nonprofits, housing authorities, and tribes. If more resources are invested into the program, OHCS plans to incorporate set-asides within the PDLP to help assure equitable distribution of resources.

Accountability to Racially Equitable Outcomes

The program has just launched, so there is no data yet, but OHCS will be tracking what the distribution of resources looks like to different organizational types, including CSOs, and the types of projects that are being funded with these resources. This POP would allow more robust funding of this program, which in turn would allow for more programmatic controls to ensure that resources are getting into communities of color. It would also provide more robust program evaluation ability by expanding the loans being made and the general sample of projects to be evaluated.

Administration

These resources will allow more projects to move through the ORCA process and receive OHCS capital resources, which have

MWESB requirements that all projects must meet. CSOs are a part of the limited eligibility for the PFLP resources and will be working more closely with our Technical Advisor team around how these resources can support them generally.

Revenue Sources

General Fund: $15,000,000

Other Funds:
Transfer in from General Fund: $15,000,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 507 - HH Predevelopment

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	15,000,000	-	-	-	-	-	15,000,000
Transfer from General Fund	-	-	15,000,000	-	-	-	15,000,000
Total Revenues	**$15,000,000**	**-**	**$15,000,000**	**-**	**-**	**-**	**$30,000,000**
Special Payments							
Intra-Agency Gen Fund Transfer	15,000,000	-	-	-	-	-	15,000,000
Loans Made - Other	-	-	15,000,000	-	-	-	15,000,000
Total Special Payments	**$15,000,000**	**-**	**$15,000,000**	**-**	**-**	**-**	**$30,000,000**
Total Expenditures							
Total Expenditures	15,000,000	-	15,000,000	-	-	-	30,000,000
Total Expenditures	**$15,000,000**	**-**	**$15,000,000**	**-**	**-**	**-**	**$30,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package # 508 OHCS Operational Supports

Package Description

Agency-wide, this package reauthorizes four limited duration positions for additional months in the 2025-27 biennium, restores 26 positions that were authorized as permanent but were associated with the Governor's Executive Orders on Homelessness and received one-time funding, shifts funding for three positions to support manufactured housing, and requests 16 new positions to support affordable rental housing, energy services, housing stabilization, and central support services

Purpose

Provide essential staffing support for on-going priority affordable housing, homeownership, and homelessness prevention services.

How Achieved

For Affordable Rental Housing, this package extends two full-time limited duration positions previously authorized to support HB 3395 (2023) for Network for Oregon Affordable Housing (NOAH) and HB 2001 (2023) modular housing grant and loan program; plus adds two positions to support Permanent Supportive Housing assistance as more projects come on-line and to support ORCA and application team processing.

The second part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an intrafund transfer out to support a proportionate share of Pkg 508.

Staffing Impact

Operations & Policy Analyst 3, Limited Duration
Program Analyst 1, Permanent Full Time
Program Analyst 2, Limited Duration
Program Analyst 2, Permanent Full Time

Quantifying Results

As OHCS works to be responsive to needs and to deliver resources and programs that ensure Oregonians are safely and stably housed, we know we cannot do so without right-sized staffing to meet the diverse needs we see and hear about. This package allows us to invest in our organizational health and ability to successfully meet the priorities of the Statewide Housing Plan (SWHP), particularly around centering racial justice and equity in policymaking, program design and implementation, community engagement, and service delivery, by ensuring we have the staff needed to operationalize our work.

Adequate staffing capacity across the agency allow equity goals to be achieved across agency work, including in central operations.

Revenue Sources

General Fund: $887,169

Other Fund:
Intrafund Transfer Out: ($981,661)

Federal Fund:
Federal Revenue: $78,587
Intrafund Transfer Out: ($78,587)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	887,169	-	-	-	-	-	887,169
Federal Funds	-	-	-	78,587	-	-	78,587
Total Revenues	**$887,169**	-	-	**$78,587**	-	-	**$965,756**
Transfers Out							
Transfer Out - Intrafund	-	-	(981,661)	(78,587)	-	-	(1,060,248)
Total Transfers Out	-	-	**($981,661)**	**($78,587)**	-	-	**($1,060,248)**
Personal Services							
Class/Unclass Sal. and Per Diem	517,662	-	-	-	-	-	517,662
Empl. Rel. Bd. Assessments	234	-	-	-	-	-	234
Public Employees' Retire Cont	108,917	-	-	-	-	-	108,917
Social Security Taxes	39,602	-	-	-	-	-	39,602
Paid Family Medical Leave Insurance	2,071	-	-	-	-	-	2,071
Worker's Comp. Assess. (WCD)	137	-	-	-	-	-	137
Mass Transit Tax	3,106	-	-	-	-	-	3,106
Flexible Benefits	137,826	-	-	-	-	-	137,826
Total Personal Services	**$809,555**	-	-	-	-	-	**$809,555**
Services & Supplies							
Instate Travel	5,868	-	-	-	-	-	5,868
Employee Training	5,700	-	-	-	-	-	5,700
Office Expenses	10,562	-	-	-	-	-	10,562
Telecommunications	3,520	-	-	-	-	-	3,520

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	4,304	-	-	-	-	-	4,304
Employee Recruitment and Develop	860	-	-	-	-	-	860
Other Services and Supplies	19,600	-	-	-	-	-	19,600
Expendable Prop 250 - 5000	17,200	-	-	-	-	-	17,200
IT Expendable Property	10,000	-	-	-	-	-	10,000
Total Services & Supplies	**$77,614**	**-**	**-**	**-**	**-**	**-**	**$77,614**
Total Expenditures							
Total Expenditures	887,169	-	-	-	-	-	887,169
Total Expenditures	**$887,169**	**-**	**-**	**-**	**-**	**-**	**$887,169**
Ending Balance							
Ending Balance	-	-	(981,661)	-	-	-	(981,661)
Total Ending Balance	**-**	**-**	**($981,661)**	**-**	**-**	**-**	**($981,661)**
Total Positions							
Total Positions							4
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**4**
Total FTE							
Total FTE							3.26
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.26**

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POS116 - Net Package Fiscal Impact Report ***Multifamily Rental Housing Programs***

2025-27 Biennium
Agency Request Budget

Cross Reference Number: 91400-030-00-00-00000
Package Number: 508

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700001	1441562		OAS C0862 A P	PROGRAM ANALYST 3	29	LF	0	4	7,206	0	0	0	0	0.00
2700001	1441562		OAS C0861 A P	PROGRAM ANALYST 2	27	LF	24	4	6,549	157,176	88,245	245,421	1	1.00
2700002	1441563		OAS C0872 A P	OPERATIONS & POLICY ANALYST :	30	LF	12	10	10,066	120,792	56,400	177,192	1	0.50
2700003	1441564		OAS C0860 A P	PROGRAM ANALYST 1	23	PF	21	3	5,169	108,549	68,784	177,333	1	0.88
2700004	1441565		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
2700004	1441565		OAS C0862 A P	PROGRAM ANALYST 3	29	PF	0	3	6,866	0	0	0	0	0.00
2700005	1441566		OAS C1002 A P	LOAN SPECIALIST 2	27	PF	0	3	6,245	0	0	0	0	0.00
				General Funds						**517,662**	**288,787**	**806,449**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**517,662**	**288,787**	**806,449**	**4**	**3.26**

Policy Package # 509 Information Technology Support

Package Description -

This policy option package has three components. The Grant Management System, Customer Relationship Management Project and ProLink.

GMS: This policy option package will support modernization of grants management, improving the agency's ability to deliver funds, track and manage grants, and provide reports to track services and financial spending more effectively. A more comprehensive, modern grants management system would enable the agency to receive and deliver funds more effectively and efficiently, allowing us to provide service to our partners more easily. Current grant management processes are inconsistent and rely on a combination of complex spreadsheets and applications developed in-house. This package will allow OHCS to create and implement a system that addresses the challenges associated with delivering funds and ease our partners' burdens and challenges in reporting on their use of funds. The evolving scope and scale of grants management necessitate the adoption of a new system.

CRM: This policy option package will support modernization of customer management, improving the agency's ability to track all constituent support and interactions, coordinate between divisions improving the customer experience, and provide reports that will inform decision making, program development, and implementation. Due to significant increases in staffing and available resources without the infrastructure and technology to support them, the Customer Relationship Management (CRM) project seeks to provide OHCS with a solution to the various technological challenges and risks the agency currently faces. The goal of this project is to centralize recordkeeping and communication for agency staff, modernize data collection, and increase efficiency, accuracy, and quality of customer service. This modern platform will facilitate better data for analysis, improved productivity and reliability, and provide a unified user experience for staff, stakeholders, grantees, and community members.

ProLink: ProLink HFA is the established data system of record for the Affordable Rental Housing Division. The plan is to keep this system in full use while supporting improved functionality of ProLink HFA. This requires implementing needed system enhancements that will improve the user experience and data quality overall. This package will allow OHCS to continue the use of the ARH data systems and continue to address the challenges associated with delivering funds and monitoring partner performance while ensuring data integrity. The growing scale of funds delivery for affordable rental housing requires the maintenance and enhancement of our established data systems. This includes covering the known annual costs, intentional planning for known needed system enhancements and preparation for contingencies that may arise.

Purpose

GMR: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that using disjointed grant management systems and spreadsheets is not equitable for partners across programmatic divisions of the agency, and OHCS needs to invest in resources to remove the barriers by streamlining grant management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency. It is crucial that we invest in systems that can adequately manage the increasing number and complexity of grants for the long term. New programs, including the emergency response effort, rapid organizational growth rate, and an increasing number of partner organizations to deliver grants in alignment with legislative direction, have highlighted the need to modernize and enhance how we manage the entire grant process.

Investment in an improved grant management system will allow us to implement a comprehensive system to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have skilled in-house development to provide much of our needs historically, but we must proactively mitigate risks associated with custom systems that use aging architecture. Unprecedented emergency response efforts have illustrated the need to be agile and adaptive. This package will enable OHCS to build resiliency in such circumstances.

CRM: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that disjointed communication processes are not equitable for partners or community members across programmatic divisions of the agency, and OHCS needs to invest in resources to help remove barriers by streamlining customer relationship management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency.

The current communication process involving individual emails, phone calls, and in-person meetings fails to address the needs of agency staff, grantees, and the community. Decentralized recordkeeping and limited transparency contribute to increased agency risk. Implementing a modern customer relationship management solution can improve efficiency and mitigate these challenges. It will help reduce administrative burden on staff, improve data accuracy, and ensure compliance with funding guidelines as well as:

- Manage and coordinate communication with grantees, stakeholders, and community members.
- Ensure accountability and alignment of communication relative to organizational priorities, with reliable, efficient, and timely customer service.
- Standardize recordkeeping across OHCS, helping drive transparency, ensuring compliance across programs, producing more timely and accurate communication, increasing access to informed communication, and helping comply with federal grant requirements, such as the Uniform Guidance (2 CFR 200), DATA Act, GONE Act and GREAT Act.

- Provide staff reminders via configurable real-time email alerts to respond to inquiries/requests.

ProLink: Continued investment in the established data system will allow us to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have obtained ProLink HFA following direction from a Secretary of State audit finding to reduce the use of ad hoc data tracking tools and custom systems that use aging architecture. Unprecedented emergency response efforts in affordable rental housing production have illustrated the need to be agile and adaptive. This package will enable OHCS to maintain resiliency in such circumstances.

How Achieved

GMS: OHCS will use existing funds from flexible resources and administrative allowances from program funds, if available, to develop this system. We are coordinating with Enterprise Information Services to determine costs, timing, and scope of the project. This package will enable many improvements in delivering essential housing-related grants to Oregonians in the next biennium and beyond, including:

Outreach and engagement opportunities – Communication could be significantly streamlined, allowing more diverse stakeholders to participate in various points of the granting process. Configurable portals would allow OHCS to collaborate more efficiently, and marketing tools would enable us to reach more Oregonians in less time.

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems. Easily configurable permissions would give stakeholders appropriate views into relevant data and statuses. A modern solution would provide more opportunities to track regulatory compliance obligations effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated with our core business processes.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more

customer-focused and collaborative. Adoption of a modern grants management system is aligned with the cloud-first and software as a service (SaaS) approach to new IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. *Completed:* Appropriate resource allocation for project management and project members. This includes the project intake process and prioritization and initial project planning.
2. *The following processes are in process or completed*.
    a. Business case, EIS Project Complexity matrix, indicating Level 3 project, and ITI have been completed.
    b. An EIS oversight analyst has been assigned to this project.
    c. Gathering and refining business requirements, including outreach to users external to OHCS, communicating and learning from other agencies who are/have been engaged in similar endeavors, and refining project scope. In process, partially complete. Anticipated completion Q1, 2025
3. A request for information (RFI) will be sent out to potential vendors by the end of the Q1, 2025.
4. Competitive solicitation to identify potential solutions to be issued Q2, 2025.
5. Selection and procurement of solution and implementation planning.
6. System implementation, testing, training, adoption, and system refinement/tuning. Our intention is to add Organizational Change Management services to speed the adoption of the system and new processes. We will use project support staff to aid in new process creation.

CRM: OHCS will use General funds to develop this system. We are coordinating with Enterprise Information Services to determine costs, timing, and scope of the project. This package will enable many improvements in delivering essential housing-related communication between Oregon Housing and Community Services and Oregonians in the next biennium and beyond, including:

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems. Easily configurable permissions would give internal stakeholders appropriate views into relevant data and statuses. A modern solution would provide more opportunities to track customer cases effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated our partners, constituents and internal staff to communicate in a coordinated and effective manner.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more customer-focused and collaborative. Adoption of a modern Customer relationship management system is aligned with the cloud-first and software as a service (SaaS) approach to new IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. Appropriate resource allocation for project management and project members. This includes the project intake process and prioritization and initial project planning which has been completed.
2. Business case, EIS Project Complexity matrix, indicating Level 3 project, have been completed.
    a. An EIS oversight analyst has been assigned to this project.
    b. Gathering and refining business requirements, including outreach to users external to OHCS, communicating and learning from other agencies who are/have been engaged in similar endeavors, and refining project scope. Anticipated completion Q3, 2025
3. A request for information (RFI) to be sent out to potential vendors.
4. Competitive solicitation to identify potential solutions.
5. Selection and procurement of solution and implementation planning.
6. System implementation, testing, training, adoption, and system refinement/tuning. Our intention is to add Organizational Change Management services to speed the adoption of the system and new processes. We will use project support staff to aid in new process creation.

ProLink:
Identified Tasks to start as soon as possible:

- Continued, ongoing use of ProLink HFA-Maintenance of the system for ongoing and improved serviceability.
- Compliance Audit Module Improvements-This module is currently designed to enter information following a compliance audit and tenant file review and then generate a report to be sent to owner/agents. It is our intent to submit a CR to ProLink to re-build and enhance this module to be more dynamic in function. This will remove the need for compliance staff to write a Word Doc report to be sent and then also follow up with data entry into ProLink. Modifying the module will allow compliance staff to enter all compliance audit details and tenant file findings and then generate the report. This will improve the overall process and improve efficiencies. In turn, the modification will allow accurate data input to the ProLink system for ongoing implementation of the risk assessment functions that are reliant on compliance and inspection data to be fully utilized. Currently waiting for budget and contract to move forward.
- Procorem Security Role Improvements – This correction will remove the bulk functionality from the Account Administrator role and add it to the appropriate business user role/s. Bulk functions such as template publishing and task management should be assigned to a "user role" and not an Account Admin. In the current state, users must be given Account Admin access in order to do this needed work. Account Administrator access should be reserved for system management and security, not for multiple end users. This modification to the roles-based architecture will provide a role with appropriate permissions to perform tasks at the correct level.
- Accounting-Loan functionality-ACH-NACHA Improvements – Accounting has expressed need for better functionality regarding loans and NACHA file processes. With the expected increase in ARH funding activity in the coming years, improved loan functionality and NAHCA file processes are greatly needed. We have a CR created for the work with all-in cost estimate provided from ProLink. We are currently waiting for budget and contract to move forward.
  Possible changes to the system include (TBD):
  - Add the following to loans menu
    - Draws / Disbursement
      - Track initial disbursement of loan amount
      - Date, check, wire info, etc.
      - Ideally coming from Dev Draws or PSH Activity Funding
    - Payments from borrower
      - Check, date paid, etc.
      - How payment was applied (principal / interest / late fees, etc.)
    - Amortization Schedule

        - Uses loan amount, term, rate, payment frequency, loan type, draws, and payments from borrower to calculate remaining schedule
        - Calc Balance Due, Period Accrued Interest, Interest Payment, Total Accrued Interest
        - Handle changes to decreased draw amounts, changed term, changed interest rate, changed ownership, prepayments, additional principal payments, early payoff, default, etc.
        - Track and handle forgivable loans
        - Track interest step rates (e.g. years 1-2 = 4%, years 3-5 = 5%, years 6+ = 7%)
    - Delinquent/Late fees
        - Calculation (e.g. after 15 days late, 5% late charge of delinquent amount, additional 1% for each late month thereafter)
    - Invoicing / Statements (optional since OHCS is currently using QuickBooks for AR billings)
        - Generate a report statement of due amount, current balance, etc.
    - Reports, Data Views, Workflow, SmartDox

- Compliance Physical Inspections Improvements (NSPIRE)- ProLink currently provides a fully functioning Inspection module with dynamic fields for conducting physical inspections of properties. The connection of the work in the field is less desirable as it utilizes the ProLink SmartDox functionality of excel spreadsheets and this process is cumbersome and adds labor to the inspectors work in the field. The compliance section inspectors need the use of an app- based, user friendly tool in the field. ProLink has not started the work of creating an app-based tool for inspections so far. However, since the April ProLink Conference and more HFAs including OHCS opting use the InspectCheck app for inspections, ProLink is actively thinking about collaborating with InspectCheck by implementing a direct connection between systems or creating their own app – whichever may be more cost effective. The internal ProLink data team will be working with the ProLink vendor to design the enhancements for the system.

We will make formal request to ProLink using the Change Request process for each improvement/enhancement needed. This will include scope research and costing estimates for each requested CR and project management by ProLink and Data Systems Team from start to implementation and ongoing system management.

The second part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an intrafund transfer out to support a proportionate share of Pkg 509.

Staffing Impact

No additional staff requested in this program.

Quantifying Results

GMS: A new grants management system will allow OHCS to integrate internal systems to better determine who we are serving, the services provided, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure grantee performance. In addition to internal efficiencies, the system will improve access to grants, uploading required documentation, and reporting for grantees.

CMR: The ombudsperson needs the ability to offer confidential case management for those who are eligible to apply for and/or are receiving services through OHCS. This will require the ombuds review interactions and documentation of other employees to conduct an accurate and fair review. The ombudsperson may also need to be able to quickly produce reports on findings and recommendations to the Governor's office each quarter as stated in ORS 182.500. OHCS has set a Key Performance Measure (KPM) for itself regarding Agency Customer Service: 80% of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall. This KPM was not met in 2022. A CRM would help make customer interactions much more efficient, effective, and aid in the internal alignment of staff.

ProLink: This data system will allow OHCS to maintain internal systems and data integrity to better determine who we are serving, the affordable rental housing needs, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure partner performance. In addition to internal efficiencies, the system will continue to improve informative data for all OHCS purposes associated with rental housing production and maintenance

Equity and Racial Justice Impact

GMS: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern grants management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. Our existing grants management solutions are not designed to facilitate these goals, especially in a manner that reflects their urgency and importance. We are not alone in these goals, and that is evidenced by the growing number of existing grants management software solutions which contain components specifically tooled to identify and address inequities among various demographics. Better grant monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier

to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

CMR: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern Customer relationship management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. The current customer support system lacks coordination, urgency, and emphasis on constituent needs. Better customer monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

ProLink: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. Maintaining and enhancing ProLink HFA data systems will continue to improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. This data system will also continue to improve accountability measures for grantees, allowing OHCS to identify and intervene if delivery of funds for affordable rental housing trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give continue to provide OHCS the needed system with improvements to do just that.

Revenue Sources

Other Funds:
- Beginning Balance: $1,516,000
- Intrafund Transfer Out: ($199,481)

Federal Funds:
- Federal Revenue: $15,970
- Intrafund Transfer Out: ($15,970)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 509 - HH Information Technology Supports

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	15,970	-	-	15,970
Total Revenues	**-**	**-**	**-**	**$15,970**	**-**	**-**	**$15,970**
Transfers Out							
Transfer Out - Intrafund	-	-	(199,481)	(15,970)	-	-	(215,451)
Total Transfers Out	**-**	**-**	**($199,481)**	**($15,970)**	**-**	**-**	**($215,451)**
Services & Supplies							
Professional Services	-	-	1,516,000	-	-	-	1,516,000
Total Services & Supplies	**-**	**-**	**$1,516,000**	**-**	**-**	**-**	**$1,516,000**
Total Expenditures							
Total Expenditures	-	-	1,516,000	-	-	-	1,516,000
Total Expenditures	**-**	**-**	**$1,516,000**	**-**	**-**	**-**	**$1,516,000**
Ending Balance							
Ending Balance	-	-	(1,715,481)	-	-	-	(1,715,481)
Total Ending Balance	**-**	**-**	**($1,715,481)**	**-**	**-**	**-**	**($1,715,481)**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
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Policy Package # 512 Preservation – Organizational Support and System Improvements

Package Description

The Affordable Rental Housing Division is requesting resources to provide organizational relief for nonprofits who are affected persistent impacts of the pandemic on affordable rental housing operations but are a fundamental backbone to the states infrastructure for meeting the needs of the states most vulnerable households. Specifically, these resources will focus on support for nonprofit organizations that have, by necessity, had to invest their organizational resources to ensure the publicly supported housing would remain operational. Additionally, this investment seeks to invest in expanding the infrastructure to support the planning for the states affordable rental housing portfolio to improve predictability for resource needs.

Purpose

Affordable Housing providers are today experiencing the full impact of COVID-19 on our state portfolio of affordable rental housing properties and the ownership organizations' stability. Through the pandemic, nonprofit organizations continued to own and operate affordable homes across the state. Public relief in the form of rental assistance and other income supports were critical to keep residents housed and ensure our properties remained in safe and stable condition. But as those relief programs sunset, many owners are seeing a loss of rental income. At the same time, they are experiencing increased operating expenses due to inflation in utility costs, insurance and wear and tear on our properties as more residents stayed inside during the pandemic. A resource intervention is needed to help affordable housing providers cover these additional costs, shore up the financial stability of our properties, and keep residents stably housed.

Greater predictability of preservation needs: While OHCS has significant data to inform the risk of affordable rental housing loss due to the expiration of affordability restrictions, across our Affordable Rental Housing portfolio there are other needs for investment in existing properties that are experiencing a risk of loss due to a physical condition or financial challenge. When projects are financed, they use the best information available at the time to model anticipated costs over the life of a project. Despite the best laid plans and working assumptions put into up-front pro forma modeling, over the years unanticipated changes occur market changes in costs for labor, energy, materials; changes in tenant needs; community changes needs; damage or repairs are needed for properties that weren't anticipated. While OHCS is provided some insight into these challenges through compliance monitoring, the reality is the information provided is not real-time and there is no inherent incentive for organizations in a compliance relationship to share this information proactively.

How Achieved

This concept for **Organizational Relief** is to:

- Support eligible rental housing owners that have experienced significant detrimental financial impacts due to recent economic and social conditions
- Competitive Request for Proposals Process
- Grant contract agreement and Work Plan with budget
- Grant funds disbursed on a Reimbursement Basis for Eligible Expenses

In order to enhance the state's ability to understand and forecast needs for preservation fund, we would recommend an investment POP to:

- **Tenant Protection Account:** Establish a tenant protection account that allows properties owners to receive up-front rent increase in alignment with the state statute, while titrating the implementation for tenants. Meaning, this would allow the tenant to experience no more than a 5 percent annual rent increase, while projects that could demonstrate the need and ability within the applicable programmatic rent caps to increase to the statutory limit could access state resources to do now. The benefit of this investment strategy is to provide project owners incentive / reason to provide OHCS with detailed accounting of project issues and challenges; would allow for expansion of projects with identified Property Improvement Plans with OHCS and allow us to both support the stability now for projects that are impacted by the rent protections and additional policy restrictions implemented for ARH rent increases, and to build our understanding and tracking of investment needs within our current portfolio of affordable rental housing.
- **Operating Cost Study:** Establish an operating cost study to generate updates regional and population-type operating cost assessment based on OHCS and third-party data to support the definition of updates to underwriting standards.
- **Technical Assistance Fund:** Establish a technical assistance fund to specifically expand organizational access to support from a consultation for property and organizational portfolio asset management. Use a resource pool to procure customized support for organizations to developer portfolio asset management strategies that both support organizations work while also providing the state with consistent and clear information to serve and establish as a baseline for tracking of portfolio needs moving forward. Priorities for this work could look specifically at: Group Home / DHS and CIP homes; Public Housing Authority portfolios; Organizations with aging portfolios.

Staffing Impact

To do this work, we request a PA3 to support the ongoing programmatic work to operate the resources and the program / policies and processes, one LS2 to support the transaction impacts, and two LS3 asset management analysts to support this expansion of work.

Loan Specialist 2, Permanent Full Time
Loan Specialist 3, Permanent Full Time (2x)
Program Analyst 3, Permanent Full Time

Quantifying Results

Outcomes
The need is great due to a multitude of factors, as summarized in a recent article in The Oregonian[1], including rising costs of debt, insurance, and utilities, and struggles by tenants to pay rent. Property owners statewide are struggling, with Multnomah County in particular seeing many long-time nonprofits teetering. The results of the loss of these properties or even the organizations supporting them would be catastrophic in the context of an existing housing crisis. These funds could be used to target those owners most at risk and support them in getting to stability, helping extend the impact beyond just individual properties to their entire portfolios and future affordable housing properties they may then be able to get involved with that would otherwise be untenable. This support also immediately and directly impacts tenants living in these at-risk portfolios who are otherwise at greater risk of eviction by property managers who cannot afford to continue housing folks who may miss rent payments. The median debt-coverage ratio for affordable housing properties in Multnomah County was 1.02, meaning almost 50% of properties in the county are not even breaking even and could use this support.

Together these would be new programs administered by OHCS, and challenging to accurately estimate exactly the uses of the funding but given input from partners and the general need present in the community OHCS has extreme confidence that these resources will be utilized quickly. Based on similar approaches to stabilizing nonprofit housing providers experiencing persistent pandemic impacts, these resources together are likely to support organizations with 12-15,000 units of affordable rental housing across the state.

[1] https://www.oregonlive.com/business/2024/08/oregon-affordable-housing-providers-barely-staying-afloat-threatening-construction-goals.html?gift=84960613-9aca-4009-ba6b-14e83b7f8bad

Equity and Racial Justice (ERJ) is a core priority in all OHCS programs, as expressed in the Statewide Housing Plan, which directs OHCS to "Advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity." By its nature, Preservation focuses on protecting existing vulnerable tenants. Therefore, OHCS Preservation efforts will continue to incorporate sustained and thoughtful attention to ERJ as a high priority.

Administration
These additional resources will allow more projects to move through the ORCA process and receive OHCS capital resources, which have MWESB requirements that all projects must meet.

Revenue Sources

General Fund: $64,377,963

Other Funds:
Transfer in from General Funds: $63,000,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 512 - HH Preservation - Org Support and Sys Improvements

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	64,377,963	-	-	-	-	-	64,377,963
Transfer from General Fund	-	-	63,000,000	-	-	-	63,000,000
Total Revenues	**$64,377,963**	-	**$63,000,000**	-	-	-	**$127,377,963**
Personal Services							
Class/Unclass Sal. and Per Diem	577,983	-	-	-	-	-	577,983
Empl. Rel. Bd. Assessments	252	-	-	-	-	-	252
Public Employees' Retire Cont	121,608	-	-	-	-	-	121,608
Social Security Taxes	44,215	-	-	-	-	-	44,215
Paid Family Medical Leave Insurance	2,312	-	-	-	-	-	2,312
Worker's Comp. Assess. (WCD)	148	-	-	-	-	-	148
Mass Transit Tax	3,468	-	-	-	-	-	3,468
Flexible Benefits	148,428	-	-	-	-	-	148,428
Total Personal Services	**$898,414**	-	-	-	-	-	**$898,414**
Services & Supplies							
Instate Travel	6,336	-	-	-	-	-	6,336
Employee Training	5,700	-	-	-	-	-	5,700
Office Expenses	11,405	-	-	-	-	-	11,405
Telecommunications	3,802	-	-	-	-	-	3,802
Data Processing	4,646	-	-	-	-	-	4,646
Professional Services	400,000	-	-	-	-	-	400,000
Employee Recruitment and Develop	860	-	-	-	-	-	860
Other Services and Supplies	19,600	-	-	-	-	-	19,600

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 512 - HH Preservation - Org Support and Sys Improvements

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	17,200	-	-	-	-	-	17,200
IT Expendable Property	10,000	-	-	-	-	-	10,000
Total Services & Supplies	**$479,549**	-	-	-	-	-	**$479,549**
Special Payments							
Intra-Agency Gen Fund Transfer	63,000,000	-	-	-	-	-	63,000,000
Other Special Payments	-	-	63,000,000	-	-	-	63,000,000
Total Special Payments	**$63,000,000**	-	**$63,000,000**	-	-	-	**$126,000,000**
Total Expenditures							
Total Expenditures	64,377,963	-	63,000,000	-	-	-	127,377,963
Total Expenditures	**$64,377,963**	-	**$63,000,000**	-	-	-	**$127,377,963**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							4
Total Positions	-	-	-	-	-	-	**4**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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Pkg: 512 - HH Preservation - Org Support and Sys Improvements

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							3.52
Total FTE	-	-	-	-	-	-	**3.52**

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POS116 - Net Package Fiscal Impact Report ***Multifamily Rental Housing Programs***

2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**

Agency Request Budget **Package Number: 512**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700005	1441566		OAS C1002 A P	LOAN SPECIALIST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
2700006	1441567		OAS C0862 A P	PROGRAM ANALYST 3	29	PF	21	3	6,866	144,186	79,151	223,337	1	0.88
2700007	1441568		OAS C1003 A P	LOAN SPECIALIST 3	30	PF	21	3	7,206	151,326	81,227	232,553	1	0.88
2700008	1441635		OAS C1003 A P	LOAN SPECIALIST 3	30	PF	21	3	7,206	151,326	81,227	232,553	1	0.88
				General Funds						**577,983**	**316,963**	**894,946**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**577,983**	**316,963**	**894,946**	**4**	**3.52**

Policy Package # 519 Preservation – Rental Risk of Loss, Expirations and Physical/Financial

Package Description

The State of Oregon is experiencing a housing crisis and has mobilized historic levels of state resources to address the profound, ongoing need for affordable rental housing. As we continue developing new affordable housing at an unprecedented pace, it is essential and cost-effective to ensure we preserve and maintain the current affordable housing stock.

Preserving existing rent-restricted housing that is affordable and well-maintained over the long term, is as important as building new affordable housing. This package request proposes an increase to the State's investment in preservation of affordable housing to better meet the scale of current preservation needs, keeping thousands of rental housing units affordable and well maintained for decades to come.

Purpose

This request is based on OHCS' best estimate of the known preservation need, based upon data about projects that could lose affordability restrictions or federal project-based rent assistance in the next few years, and the best information we have about projects at risk of loss for other reasons. The $350 million request does not include manufactured home park preservation, which is reflected in policy package #520.

How Achieved

OHCS' ongoing preservation strategy aims to help its partners plan for three distinct sets of challenges related to the affordability of subsidized multifamily rental properties, to match the growing demand for preservation resources throughout the state of Oregon:

- Projects with expiring federal rent assistance

Projects eligible under this category will require an extension or renewal of long-term project-based federal rent assistance contracts. Based upon the most recent estimation, there remain 47 relevant projects and 1,363 relevant units across the state, that are at risk of losing their federal rent assistance over the next 5 years. Federal rent assistance is one of the most valuable homeless prevention tools the federal government provides and losing these developments also results in losing the rent assistance forever.

- Portfolio Stabilization

In addition to affordable units under federal contract, there are additional affordable housing programs which currently support an estimated 33 projects and 2,289 estimated units, which are projected to expire in the next 5 years. The requested dedicated preservation funding prioritizes projects and units outside of federal project-based sources that are at risk of imminent loss.

- Affordable properties at risk of loss due to urgent physical or financial challenges

Eligible projects under this program are properties that require urgent repair needs or have experienced operational losses which can't be addressed through existing reserves or cash flow, and which often threatens the housing stability and/or health of tenant families. Known projects statewide with significant deferred rehab and/or operational challenges include but are not limited to:

- ✓ 30 known public housing authority-owned properties overdue for rehab, and/or planned for recapitalization as part of the HUD RAD program, totaling nearly 1,500 units.
- ✓ 90 known aging affordable properties owned by nonprofit partners with serious rehab needs, totaling nearly 5,000 units.

OHCS documents the range and extent of subsidized affordable housing in Oregon and maintains availability of such data through the updated preservation dashboard on the OHCS preservation website, and the Oregon Affordable Housing Inventory.

Staffing Impact

No additional staff requested in this package.

Quantifying Results

Outcomes
OHCS estimates that dedicating $142 million toward properties losing affordability restrictions between 2026 – 2029 will preserve roughly half of the for-profit owned properties: approximately $125,000/unit (1,150 units preserved).

With $38 million targeting properties that could lose federal project-based rent assistance, about 380 units PBRA will be preserved.

$170 million for PHA-owned and nonprofit-owned affordable properties with significant rehab needs is estimated to preserve 6,800 current units.

Equity and Racial Justice (ERJ) is a core priority in all OHCS programs, as expressed in the Statewide Housing Plan, which directs OHCS to "Advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity." By its nature, Preservation focuses on protecting existing vulnerable tenants. Therefore, OHCS Preservation efforts will continue to incorporate sustained and thoughtful attention to ERJ as a high priority.

Accountability to Racially Equitable Outcomes

The 2024 Preservation Framework focuses resources on the most vulnerable tenants, including those with severe housing burdens, and those who identify as a racial or ethnic minority, disabled, or elderly. Baseline data around recent performance in these areas are now being tracked. With the advent of the ORCA process, comes a new "managed Queue" approach, which collects improved owner and tenant data to better understand the full range of potential preservation needs. In short, this new protocol collects more information on specific urgent rehabilitation needs, impact to vulnerable populations, and prioritizes stakeholders that meet the definition of OHCS culturally specific organizations (CSOs) and culturally responsive organizations (CROs).

1. Impact on tenants: measuring and tracking how Preservation efforts benefit the housing stability of BIPOC tenants.
2. Supporting and prioritizing CSOs and culturally responsive organizations CROs: making sure that organizations rooted in and serving BIPOC communities have equitable access to OHCS Preservation resources and are prioritized.

Administration
These additional resources will allow more projects to move through the ORCA process and receive OHCS capital resources, which have MWESB requirements that all projects must meet.

Revenue Sources

Other Funds:
Lottery Revenue Bonds: $350,000,000

Lottery Funds:
A corresponding policy package #519 in the Bond Activities and Debt Service program reflects the Lottery Funds needed to support debt service and cost of issuance payments associated with this bond request.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 519 - HH Preservation - Exp + Physical and Fin Needs

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Lottery Bonds	-	-	350,000,000	-	-	-	350,000,000
Total Revenues	**-**	**-**	**$350,000,000**	**-**	**-**	**-**	**$350,000,000**
Special Payments							
Other Special Payments	-	-	350,000,000	-	-	-	350,000,000
Total Special Payments	**-**	**-**	**$350,000,000**	**-**	**-**	**-**	**$350,000,000**
Total Expenditures							
Total Expenditures	-	-	350,000,000	-	-	-	350,000,000
Total Expenditures	**-**	**-**	**$350,000,000**	**-**	**-**	**-**	**$350,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package #520 Preservation - Manufactured Park

Package Description

Provide resources to Manufactured Parks at risk of loss. OHCS would work with a third party to support efforts to purchase parks through a mission-based nonprofit or a resident cooperative. Manufactured Parks are an important source of naturally occurring affordable housing and need to be preserved wherever possible.

Purpose

Manufactured home parks are one of the most prevalent sources of naturally occurring affordable housing in the state, but they are often unregulated and driven by market forces that can lead to sale and redevelopment without support. Manufactured home parks are particularly vulnerable as the homeowner does not own the land that their home is on, yet their home is generally not mobile. Therefore, if a park owner decides to sell the land, the homeowner is extremely vulnerable. These resources allow OHCS to support interventions that result in park cooperatives or sales to non-profit mission-based owners that seek to maintain the property for parks. Often interventions include infrastructure upgrades and other health and safety interventions.

How Achieved

OHCS has financed the acquisition of manufactured home parks by residents of the park through nonprofits that have worked through technical assistance and a cooperative model or ownership by a mission-based nonprofit that leads to longer term affordability with greater regulation and restrictions in place to ensure the park remains affordable. This POP would provide resources specifically for this purpose, ensuring expansion of this model and greater preservation of these critical assets statewide.

Staffing Impact

No additional staff requested in this package.

Quantifying Results

Outcomes

This policy package will help expand OHCS's ability to fund the preservation of a critical and often overlooked affordable housing stock to ensure it remains available, accessible, and affordable to low-income families.

Staff project a total of 7-10 parks, representing roughly 20-70 spaces each, could be preserved with this level of resource. These estimates are based on past performance, total number of spaces in a given park, and infrastructure upgrade cost trends.

Racial Equity Strategy
By investing OHCS dollars into these properties that currently have no state regulation, oversight, or restrictions, we will be better able to track what disparities exist in these types of properties and require both the high level and specific requirements around equitable access that we do for all of our funding sources.

Accountability to Racially Equitable Outcomes
Our agency collects baseline demographic information for all of our programs that have affordability restrictions and compliance components. This includes a requirement to report race and ethnicity of tenants. By expanding our funding for MHPs, OHCS will better be able to understand, track, and evaluate outcomes related to tenant demographics in these communities to an extent that is challenging for this universe of property types given the lack of existing compliance or restrictions in place.

Administration

These dollars would be distributed through our general ORCA process, which incorporates standards around MWESB contracting and has standards and incentives around working with culturally specific and responsive organizations, as well as set aside resources for CSOs and nonprofits developing in rural areas.

Revenue Sources

Other Fund:
Lottery Revenue Bonds: $25,000,000

Lottery Funds:
A corresponding policy package #520 in the Bond Activities and Debt Service program reflects the Lottery Funds needed to support debt service and cost of issuance payments associated with this bond request.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 520 - HH Preservation - Manufactured Parks

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Lottery Bonds	-	-	25,000,000	-	-	-	25,000,000
Total Revenues	**-**	**-**	**$25,000,000**	**-**	**-**	**-**	**$25,000,000**
Special Payments							
Other Special Payments	-	-	25,000,000	-	-	-	25,000,000
Total Special Payments	**-**	**-**	**$25,000,000**	**-**	**-**	**-**	**$25,000,000**
Total Expenditures							
Total Expenditures	-	-	25,000,000	-	-	-	25,000,000
Total Expenditures	**-**	**-**	**$25,000,000**	**-**	**-**	**-**	**$25,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package #524: Land Acquisition Program

Package Description

This policy package proposes a $20 million General Fund investment into the Land Acquisition Program (LAP). This investment will offer a critical funding source for affordable housing developers to compete with the private market for purchasing land, which will help expand both homeownership and rental housing production. OHCS currently operates the LAP which is a revolving loan fund. Demand for these resources has outpaced supply and as the State invests higher levels of resources into housing development, the acquisition of land will remain critical to development opportunities.

Purpose

Land to develop affordable housing is scarce. When land becomes available, local governments and nonprofit developers have difficulty competing with market-rate developers due to a lack of capital. The Land Acquisition Program offers rapid access to capital, allowing affordable housing developers to compete more successfully for land purchases, especially in hot housing markets. Ensuring the agency can continue offering these resources on an ongoing basis is a critical strategy to meet our production needs. This POP will invest additional funding in the existing Land Acquisition Program to meet the demand from nonprofit developers of both rental and homeownership affordable housing.

This policy package aligns with Pillar 3 of the Governor's Housing Production Framework: "Land and Land Readiness for Housing Production: Oregon Housing and Community Services will assess the financial sustainability of their land acquisition program, options for expanding the program for affordable and moderate-income housing, and the alignment of the program with Oregon Housing Needs Analysis requirements associated with housing production targets and local housing production strategies."

This work is part of our efforts to build programmatic sustainability for the LAP resources as well as ensure readiness for the addition of new resources. These efforts will be prioritized in the first quarter of 2025 for OHCS, in three discrete components as presented below, in order to have strategic alignment in place as soon as resources are available.

The three deliverables related to the Land and Land Readiness for Housing Production will be

1. **Task 1**: Assess financial sustainability of LAP, first quarter 2025

   a. **Scope**: Assess program disbursements and forecast its sustainability over the next 10 years. Review the funding dashboard to see how many loans are outstanding and how many years it will take for them to be repaid. Assess whether LAP resource levels are sustainable to meet the need for land that correlates with increased funding OHCS has for development. Document in a white paper the resource levels needed to "right-size" LAP with other OHCS funding (which requires knowing how much other funding OHCS will receive), especially if the program is expanded to serve higher-income developments (see Task 2).

2. **Task 2**: Determine options for expanding LAP for housing up to 120% AMI, first quarter 2025
   a. **Scope**: Understand benefits, burdens, and racial equity impacts of expanding the program to support development up to 120% AMI. Understand how expanding income eligibility changes where funding goes related to housing needs determined by OHNA (see Task 3). Determine how to create a pilot program that preserves needed funding for affordable housing but tests the concept of funding moderate-income housing. Determine steps needed for implementation (staffing impacts, organizational structure, etc.).

3. **Task 3**: Align LAP with housing needs defined by the OHNA, first quarter 2025
   a. **Scope**: OHCS work to coordinate with DLCD. Define how distribution of LAP and other resources currently relates to OHNA (e.g., through OHNA geographic set-asides based on need at a regional level, QAP). Assess feasibility of aligning with smaller-scale geographies (i.e., cities). Determine steps for implementation.

How Achieved

This $20 million investment will be operated through existing processes, in alignment with direction from the Governor's Office.

For rental development, this funding will be offered through the Oregon Centralized Application (ORCA) process, alongside OHCS' other capital funding for rental development.

For homeownership development, this funding will be offered through existing processes for the division's Land Acquisition Program.

Staffing Impact

No additional staffing is requested with this package.

Quantifying Results

Outcomes

In Oregon, land can account for 2 to 15 percent of total development costs for affordable housing, with an average of 7 percent. The median cost of land is $17,170 per unit in 2024 dollars.[1] With a $20 million investment, the Land Acquisition Program could support the production of 1,165 additional units.

Racial Equity Strategy

This policy package will help address disparities in housing outcomes, including housing cost burden, homelessness, and homeownership rates, that exist for most communities of color in Oregon.

Land costs are lower in rural areas than in urban and other non-rural areas, and more people of color live in urban and other non-rural areas. This policy package will therefore offer an extra boost of support for development in urban and non-rural areas where more people of color live.

Accountability to Racially Equitable Outcomes

Historically, the Land Acquisition Program tracks whether applicants are a culturally specific organization and their location for both homeownership and rental projects.[2] The new ORCA will track the level of funding awarded to culturally specific organizations, Tribes, and rural development by nonprofits, in alignment with set-asides and other prioritization factors.

Additionally, the Affordable Rental Housing Division will be collecting continuous feedback on all aspects of the ORCA, including the Land Acquisition Program, and will iterate the ORCA as OHCS and development teams continue to gain experience with it.

Administration

Though LAP does not involve building and development at the land acquisition stage, generally recipients for LAP utilize development resources to meet AMI requirements associated with utilization of LAP resources.

All applicants seeking capital funding through the ORCA will be required to meet regional MWESB requirements and answer a set of questions about their strategies to ensure they do so. If applicants have failed to meet MWESB requirements in the past, they will be required to work with an MWESB consultant. Additionally, applicants must answer a set of questions relating to equity and racial

[1] Blue Sky Consulting Group, "Affordable Housing Cost Study: Analysis of the Factors That Influence the Cost of Building Affordable Housing in Oregon" (Oregon Housing and Community Services, June 27, 2019), page 37.

[2] See an example updated May 28, 2024: LAP Recipent List.pdf (oregon.gov)

justice strategies, and one of the strategies they can select from a list of options relates to ownership by a culturally specific organization or BIPOC-led organization.

Similar to the Affordable Rental Housing process, though LAP resources are not directly tied to building and development, the Homeownership Division development resources ensure projects meet regional MWESB requirements.

Revenue Sources

General Fund: $20,000,000

Other Funds:
Transfer in from General Fund: $20,000,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 524 - HH Land Acquisition Program

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	20,000,000	-	-	-	-	-	20,000,000
Transfer from General Fund	-	-	20,000,000	-	-	-	20,000,000
Total Revenues	**$20,000,000**	**-**	**$20,000,000**	**-**	**-**	**-**	**$40,000,000**
Special Payments							
Intra-Agency Gen Fund Transfer	20,000,000	-	-	-	-	-	20,000,000
Loans Made - Other	-	-	20,000,000	-	-	-	20,000,000
Total Special Payments	**$20,000,000**	**-**	**$20,000,000**	**-**	**-**	**-**	**$40,000,000**
Total Expenditures							
Total Expenditures	20,000,000	-	20,000,000	-	-	-	40,000,000
Total Expenditures	**$20,000,000**	**-**	**$20,000,000**	**-**	**-**	**-**	**$40,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package # 526 Co-Location of Affordable Rental Housing & Early Care & Education

Package Description

Co-Location of **A**ffordable **R**ental Housing & **E**arly Care & Education (CARE) was initiated in 2021 under HB-5011. Utilizing the $10 million as seed money, OHCS and the Early Learning Division worked to together to establish a program incentivizing Early Care & Education (ECE) Centers within Affordable Housing Developments. The program was stood up in 2024 after a successful procurement leading to a contract with a partnership group called BuildUp Oregon. BuildUp Oregon is a cooperative agreement between four Community Development Finance Institutions (CDFI's) that includes Craft3, Network for Oregon Affordable Housing (NOAH), Micro Enterprises Services of Oregon (MESO) and the Low-Income Investment Fund (LIIF). This statewide incentive program has received a tremendous response upon opening with requests already greatly exceeding the amount of funding available. While other resources exist to fund development of ECE facilities, CARE is unique in that its specific goal is to develop ECE in or on the grounds of affordable housing developments, serving both the residents of the affordable housing development and the community at large. As we continue to invest in needed housing and look for areas to build new ECE facilities, it only makes sense that instead of competing for the same property, communities can serve two critical needs simultaneously.

Purpose

Every county in the State of Oregon is considered a childcare desert based on the metric of a regulated childcare slot for one out of every three children in that area (ages 0-2). For ages 0-5 in totality, 33 of the 36 counties in Oregon are considered childcare deserts. This information was compiled prior to the pandemic, which most industry professionals believe made the situation even more dire. When families are unable to find childcare or early learning opportunities, children miss out on the developmental, social-emotional, and health benefits that access to a stable care environment provides. Lack of ECE opportunities can also detrimentally affect family budgets and often leads to difficult decisions about whether parents are able to enter into the labor force. An emerging trend is to combine affordable housing development with childcare and early learning space to help resolve both needs at once. This is beneficial to the property, to the community, and is an efficient way to steward public resources by intentionally addressing multiple public needs with one development. Currently there are no federal resources for the development of childcare facilities and the Department of Early Learning and Care indicates that space is the number one barrier for expanding childcare and early learning opportunities in the state.

How Achieved

An initial $10 million was invested to implement this program through the use of community development financial institutions. This resource request is to build off the initial investment to expand impact, make the program more sustainable long term, and bring resource investment to scale by adding $10 million dollars to the current program investment. OHCS already has the infrastructure to deliver these resources established and our partner BuildUp Oregon has proven the demand exists, we just need the resources to continue to build upon current momentum and work towards meeting the need.

Staffing Impact

There is no staffing impact as OHCS' current contract with BuildUp Oregon was written to allow for additional resources to be added if applicable. OHCS would simply need to amend the current contract to add these additional resources. There would be additional administration costs associated with the implementation that OHCS would take out of the investment, however, the administrative costs would be substantially reduced with program set-up already established. No additional OHCS staff would be necessary to execute.

Quantifying Results

Outcomes

The outcomes achieved would be Early Care & Education slots added or preserved in the state system. We anticipate that the housing would be built without these resources, but the ECE slots would likely not be added without this subsidy. Though we do not have any data from our original investment yet, we anticipate that an additional $10 million dollar investment would equate to approximately another 600 additional slots. The original projection was 650 for the $8 million in resources after set-up and administrative costs. With this additional investment of $10 million, since the program set-up will have already been completed, less resources would need to support the infrastructure development for this program. At the same time, we know that costs continue to escalate. We are already aware from Build-Up Oregon that Prevailing Wage Rates, that are not applicable to affordable housing but are when ECE is included, are driving costs up tremendously and is a bigger factor than anticipated which may reduce the slots able to be delivered with the initial investment. These numbers try to factor that in without having actual data on these drivers.

Based on a 2022 report compiled by the Oregon Child Care Research Partnership, Early Learning Centers average around 52 children per site equating to 11-12 projects. This does not include any home-based sites which are also eligible with CARE funding.

The addition or the preservation of the ECE opportunities would be tracked and align with education priorities. In addition, there is a technical assistance component of the program that will lead to business development and likely job creation amongst ECE providers

which will be tracked. These added slots will likely lead to expanded economic outcomes associated with the ability of residents and community members to enter the workforce when they otherwise may have had to abstain without quality ECE in their area.

Racial Equity Strategy
This program would support many black, indigenous, and people of color (BIPOC) families and businesses as a disproportionate number of ECE providers are BIPOC owned. The technical assistance and facility space will lead to economic development and wealth creation for BIPOC communities through support of community driven, sustainable businesses. The co-location principle also, of course, supports the families at OHCS funded affordable housing developments and though the need for childcare extends through all of Oregon, it is most acute in the most rural areas and for BIPOC families.

Accountability to Racially Equitable Outcomes
We currently track this information for this body of work through reporting requirements that have are part of the grant agreement with our partner. We do not expect this OPO will change our collection process.

Administration
We have already awarded a contract with our initial investment associated with this concept. Part of our scoring process was centered on the grantee's ability and past history of establishing award processes that are equitable and inclusive, and that had a vision for how to prioritize and support culturally specific and culturally responsive ECE providers. Currently OHCS's awards for construction, which these grants will generally be paired with, already sets minimum standards around MWESB for both rural and urban areas. We expect these grants will generally supplement those awards and utilize the same contractors.

Revenue Sources

General Fund: $10,000,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 526 - HH CARE

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	10,000,000	-	-	-	-	-	10,000,000
Total Revenues	**$10,000,000**	-	-	-	-	-	**$10,000,000**
Special Payments							
Other Special Payments	10,000,000	-	-	-	-	-	10,000,000
Total Special Payments	**$10,000,000**	-	-	-	-	-	**$10,000,000**
Total Expenditures							
Total Expenditures	10,000,000	-	-	-	-	-	10,000,000
Total Expenditures	**$10,000,000**	-	-	-	-	-	**$10,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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Policy Package #530 Culturally Responsive Property Management

Package Description

This request is for $3M in grant resources to better meet the needs of Oregonians by fostering the growth and availability of Culturally Responsive Property Management for affordable rental housing properties. The property management industry has navigated significant challenges in recent years with capacity and resources for supporting tenants. The industry needs specific and deliberate investment to build and support long term expansion in alignment with the Governor's production goals established in Executive Order 23-04. It is also critical that this expansion is done in a way that will center tenants and ensure responsive and supportive affordable rental housing developments that will reduce tenant eviction and displacement.

Purpose

Culturally responsive property management (CR PM) is vital to the long-term success of publicly subsidized housing development projects and the tenants who call them home. We know that renters belonging to BIPOC communities and Fair Housing protected classes are more likely to be evicted than white renters in Oregon.[1] We also know that many critical social determinants of health, including economic stability, education, physical and mental health are directly impacted by access to safe and stable housing. CR PM can help foster a sense of place and belonging for residents and strengthen relationships and understanding between tenants and property managers. Residents who feel respected and part of the community in publicly supported housing are more likely to remain in place, and property managers who feel supported with knowledge and tools may be more likely to seek to first understand rather than punish.[2]

Additionally, stable occupancy, limited vacancies, and satisfied tenants are significant factors in the long-term financial sustainability for publicly subsidized housing development projects. Excessive vacancies and Fair Housing violations can jeopardize the contractual relationship between the Developer or Sponsor and their state, federal, and private funders.

This culturally responsive property management policy option package seeks to clarify and elevate the standards for culturally responsive property management, facilitate the creation of CR PM training programs, increase available training opportunities, and

[1] https://evictionresearch.net/oregon/#:~:text=1%20in%2030%20renting%20households,42%20Latine%20households%20(2.4%25)
[2] https://pubmed.ncbi.nlm.nih.gov/30506937/

ultimately reduce the number of evictions and punitive actions experienced by households who identify as BIPOC and protected classes under Oregon and Federal fair housing rules.

The purpose of this policy option package:

- Increase capacity for property management statewide
- Reduce the number of evictions for people from BIPOC and other Fair Housing protected classes
- Increase placemaking, sense of place, understanding and belonging for tenants from diverse cultures - features known to support mental, emotional, social, economic well being
- Reduce tenant / property manager conflict and evictions stemming from cultural misunderstandings, biases, and miscommunication
- Educate and equip property managers with training resources so they can better support tenants, identify and develop CR policies and practices, and have confidence in interactions with tenants, reduce chances of FH complaints and violations.

Stakeholders:

- Developers of affordable housing, including culturally specific housing developers
- Owners of affordable housing, including culturally specific housing owners and operators
- Resident service providers including culturally specific service providers and culturally responsive service providers
- Property managers
- Consultants who focus on development of affordable rental housing and/or permanent supportive housing
- Communities of color and tribal organizations
- Interested legislators
- Asset Management
- EDI and HR/workforce (dev) stakeholders
- HUD/RD guidance and resources
- HUD FHEO (guidance/resources as we mention fair housing act protected classes).

Stakeholder engagement driving request:

- ORCA Design Engagement (ERJ Strategies Session, Resident Services & Operating Costs Session)
- CSO Development Partners Check-In (Regular meeting hosted by ARH Development Resources Section)
- GHAP Capacity Building program 1:1 meetings (2021-2023)
- Housing Equity Capacity Building Strategy project findings– Meyer Memorial Trust, HDC, OHCS partnership project (info TBD)
- Housing Stabilization Community Engagement – (info TBD)
- Property Managers Working Group (info TBD)

How Achieved

The resources provided through this policy option package will be used to resources for property management investment and capacity/technical assistance and training resources to create supports based on best practices, likely to include a live and on demand training curriculum to be used for expanding trained culturally responsive property management.

1. Identify best practices in CR PM
2. Build capacity for all PMs to provide culturally responsive services
3. Update state policies to better support CR PM
4. Develop internal policies to encourage and/or expect CR PM
5. Develop capacity so CSOs with PM arm can host/certify trainings?

Staffing Impact

No additional staff is being requested in this package.

Quantifying Results

Outcomes

Increase in available training for Culturally Responsive Property Management and potential streamlining of agency program options and resources. Internal policies revised and created, resulting in elevated importance and visibility of CR PM in rental housing development and portfolio management resource programs. Meet immediate need by expediting initial support to new CR PM training programs that are currently being built by nonprofit CSO Developer and Sponsor entities (eligible for GHAP CB) while legislative process proceeds.

Expected long-term outcomes: Reduction in number of evictions and punitive action experienced by BIPOC, Fair Housing protected classes, and tenants in Rural communities. Property managers are better equipped with education and training resources so they can better support tenants, identify and develop CR policies and practices, and have confidence in interactions with tenants, reduce chances of FH complaints and violations.

Racial Equity Strategy
Racial, Fair Housing group, geographic, economic, and entity type disparities exist in relation to CR PM. This policy package seeks to address them in the following ways:

- Reduce the disparity in, as well as the raw number of, evictions and punitive action taken by PMs against tenants from BIPOC, Fair Housing groups, and Rural communities by investing in CR PM training programs and developing policies to support adoption of CR PM practices
    - Work closely with subject matter experts and stakeholder groups to inform the project and program
- Increase workforce development opportunities and economic mobility for individuals from disproportionately impacted groups through intentional design of the CR PM grant investment
- Identify and increase knowledge, clarity, understanding of OHCS expectations and metrics related to CR PM and ensure that development and portfolio resource applicants have the information they need to meet expectations
- Increase internal understanding and analysis of evictions and punitive actions taken against tenants of publicly subsidized housing

Accountability to Racially Equitable Outcomes

- This POP would help expand our ability to define, track, and evaluate this type of
  Identify and increase knowledge, clarity, understanding of OHCS expectations and metrics related to CR PM and ensure that development and portfolio resource applicants have the information they need to meet expectations
- Increase internal understanding and analysis of evictions and punitive actions taken against tenants of publicly subsidized housing

Administration
This grant would seek to train or develop property management companies as more culturally responsive organizations and would be designed with the intention of supporting existing CR PMs through support of their training programs.

Revenue Sources

General Fund: $3,000,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 530 - HH Culturally Responsive Property Mgmt

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	3,000,000	-	-	-	-	-	3,000,000
Total Revenues	**$3,000,000**	-	-	-	-	-	**$3,000,000**
Special Payments							
Other Special Payments	3,000,000	-	-	-	-	-	3,000,000
Total Special Payments	**$3,000,000**	-	-	-	-	-	**$3,000,000**
Total Expenditures							
Total Expenditures	3,000,000	-	-	-	-	-	3,000,000
Total Expenditures	**$3,000,000**	-	-	-	-	-	**$3,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

_____ Agency Request
2025-27 Biennium

_____ Governor's Budget
Page _____

_____ Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Requested
Other Funds Limited						
Public Utility Fees		0240				
Public Purpose Charge (Housing Development)	3400	0240	$ 10,496,207	$ 9,343,589	$ 10,248,500	$ 10,248,500
Charges for Services		0410				
WA Reimbursement	3400	0410		$ 30,000		
Admin & Service Charges		0415				
Multifamily Rental Housing Charges (Multiple Programs)	3400	0415	$ 39,943,854	$ 37,677,200	$ 37,356,625	$ 37,356,625
Fines & Forfeitures		0505				
Agriculture Worker Housing Development Civil Payments from BOLI	3400	0505	$ 27,047	$ 40,000	$ 40,000	$ 40,000
Lottery Bonds		0565				
Affordable Rental Housing Lottery Backed Revenue Bonds	3400	0565		$ 50,000,000	$ 50,000,000	$ 375,000,000
Interest Income		0605				
Interest - Multifamily Rental Housing Programs	3400	0605	$ 9,799,661	$ 2,810,670	$ 25,105,094	$ 25,105,090
Housing Div Loan Repayments		0930				
Multifamily Rental Housing Programs	3400	0930	$ 3,218,845	$ 5,616,385	$ 5,471,800	$ 5,524,800
Other Revenues		0975				
Conduit Misc. Rev	3400	0975	$ 8			
LRB-Pres Misc. Rev	3400	0975	$ 2			
HDG/Pre/TF Rebate & Recoveries	3400	0975	$ 27,023	$ 55,000	$ 200,000	$ 200,000
Misc. Revenues-Multifamily Rental Housing Programs	3400	0975	$ 27,033	$ 55,000	$ 200,000	$ 200,000
Transfer In - Intrafund	3400	1010	$ 3,039,633	$ 4,892,045	$ 4,892,045	$ 2,165,756
Transfer In From General Fund		1060				
Affordable Rental Housing Programs	3400	1060	$ 295,000,000	$ 84,700,000	$ 84,700,000	$ 98,000,000
Transfer in From DOR		1150				
Doc Recording Fee (General Housing Account Programs)	3400	1150	$ 56,761,026	$ 67,640,000	$ 43,250,080	$ 52,325,240
Transfer in From Department of Education		1581				

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Requested
Multifamily Rental Housing Transfer in From Education	3400	1581	$ -	$ -	$ -	Agency Requested
Transfer Out - Intrafund	3400	2010	$ (2,107,735)	$ (25,536,585)	$ (25,536,585)	$ (29,167,635)
Total Other Funds Limited	3400		$ 416,205,570	$ 237,268,304	$ 235,727,559	$ 576,798,376
Other Funds Non-Limited						
Admin & Service Charges		0415				
Conduit Loan Admin Charges	3200	0415	$ 73,050	$ 150,000.00		
Interest Income						
Interest - Multifamily Rental Housing Programs	3200	0605	$ 40,785	$ 73,818.00	$ 64,200.00	$ 64,200.00
Housing Div Loan Repayments						
Multifamily Rental Housing Programs	3200	0930	$ 1,927,451	$ 61,050.00	$ 52,700.00	$ 52,700.00
Transfer In - Intrafund	3200	1010	$ 1,044,881			
Transfer Out - Intrafund	3200	2010	$ (2,705,167)			
Total Other Funds Non-Limited Revenue	3200		$ 381,000	$ 284,868	$ 116,900	$ 116,900
			$ 3,086,167			
Federal Funds Limited						
Department of Health & Human Services	6400	0995	$ 16,856,182	$ 37,956,132	$ 37,956,132	$ 40,996,836
Transfer Out - Intrafund	6400	2010				$ (1,405,476)
Total Federal Funds Limited	6400		$ 16,856,182	$ 37,956,132	$ 37,956,132	$ 39,591,360

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Public Utilities Fees	10,496,207	9,343,589	9,343,589	10,248,500	-	-
Charges for Services	-	30,000	30,000	-	-	-
Admin and Service Charges	39,943,853	37,677,200	37,677,200	37,356,625	-	-
Fines and Forfeitures	27,047	40,000	40,000	40,000	-	-
Lottery Bonds	-	50,000,000	50,000,000	375,000,000	-	-
Interest Income	9,799,660	2,810,670	2,810,670	25,105,090	-	-
Housing Div Loan Repayments	3,218,845	5,616,385	5,616,385	5,524,800	-	-
Other Revenues	27,038	55,000	55,000	200,000	-	-
Transfer In - Intrafund	3,039,633	4,892,045	4,892,045	2,165,756	-	-
Transfer from General Fund	295,000,000	9,700,000	84,700,000	98,000,000	-	-
Tsfr From Revenue, Dept of	56,761,026	67,640,000	67,640,000	52,325,240	-	-
Tsfr From Education, Dept of	250,000	-	-	-	-	-
Transfer Out - Intrafund	(2,107,735)	(24,076,077)	(25,536,585)	(29,167,635)	-	-
Total Other Funds	**$416,455,574**	**$163,728,812**	**$237,268,304**	**$576,798,376**	**-**	**-**
Federal Funds						
Federal Funds	16,856,182	37,840,875	37,956,132	40,996,836	-	-
Transfer Out - Intrafund	-	-	-	(1,405,476)	-	-
Total Federal Funds	**$16,856,182**	**$37,840,875**	**$37,956,132**	**$39,591,360**	**-**	**-**
Nonlimited Other Funds						
Admin and Service Charges	73,050	150,000	150,000	-	-	-
Interest Income	40,785	73,818	73,818	64,200	-	-
Housing Div Loan Repayments	1,927,451	61,050	61,050	52,700	-	-
Transfer In - Intrafund	1,044,881	-	-	-	-	-

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

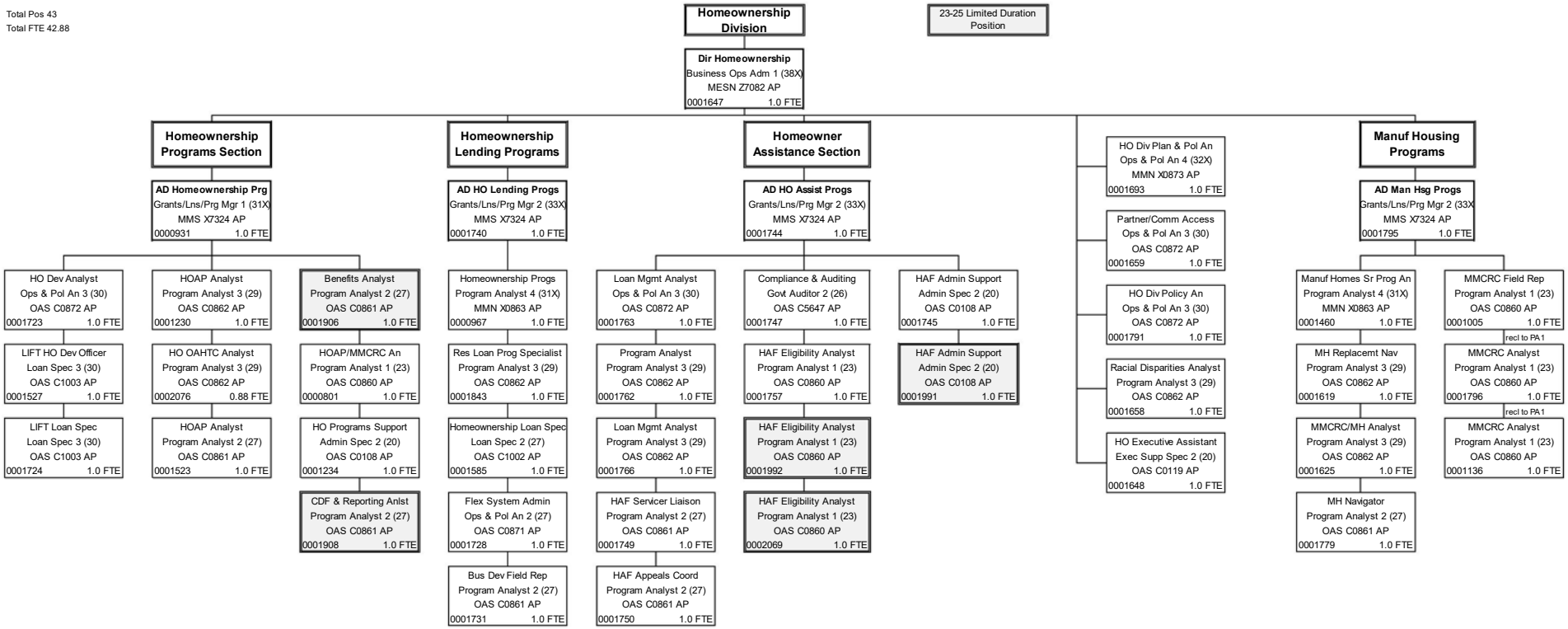
2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Nonlimited Other Funds						
Transfer Out - Intrafund	(2,705,167)	-	-	-	-	-
Total Nonlimited Other Funds	**$381,000**	**$284,868**	**$284,868**	**$116,900**	**-**	**-**

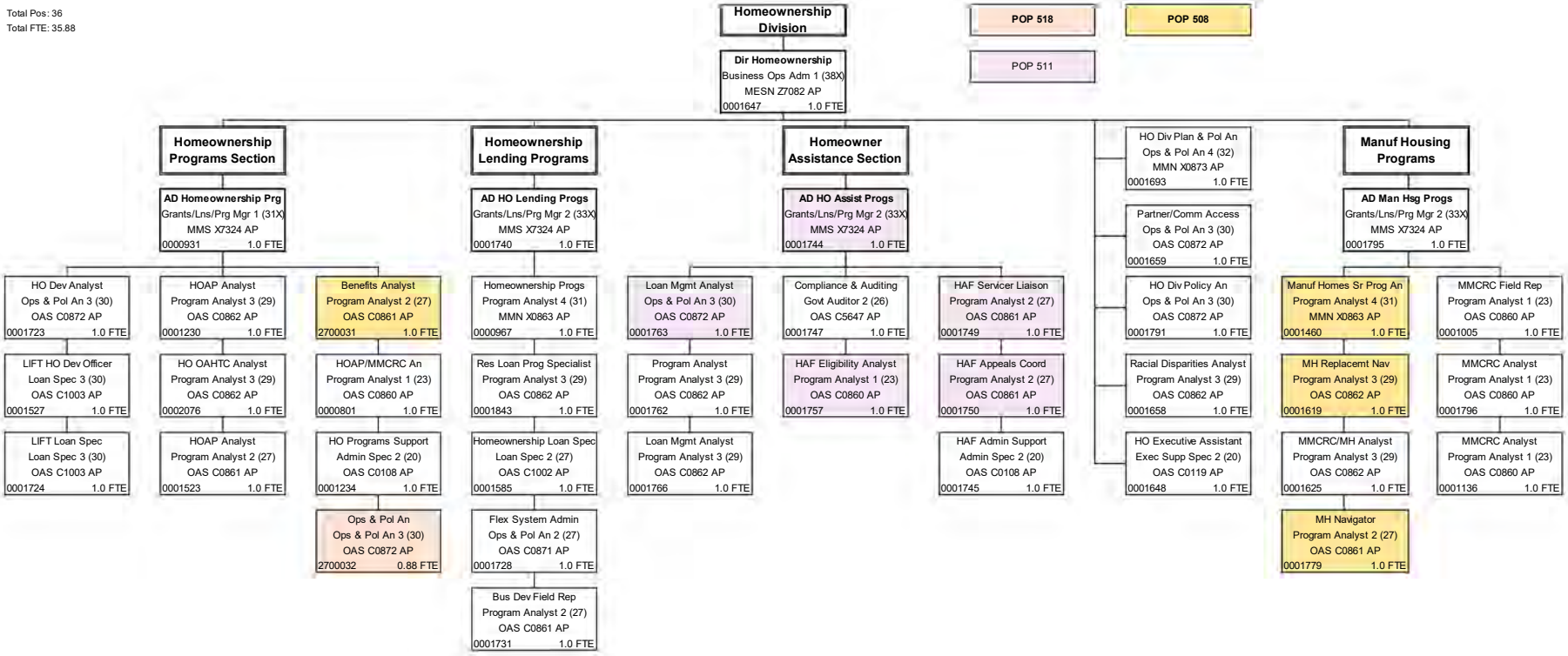
Single Family Housing Programs



Single Family 2023-25 Organizational Chart

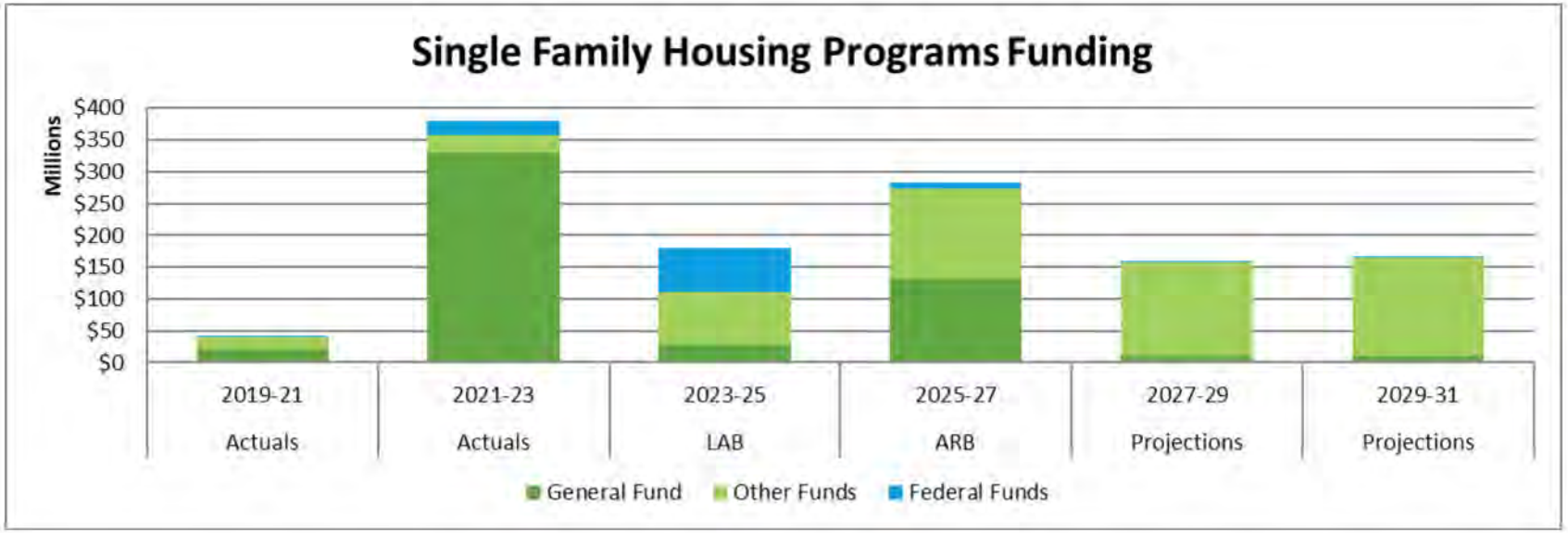


Single Family 2025-27 Organizational Chart



Single Family Executive Summary

Long Term Focus Area: Equitably supporting Oregonians to purchase, thrive and stay in their home
Program Contact: Keeble Giscombe



Program Overview

The Homeownership Division consists of four sections, each driven by the central goal of engaging low to moderate income Oregonians who wish to attain or retain homeownership: Homeownership Programs, Manufactured & Marina Communities, Homeowner Assistance, and Homeownership Lending. Collectively, these programs expand access to affordable homeownership through competitive market rate mortgages, down payment assistance, and pre-purchase education and counseling, and by assisting homeowners to retain their homes through education, foreclosure counseling, and health and safety repairs, including resources specific to manufactured housing. In addition, Homeownership Development Programs increase the supply of affordable homes for purchase, addressing a dearth in affordable homes available throughout the state. These programs benefit homebuyers and homeowners who are typically not served by traditional lenders, and who would not otherwise have access to the housing market and homeownership services.

Program Funding Request

OHCS's funding for 2025-27 includes general fund requests to continue and expand Homeownership Programs. These include funds for the Homeownership Development Incubator Program to spur the construction of new affordable homes for purchase throughout the state including on Tribal land. OHCS is also requesting funds to continue replacing manufactured homes that are outdated and unsafe, and to continue the Foreclosure Avoidance Counseling program which keeps people housed and stable. Additional funding requests include two types of down payment assistance (DPA): DPA that is deployed by culturally responsive and rural organizations and DPA that is paired with OHCS lending products.

Single Family Housing Programs						
	19-21 Actuals	21-23 Actuals	23-25 LAB	25-27 ARB	27-29 Projections	29-31 Projections
General Fund	$ 20,454,792	$ 329,155,290	$ 29,083,695	$ 131,371,147	$ 9,403,096	$ 9,972,028
Lottery Funds	$ -		$ -	$ -	$ -	$ -
Other Funds	$ 19,949,050	$ 28,031,276	$ 81,704,726	$ 142,872,997	$ 149,040,618	$ 155,489,125
Other Funds - Nonlimited	$ -		$ -	$ -	$ -	$ -
Federal Funds	$ 151,036	$ 22,773,211	$ 69,165,858	$ 8,690,031	$ 969,234	$ 1,014,508
Federal Funds - Nonlimited	$ -		$ -	$ -	$ -	$ -
Total Funds	**$ 40,554,878**	**$ 379,959,777**	**$ 179,954,279**	**$ 282,934,175**	**$ 159,412,948**	**$ 166,475,662**
Positions	16	54	43	36	31	31
FTE	15	48.22	42.88	35.88	30.88	30.88

Program Description

To meet OHCS' Statewide Housing Plan goal of closing Oregon's racial homeownership gap, the Homeownership Division strives to leverage homeownership as a powerful tool that can create stability, promote equity, and build generational wealth. The Division consists of four sections, each driven by the central goal of supporting low- to moderate-income Oregonians to attain and retain homeownership. These sections expand access to homeownership through funding the construction of affordable homes for purchase, financial products such as competitive market rate mortgages, down payment assistance, and pre-purchase education and counseling. The Division assists homeowners to maintain and retain their homes through post-purchase education, foreclosure counseling, foreclosure assistance, health and safety repairs, and resources specific to manufactured housing. Using an equity and racial justice lens in all programming, policies, and operations, the Homeownership Division works to dismantle systemic housing barriers and create opportunities for those underrepresented as homeowners in Oregon.

Through the Homeownership Programs Section, the department contracts with nonprofit homeownership centers, local governments, public housing authorities, and nonprofit organizations that serve as a one stop shop for prospective homeowners and current homeowners. They provide down payment assistance, homebuyer education, pre and post purchase counseling, foreclosure counseling, and health and safety repair funding. Our updated down payment assistance program is available to first-time and first-generation homebuyers as well as veterans.

The Homeownership Development Program seeks to increase the supply of affordable homes for purchase by funding the development of housing that is aligned with community needs. Through the Local Innovations and Fast Track program, Homeownership Development has funded nearly 1000 shared equity homes. Through its newer Homeownership Development Incubator Program, OHCS is able to fund homes on tribal land, pre-development work, and support new innovative models of affordable homeownership.

Within the Homeownership Lending Section, OHCS offers the development and oversight of two mortgage lending programs: the Oregon Bond Residential Loan Program and the Flex Lending Program. The Oregon Bond Residential Loan Program uses a network of lenders to finance residential loans under the program guidelines. OHCS invests in and purchases these loans from the lenders using mortgage revenue bonds (see description in the Bond Activities and Debt Service program unit). Economic conditions and financial markets affect the success of mortgage revenue bond financed loans. The recent housing market and program requirements have impacted program production. Higher home prices make it difficult for first time home buyers, the population served by this program, to purchase homes. OHCS' new Flex Lending program expands the reach of affordable homeownership lending activities by pairing a flexible mortgage product with down payment assistance by leveraging mortgage-backed security markets.

The Manufactured & Marina Communities Programs include the Manufactured Homes programs and the Manufactured and Marinas Communities Resource Center (MMCRC). The Manufactured Home Programs identify creative solutions to expand housing options by preserving and improving manufactured dwelling parks and collaborating with stakeholders to develop policies and resources that support manufactured housing residents. This also includes the Manufactured Home Replacement program which provides affordable gap financing for manufactured homeowners to replacing aging and inefficient manufactured homes. Mediation services are available for manufactured and marina community residents and owners through the Manufactured and Marinas Communities Resource Center (MMCRC). The program provides impartial assistance to resolve disputes between park owners and tenants outside of court by promoting cooperation, open communication, and a positive environment.

The Homeowner Assistance Section includes the Homeowner Assistance Fund (HAF), which provides financial assistance for low- to moderate-income Oregonians who experienced financial hardship related to the coronavirus pandemic, preserving homeownership through mortgage reinstatement by curing delinquent mortgage and/or assisting with future payments. HAF also connects struggling homeowners to housing counselors and legal aid services. HAF replaces the very successful mortgage assistance program funded by the Hardest Hit Funds after the last recession.

Program Justification

Homeownership is one of the primary means through which families build wealth and achieve financial stability. However, discriminatory practices such as redlining, predatory lending, and unequal access to credit have historically excluded many people of color from homeownership opportunities, leading to significant racial wealth gaps. Promoting affordable homeownership not only enables households to build equity and intergenerational wealth but also provides a stable and secure environment for raising families and participating in community life. By increasing homeownership rates among all Oregonians, and in particular, people of color, OHCS' programs can help to stabilize neighborhoods, reduce crime rates, and enhance property values, leading to broader economic and social benefits.

Through these investments, OHCS expects to support over 12,000 Oregonians to achieve or maintain their dream of Homeownership. This investment addresses the gap in supply of affordable homes, and then provides the resources (loan products, DPA, education, counseling) to help people get into those homes and others in the communities that they want to live. Once they are in a home, OHCS foreclosure prevention resources, manufactured home resources, and health and safety repairs help them remain in a safe in their home for decades or generation to come. These programs represent key spokes of homeownership, and this biennium investment will keep the infrastructure that supports these programs going and allow OHCS to better keep pace with unmet demand across the state.

Program Performance

Key success measures for Homeownership Program performance are the affordable homes for purchase built, number of residential loans financed, the number of people accessing homeownership centers for homebuyer education, financial literacy counseling, receiving down payment assistance, and foreclosure counseling, and the ability of homeownership programs to help reduce the minority homeownership gap. Performance data for the last four biennia and current projections are outlined in the table below or OHCS key performance measures.

Homeownership Services	2015-17	2017-19	2019-21	2021-23	2023-25	2025-27	2027-29	2029-2031
Home Purchase (Oregon Bond Residential Loans and Flex Lending Program)	779	1,743	1,046	985	1,250	1,750	2,500	3,000
Homeownership Centers* (Households Served)	17,523*	13,334	6,980	5,022	6,000	6,100	6,200	6,400
Down Payment Assistance paired with lending products (Households Served)	N/A	N/A	N/A	N/A	1,000	1,250	2,000	2,500
Down Payment Assistance (HOAP , Culturally Responsive, Rural)- (Households served)	N/A	192	207	250	625	1,200	1,300	1,400

Foreclosure Counseling/ Oregon Foreclosure Avoidance (Persons Served)	3,259	1,232**	665	1,105	1,575	1,575	1,600	1,650
Homeowner Assistance Fund** (Households Funded)	N/A	N/A	N/A	726	1328	n/a	n/a	n/a
Manufactured Homes*** (Homes replaced)	N/A	N/A	N/A	10	19	50	70	100
Homeownership Development (New homes funded)	N/A	87	184	566	225	650	700	750

**Homeownership Center data reporting methods changed as of July 1, 2016. Previous data collection was based on the number of services provided, while the new method reports on households served, this what has caused a lower number as of the 2019-2021 biennium.*

*** The Homeowner Assistance Fund (HAF), launched November 30, 2021. In addition to the actual figures listed above, HAF projects to serve 650 additional households in 2023-25 before making final assistance payments in February 2025.*

****This is pilot program launched in 2022 and is now a permanent program.*

Enabling Legislation and Program Authorization

Neither federal law nor the Oregon Constitution mandates housing, homeownership, and/or homeownership retention. However, because housing and homeownership are indicators of healthy, vital, and stable communities, federal and state policies encourage, promote, finance, and protect housing and homeownership as follows:

Authority	Program	Legislation
State	Bond Financing—Residential Loan Program	ORS 456
State	Increasing Homeownership, Retention	ORS 456.550, 458.655
State	Marinas & Manufactured Communities	ORS 446.515 – 446.547
State	Manufactured Home Decommissioning and Replacement Program	ORS 458.356-458.358
State	Manufactured Dwelling Park Preservation Loan Program	ORS 458.352
State	Local Innovation & Fast Track	ORS 456.515 – 456.725 & ORS 458.480-458.490
State	Homeownership Development Incubator Program	ORS 456.555
Federal	Neighborhood Stabilization Program	Public Law 111-203
Federal	Homeowner Assistance Fund	American Rescue Plan Act, Public Law 117-2

Funding Streams

Homeownership Programs are funded by Other Funds and Federal Funds as outlined below:

Funding Source	Program Name	Authorizing Legislation
Bond Financing	Residential Loan Program	ORS 456
Document Recording Fees	Home Ownership Assistance Program	ORS 294.187
US Dept. of Housing & Urban Development	Neighborhood Stabilization Program	Public Law 111-203
US Treasury	Homeowner Assistance Fund	American Rescue Plan Act, Public Law 117-2
Manufactured Park registration fees, home assessments	Marinas & Manufactured Communities Resources	ORS 90.732, 90.734, 456.418

Comparison of 2025-27 Funding Proposal to 2023-25 Funding

OHCS's funding for 2025-27 increases above the Current Service Level for the manufactured home park replacement program, down payment funds tied to OHCS lending programs, down payment funds deployed by culturally responsive and rural organizations, funds to increase the supply of affordable homes for purchase through the Homeownership Development Incubator Program (HDIP) and LIFT, and foreclosure avoidance counseling. These programs all existed in the last biennium but will rely on additional allocation to keep them running. The Agency Request Budget also adds an OPA3 position for the HDIP program to provide outward facing technical assistance and internal operations and compliance support.

The Homeowner Assistance Fund (HAF) program anticipates making its final assistance payments in February 2025 and administratively winding up in 2025-27; no additional funds are expected but there will be a five-year monitoring period after approved closure. HAF positions may continue into 2025-27 to close the program but will all transition except for one shared lien management position.

Homeownership Programs Description

The Homeownership Division administers federal and state funds to create opportunities for lower income Oregonians to purchase and stay in a home. These programs expand access to affordable homeownership through competitive market rate residential loans as well as assisting homeowners in retaining their homes through education, foreclosure counseling and financial assistance services. These

programs benefit homebuyers with lower incomes who might not otherwise have access to homeownership options and traditional mortgage services. Additional programs provide loans and grants for manufactured dwelling park preservation and replacing older manufactured homes with newer, energy-efficient models. The section manages the Oregon Bond Residential Loan Program, down payment assistance, homeownership education and counseling, health and safety repairs, and offers training and technical assistance resources.

Affordable single-family loans financed through the Oregon Bond Residential Loan Program provide qualified first-time homebuyers with the opportunity to move from being renters to homeowners. The program offers competitive market interest rates and cash assistance to help pay for closing costs. When people advance through the housing continuum into homeownership, it helps to free up existing rental housing stock, thereby potentially increasing affordable housing opportunities for Oregonians. Affordable, competitive market rate residential loans give homeowners the ability to build wealth and achieve household stability, with an affordable monthly housing payment. Flex Lending, a new lending program, requires no state or federal funds for baseline operation, but rather leverages OHCS' unique authorization to access federal homeownership tools. Through its many potential product offerings, it can reduce the cost of a mortgage, or provide down payment assistance for homebuyers.

Access to affordable homeownership through new, energy-efficient manufactured homes provides Oregonians with opportunities for economic and housing stability and improved health outcomes. The Manufactured Home Replacement program offers subordinate loans and grants for decommissioning and disposal to low-income owners of manufactured homes who wish to replace their homes. In addition, short-term park preservation financing enables nonprofit organizations and resident-owned cooperatives to preserve manufactured dwelling parks when permanent financing options aren't readily available.

Additionally, the Manufactured and Marinas Communities Resource Center (MMCRC) provides impartial assistance to resolve disputes between park owners and tenants outside of court by promoting cooperation, open communication, and a positive environment. This support serves to create more stable communities.

Homeownership centers help homeowners seeking information and resources to assist with maintaining their current living environment. The centers assist prospective homeowners with homebuyer pre- and post-purchase education and down payment assistance, as well as financial literacy and financial coaching. Homeowners unable to afford the costs of home maintenance can access funding for health and safety repairs, allowing homeowners the opportunity to remain in a healthy and safe environment. Counselors within homeownership centers and other community organizations provide foreclosure prevention counseling services and support during foreclosure mediation through the Foreclosure Avoidance Counseling Program (FAC).

For those at severe risk of losing their home, the Homeowner Assistance Fund (HAF) offers financial assistance for low to moderate income Oregonians who experienced financial hardship related to the coronavirus pandemic. The program preserves homeownership through mortgage reinstatement by curing a delinquent mortgage and/or assisting with future payments. HAF also connects struggling homeowners to housing counselors and legal aid services. The HAF program replaces the successful mortgage assistance program,

Oregon Homeownership Stabilization Initiative, which supported 17,200 homeowners and was funded by the Hardest Hit Funds after the last recession.

Lastly, OHCS programs not only provide a safety net of support for future and current homeowners but seeks to proactively increase the supply of affordable homes by providing funding and technical assistance to homeownership developers. Our forthcoming Homeownership Development Program will foster the creation of new and diverse types of affordable, energy efficient housing units for purchase that are aligned with local needs, particularly for first generation homebuyers, communities of color, tribal nations, and rural communities.

OHCS works with partners to keep the delivery of Homeownership Programs cost-effective. For example, awarding grant agreements or contracts to local providers is more affordable than creating an in-house method of delivery and ensures that resources are maximized to address unique community needs. And, in 2021, we shifted many of our contracts with community providers to a pay for performance model to ensure that they are meeting the desired funding outcomes.

Central to all Homeownership Programs is a goal of eliminating the racial homeownership gap in Oregon. In 2018, the Oregon Joint Interim Task Force on Addressing Racial Disparities in Home Ownership (JARDHO) found that “Oregon’s communities of color do not have equal, fair, or equitable access to homeownership.” Homeownership programs seek to change this by offering accessible and equitable programs, and by proactively funding and supporting organizations that are culturally responsive and culturally specific. As laid out in the State Housing Plan, all Homeownership programs aim to serve at least 30% Oregonians of color.

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services

This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package include the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs

Phased-In programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level.

Phase-Out's are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-In for the Single-Family Housing Programs

- General Funds
  - Limited Equity Coops - $2.5k

Phase-Out's for the Single-Family Housing Programs

- General Funds
  - Affordable Homeowner Loan Fund - $7.5M
  - Down Payment Assistance - $7.5M
  - Homeownership Development Funds - $5M
  - Housing Counseling/Foreclosure Avoidance - $2.5M
  - Manufactured Dwelling Programs - $2.5M

- Other Funds
  - Down Payment Assistance w Flex Lending Programs - $17.5M
  - Homeowner Development - $20M
  - Local Innovation and Fast Track Homeownership - $20M
  - Manufactured Housing Programs 4.1M
  - Oregon Stabilization Initiative - $283k
- Federal Funds

030 Inflation and Price List Adjustments

This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%
- Professional Services 6.8%
- Attorney General 23.26%
- State Government Service Charges 33%

050 Fund Shift

This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(72,409)	-	-	-	-	-	(72,409)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($72,409)**	-	-	-	-	-	**($72,409)**
Personal Services							
Pension Obligation Bond	(10,106)	-	(12,873)	(32,731)	-	-	(55,710)
Mass Transit Tax	(157)	-	2,872	-	-	-	2,715
Vacancy Savings	(62,146)	-	(158,410)	15,653	-	-	(204,903)
Total Personal Services	**($72,409)**	-	**($168,411)**	**($17,078)**	-	-	**($257,898)**
Total Expenditures							
Total Expenditures	(72,409)	-	(168,411)	(17,078)	-	-	(257,898)
Total Expenditures	**($72,409)**	-	**($168,411)**	**($17,078)**	-	-	**($257,898)**
Ending Balance							
Ending Balance	-	-	168,411	17,078	-	-	185,489
Total Ending Balance	-	-	**$168,411**	**$17,078**	-	-	**$185,489**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 021 - Phase-in

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,500	-	-	-	-	-	2,500
Total Revenues	**$2,500**	-	-	-	-	-	**$2,500**
Services & Supplies							
Instate Travel	215	-	-	-	-	-	215
Employee Training	175	-	-	-	-	-	175
Office Expenses	390	-	-	-	-	-	390
Telecommunications	130	-	-	-	-	-	130
Data Processing	160	-	-	-	-	-	160
Employee Recruitment and Develop	25	-	-	-	-	-	25
Other Services and Supplies	590	-	-	-	-	-	590
Expendable Prop 250 - 5000	515	-	-	-	-	-	515
IT Expendable Property	300	-	-	-	-	-	300
Total Services & Supplies	**$2,500**	-	-	-	-	-	**$2,500**
Total Expenditures							
Total Expenditures	2,500	-	-	-	-	-	2,500
Total Expenditures	**$2,500**	-	-	-	-	-	**$2,500**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(25,000,000)	-	-	-	-	-	(25,000,000)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($25,000,000)**	-	-	-	-	-	**($25,000,000)**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	(644,664)	(1,745,352)	-	-	(2,390,016)
Empl. Rel. Bd. Assessments	-	-	(216)	(648)	-	-	(864)
Public Employees' Retire Cont	-	-	(135,638)	(367,221)	-	-	(502,859)
Social Security Taxes	-	-	(49,317)	(133,521)	-	-	(182,838)
Paid Family Medical Leave Insurance	-	-	(2,579)	(6,981)	-	-	(9,560)
Worker's Comp. Assess. (WCD)	-	-	(126)	(378)	-	-	(504)
Mass Transit Tax	-	-	(4,923)	-	-	-	(4,923)
Flexible Benefits	-	-	(127,224)	(381,672)	-	-	(508,896)
Total Personal Services	-	-	**($964,687)**	**($2,635,773)**	-	-	**($3,600,460)**
Services & Supplies							
Instate Travel	-	-	(1,800)	(16,682)	-	-	(18,482)
Employee Training	-	-	(1,425)	(5,700)	-	-	(7,125)
Office Expenses	-	-	(3,240)	(26,506)	-	-	(29,746)
Telecommunications	-	-	(1,080)	(14,761)	-	-	(15,841)
Data Processing	-	-	(1,320)	(30,132)	-	-	(31,452)
Professional Services	-	-	-	(2,611,200)	-	-	(2,611,200)
Employee Recruitment and Develop	-	-	(215)	(860)	-	-	(1,075)
Other Services and Supplies	-	-	(4,900)	(132,240)	-	-	(137,140)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	-	-	(4,300)	(17,200)	-	-	(21,500)
IT Expendable Property	-	-	(2,500)	(10,000)	-	-	(12,500)
Total Services & Supplies	**-**	**-**	**($20,780)**	**($2,865,281)**	**-**	**-**	**($2,886,061)**
Special Payments							
Intra-Agency Gen Fund Transfer	(17,500,000)	-	-	-	-	-	(17,500,000)
Loans Made - Other	-	-	(18,333,600)	-	-	-	(18,333,600)
Other Special Payments	(7,500,000)	-	(43,234,902)	(62,049,927)	-	-	(112,784,829)
Total Special Payments	**($25,000,000)**	**-**	**($61,568,502)**	**($62,049,927)**	**-**	**-**	**($148,618,429)**
Total Expenditures							
Total Expenditures	(25,000,000)	-	(62,553,969)	(67,550,981)	-	-	(155,104,950)
Total Expenditures	**($25,000,000)**	**-**	**($62,553,969)**	**($67,550,981)**	**-**	**-**	**($155,104,950)**
Ending Balance							
Ending Balance	-	-	62,553,969	67,550,981	-	-	130,104,950
Total Ending Balance	**-**	**-**	**$62,553,969**	**$67,550,981**	**-**	**-**	**$130,104,950**
Total Positions							
Total Positions							(12)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(12)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							(12.00)
Total FTE	-	-	-	-	-	-	**(12.00)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	79,827	-	-	-	-	-	79,827
Total Revenues	**$79,827**	-	-	-	-	-	**$79,827**
Services & Supplies							
Instate Travel	755	-	1,222	-	-	-	1,977
Out of State Travel	-	-	649	-	-	-	649
Employee Training	525	-	1,129	-	-	-	1,654
Office Expenses	1,256	-	2,046	-	-	-	3,302
Telecommunications	365	-	801	-	-	-	1,166
Data Processing	430	-	602	-	-	-	1,032
Publicity and Publications	-	-	149	-	-	-	149
Professional Services	4,439	-	17,602	-	-	-	22,041
IT Professional Services	148	-	73	-	-	-	221
Attorney General	2,603	-	7,213	-	-	-	9,816
Employee Recruitment and Develop	78	-	66	-	-	-	144
Dues and Subscriptions	-	-	75	-	-	-	75
Facilities Rental and Taxes	-	-	42,934	-	-	-	42,934
Facilities Maintenance	-	-	26	-	-	-	26
Other Services and Supplies	13,733	-	8,708	-	-	-	22,441
Expendable Prop 250 - 5000	181	-	195	-	-	-	376
IT Expendable Property	828	-	1,546	-	-	-	2,374
Total Services & Supplies	**$25,341**	-	**$85,036**	-	-	-	**$110,377**

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Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Dist to Cities	-	-	-	33,155	-	-	33,155
Dist to Counties	-	-	11,723	-	-	-	11,723
Dist to Non-Profit Organizations	54,486	-	520,699	-	-	-	575,185
Loans Made - Other	-	-	8,820	-	-	-	8,820
Total Special Payments	**$54,486**	**-**	**$541,242**	**$33,155**	**-**	**-**	**$628,883**
Total Expenditures							
Total Expenditures	79,827	-	626,278	33,155	-	-	739,260
Total Expenditures	**$79,827**	**-**	**$626,278**	**$33,155**	**-**	**-**	**$739,260**
Ending Balance							
Ending Balance	-	-	(626,278)	(33,155)	-	-	(659,433)
Total Ending Balance	**-**	**-**	**($626,278)**	**($33,155)**	**-**	**-**	**($659,433)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	(155,721)	-	-	-	(155,721)
Total Services & Supplies	**-**	**-**	**($155,721)**	**-**	**-**	**-**	**($155,721)**
Total Expenditures							
Total Expenditures	-	-	(155,721)	-	-	-	(155,721)
Total Expenditures	**-**	**-**	**($155,721)**	**-**	**-**	**-**	**($155,721)**
Ending Balance							
Ending Balance	-	-	155,721	-	-	-	155,721
Total Ending Balance	**-**	**-**	**$155,721**	**-**	**-**	**-**	**$155,721**

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Policy Package # 508 OHCS Operational Supports

Package Description

Agency-wide, this package reauthorizes four limited duration positions for additional months in the 2025-27 biennium, restores 26 positions that were authorized as permanent but were associated with the Governor's Executive Orders on Homelessness and received one-time funding, shifts funding for three positions to support manufactured housing, and requests 16 new positions to support affordable rental housing, energy services, housing stabilization, and central support services

Purpose

Provide essential staffing support for on-going priority affordable housing, homeownership, and homelessness prevention services.

How Achieved

For Homeownership, this package establishes a full-time permanent position (previously limited duration) to support OHSI lien analysis and proposes to shift funding of three positions to General Fund to support manufactured homes navigator positions as Other Funds revenue are insufficient to cover those positions.

The second part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an intrafund transfer out to support a proportionate share of Pkg 508.

Staffing Impact

Program Analyst 2, Permanent Full Time (2X)
Program Analyst 3, Permanent Full Time
Program Analyst 4, Permanent Full Time

Quantifying Results

As OHCS works to be responsive to needs and to deliver resources and programs that ensure Oregonians are safely and stably housed, we know we cannot do so without right-sized staffing to meet the diverse needs we see and hear about. This package allows us to invest in our organizational health and ability to successfully meet the priorities of the Statewide Housing Plan (SWHP), particularly

around centering racial justice and equity in policymaking, program design and implementation, community engagement, and service delivery, by ensuring we have the staff needed to operationalize our work.

Adequate staffing capacity across the agency allow equity goals to be achieved across agency work, including in central operations.

Revenue Sources

General Fund: $1,025,972

Other Fund:
Intrafund Transfer Out: ($155,274)

Federal Fund:
Federal Revenue: $4,742
Intrafund Transfer Out: ($4,742)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,025,972	-	-	-	-	-	1,025,972
Federal Funds	-	-	-	4,742	-	-	4,742
Total Revenues	**$1,025,972**	-	-	**$4,742**	-	-	**$1,030,714**
Transfers Out							
Transfer Out - Intrafund	-	-	(155,274)	(4,742)	-	-	(160,016)
Total Transfers Out	-	-	**($155,274)**	**($4,742)**	-	-	**($160,016)**
Personal Services							
Class/Unclass Sal. and Per Diem	644,664	-	209,112	-	-	-	853,776
Empl. Rel. Bd. Assessments	216	-	72	-	-	-	288
Public Employees' Retire Cont	135,638	-	43,997	-	-	-	179,635
Social Security Taxes	49,317	-	15,997	-	-	-	65,314
Paid Family Medical Leave Insurance	2,579	-	836	-	-	-	3,415
Worker's Comp. Assess. (WCD)	126	-	42	-	-	-	168
Mass Transit Tax	3,868	-	1,255	-	-	-	5,123
Flexible Benefits	127,224	-	42,408	-	-	-	169,632
Total Personal Services	**$963,632**	-	**$313,719**	-	-	-	**$1,277,351**
Services & Supplies							
Instate Travel	5,400	-	1,800	-	-	-	7,200
Employee Training	4,275	-	1,425	-	-	-	5,700
Office Expenses	9,720	-	3,240	-	-	-	12,960
Telecommunications	3,240	-	1,080	-	-	-	4,320

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	3,960	-	1,320	-	-	-	5,280
Employee Recruitment and Develop	645	-	215	-	-	-	860
Other Services and Supplies	14,700	-	4,900	-	-	-	19,600
Expendable Prop 250 - 5000	12,900	-	4,300	-	-	-	17,200
IT Expendable Property	7,500	-	2,500	-	-	-	10,000
Total Services & Supplies	**$62,340**	-	**$20,780**	-	-	-	**$83,120**
Total Expenditures							
Total Expenditures	1,025,972	-	334,499	-	-	-	1,360,471
Total Expenditures	**$1,025,972**	-	**$334,499**	-	-	-	**$1,360,471**
Ending Balance							
Ending Balance	-	-	(489,773)	-	-	-	(489,773)
Total Ending Balance	-	-	**($489,773)**	-	-	-	**($489,773)**
Total Positions							
Total Positions							4
Total Positions	-	-	-	-	-	-	**4**
Total FTE							
Total FTE							4.00
Total FTE	-	-	-	-	-	-	**4.00**

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POS116 - Net Package Fiscal Impact Report ***Single Family Housing Programs***

2025-27 Biennium **Cross Reference Number: 91400-040-00-00-00000**

Agency Request Budget **Package Number: 508**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1460	1280570	67306	MMN X0863 A P	PROGRAM ANALYST 4	31	PF	24	9	11,028	264,672	119,515	384,187	1	1.00
1619	1368360	108471	OAS C0862 A P	PROGRAM ANALYST 3	29	PF	24	10	9,588	230,112	109,462	339,574	1	1.00
1779	1402936	131801	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700031	1441658		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
				General Funds						**644,664**	**315,100**	**959,764**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**209,112**	**103,352**	**312,464**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**853,776**	**418,452**	**1,272,228**	**4**	**4.00**

Policy Package # 509 Information Technology Support

Package Description -

This policy option package has three components. The Grant Management System, Customer Relationship Management Project and ProLink.

GMS: This policy option package will support modernization of grants management, improving the agency's ability to deliver funds, track and manage grants, and provide reports to track services and financial spending more effectively. A more comprehensive, modern grants management system would enable the agency to receive and deliver funds more effectively and efficiently, allowing us to provide service to our partners more easily. Current grant management processes are inconsistent and rely on a combination of complex spreadsheets and applications developed in-house. This package will allow OHCS to create and implement a system that addresses the challenges associated with delivering funds and ease our partners' burdens and challenges in reporting on their use of funds. The evolving scope and scale of grants management necessitate the adoption of a new system.

CRM: This policy option package will support modernization of customer management, improving the agency's ability to track all constituent support and interactions, coordinate between divisions improving the customer experience, and provide reports that will inform decision making, program development, and implementation. Due to significant increases in staffing and available resources without the infrastructure and technology to support them, the Customer Relationship Management (CRM) project seeks to provide OHCS with a solution to the various technological challenges and risks the agency currently faces. The goal of this project is to centralize recordkeeping and communication for agency staff, modernize data collection, and increase efficiency, accuracy, and quality of customer service. This modern platform will facilitate better data for analysis, improved productivity and reliability, and provide a unified user experience for staff, stakeholders, grantees, and community members.

ProLink: ProLink HFA is the established data system of record for the Affordable Rental Housing Division. The plan is to keep this system in full use while supporting improved functionality of ProLink HFA. This requires implementing needed system enhancements that will improve the user experience and data quality overall. This package will allow OHCS to continue the use of the ARH data systems and continue to address the challenges associated with delivering funds and monitoring partner performance while ensuring data integrity. The growing scale of funds delivery for affordable rental housing requires the maintenance and enhancement of our established data systems. This includes covering the known annual costs, intentional planning for known needed system enhancements and preparation for contingencies that may arise.

BUDGET NARRATIVE

Purpose

GMS: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that using disjointed grant management systems and spreadsheets is not equitable for partners across programmatic divisions of the agency, and OHCS needs to invest in resources to remove the barriers by streamlining grant management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency. It is crucial that we invest in systems that can adequately manage the increasing number and complexity of grants for the long term. New programs, including the emergency response effort, rapid organizational growth rate, and an increasing number of partner organizations to deliver grants in alignment with legislative direction, have highlighted the need to modernize and enhance how we manage the entire grant process.

Investment in an improved grant management system will allow us to implement a comprehensive system to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have skilled in-house development to provide much of our needs historically, but we must proactively mitigate risks associated with custom systems that use aging architecture. Unprecedented emergency response efforts have illustrated the need to be agile and adaptive. This package will enable OHCS to build resiliency in such circumstances.

CRM: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that disjointed communication processes are not equitable for partners or community members across programmatic divisions of the agency, and OHCS needs to invest in resources to help remove barriers by streamlining customer relationship management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency.

The current communication process involving individual emails, phone calls, and in-person meetings fails to address the needs of agency staff, grantees, and the community. Decentralized recordkeeping and limited transparency contribute to increased agency risk. Implementing a modern customer relationship management solution can improve efficiency and mitigate these challenges. It will help reduce administrative burden on staff, improve data accuracy, and ensure compliance with funding guidelines as well as:

- Manage and coordinate communication with grantees, stakeholders, and community members.
- Ensure accountability and alignment of communication relative to organizational priorities, with reliable, efficient, and timely customer service.
- Standardize recordkeeping across OHCS, helping drive transparency, ensuring compliance across programs, producing more timely and accurate communication, increasing access to informed communication, and helping comply with federal grant requirements, such as the Uniform Guidance (2 CFR 200), DATA Act, GONE Act and GREAT Act.

- Provide staff reminders via configurable real-time email alerts to respond to inquiries/requests.

ProLink: Continued investment in the established data system will allow us to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have obtained ProLink HFA following direction from a Secretary of State audit finding to reduce the use of ad hoc data tracking tools and custom systems that use aging architecture. Unprecedented emergency response efforts in affordable rental housing production have illustrated the need to be agile and adaptive. This package will enable OHCS to maintain resiliency in such circumstances.

How Achieved

GMS: OHCS will use existing funds from flexible resources and administrative allowances from program funds, if available, to develop this system. We are coordinating with Enterprise Information Services to determine costs, timing, and scope of the project. This package will enable many improvements in delivering essential housing-related grants to Oregonians in the next biennium and beyond, including:

Outreach and engagement opportunities – Communication could be significantly streamlined, allowing more diverse stakeholders to participate in various points of the granting process. Configurable portals would allow OHCS to collaborate more efficiently, and marketing tools would enable us to reach more Oregonians in less time.

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems. Easily configurable permissions would give stakeholders appropriate views into relevant data and statuses. A modern solution would provide more opportunities to track regulatory compliance obligations effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated with our core business processes.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more

customer-focused and collaborative. Adoption of a modern grants management system is aligned with the cloud-first and software as a service (SaaS) approach to new IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. *Completed:* Appropriate resource allocation for project management and project members. This includes the project intake process and prioritization and initial project planning.
2. *The following processes are in process or completed*.
    a. Business case, EIS Project Complexity matrix, indicating Level 3 project, and ITI have been completed.
    b. An EIS oversight analyst has been assigned to this project.
    c. Gathering and refining business requirements, including outreach to users external to OHCS, communicating and learning from other agencies who are/have been engaged in similar endeavors, and refining project scope. In process, partially complete. Anticipated completion Q1, 2025
3. A request for information (RFI) will be sent out to potential vendors by the end of the Q1, 2025.
4. Competitive solicitation to identify potential solutions to be issued Q2, 2025.
5. Selection and procurement of solution and implementation planning.
6. System implementation, testing, training, adoption, and system refinement/tuning. Our intention is to add Organizational Change Management services to speed the adoption of the system and new processes. We will use project support staff to aid in new process creation.

CRM: OHCS will use General funds to develop this system. We are coordinating with Enterprise Information Services to determine costs, timing, and scope of the project. This package will enable many improvements in delivering essential housing-related communication between Oregon Housing and Community Services and Oregonians in the next biennium and beyond, including:

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems. Easily configurable permissions would give internal stakeholders appropriate views into relevant data and statuses. A modern solution would provide more opportunities to track customer cases effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated our partners, constituents and internal staff to communicate in a coordinated and effective manner.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more customer-focused and collaborative. Adoption of a modern Customer relationship management system is aligned with the cloud-first and software as a service (SaaS) approach to new IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. Appropriate resource allocation for project management and project members. This includes the project intake process and prioritization and initial project planning which has been completed.
2. Business case, EIS Project Complexity matrix, indicating Level 3 project, have been completed.
    a. An EIS oversight analyst has been assigned to this project.
    b. Gathering and refining business requirements, including outreach to users external to OHCS, communicating and learning from other agencies who are/have been engaged in similar endeavors, and refining project scope. Anticipated completion Q3, 2025
3. A request for information (RFI) to be sent out to potential vendors.
4. Competitive solicitation to identify potential solutions.
5. Selection and procurement of solution and implementation planning.
6. System implementation, testing, training, adoption, and system refinement/tuning. Our intention is to add Organizational Change Management services to speed the adoption of the system and new processes. We will use project support staff to aid in new process creation.

ProLink:
Identified Tasks to start as soon as possible:

- Continued, ongoing use of ProLink HFA-Maintenance of the system for ongoing and improved serviceability.
- Compliance Audit Module Improvements-This module is currently designed to enter information following a compliance audit and tenant file review and then generate a report to be sent to owner/agents. It is our intent to submit a CR to ProLink to re-build and enhance this module to be more dynamic in function. This will remove the need for compliance staff to write a Word Doc report to be sent and then also follow up with data entry into ProLink. Modifying the module will allow compliance staff to enter all compliance audit details and tenant file findings and then generate the report. This will improve the overall process and improve efficiencies. In turn, the modification will allow accurate data input to the ProLink system for ongoing implementation of the risk assessment functions that are reliant on compliance and inspection data to be fully utilized. Currently waiting for budget and contract to move forward.
- Procorem Security Role Improvements – This correction will remove the bulk functionality from the Account Administrator role and add it to the appropriate business user role/s. Bulk functions such as template publishing and task management should be assigned to a "user role" and not an Account Admin. In the current state, users must be given Account Admin access in order to do this needed work. Account Administrator access should be reserved for system management and security, not for multiple end users. This modification to the roles-based architecture will provide a role with appropriate permissions to perform tasks at the correct level.
- Accounting-Loan functionality-ACH-NACHA Improvements – Accounting has expressed need for better functionality regarding loans and NACHA file processes. With the expected increase in ARH funding activity in the coming years, improved loan functionality and NAHCA file processes are greatly needed. We have a CR created for the work with all-in cost estimate provided from ProLink. We are currently waiting for budget and contract to move forward.
  Possible changes to the system include (TBD):
  - Add the following to loans menu
    - Draws / Disbursement
      - Track initial disbursement of loan amount
      - Date, check, wire info, etc.
      - Ideally coming from Dev Draws or PSH Activity Funding
    - Payments from borrower
      - Check, date paid, etc.
      - How payment was applied (principal / interest / late fees, etc.)
    - Amortization Schedule

        - Uses loan amount, term, rate, payment frequency, loan type, draws, and payments from borrower to calculate remaining schedule
        - Calc Balance Due, Period Accrued Interest, Interest Payment, Total Accrued Interest
        - Handle changes to decreased draw amounts, changed term, changed interest rate, changed ownership, prepayments, additional principal payments, early payoff, default, etc.
        - Track and handle forgivable loans
        - Track interest step rates (e.g. years 1-2 = 4%, years 3-5 = 5%, years 6+ = 7%)
    - Delinquent/Late fees
        - Calculation (e.g. after 15 days late, 5% late charge of delinquent amount, additional 1% for each late month thereafter)
    - Invoicing / Statements (optional since OHCS is currently using QuickBooks for AR billings)
        - Generate a report statement of due amount, current balance, etc.
    - Reports, Data Views, Workflow, SmartDox

- Compliance Physical Inspections Improvements (NSPIRE)- ProLink currently provides a fully functioning Inspection module with dynamic fields for conducting physical inspections of properties. The connection of the work in the field is less desirable as it utilizes the ProLink SmartDox functionality of excel spreadsheets and this process is cumbersome and adds labor to the inspectors work in the field. The compliance section inspectors need the use of an app- based, user friendly tool in the field. ProLink has not started the work of creating an app-based tool for inspections so far. However, since the April ProLink Conference and more HFAs including OHCS opting use the InspectCheck app for inspections, ProLink is actively thinking about collaborating with InspectCheck by implementing a direct connection between systems or creating their own app – whichever may be more cost effective. The internal ProLink data team will be working with the ProLink vendor to design the enhancements for the system.

We will make formal request to ProLink using the Change Request process for each improvement/enhancement needed. This will include scope research and costing estimates for each requested CR and project management by ProLink and Data Systems Team from start to implementation and ongoing system management.

The second part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an intrafund transfer out to support a proportionate share of Pkg 509.

Staffing Impact

No additional positions requested for this program unit.

Quantifying Results

GMS: A new grants management system will allow OHCS to integrate internal systems to better determine who we are serving, the services provided, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure grantee performance. In addition to internal efficiencies, the system will improve access to grants, uploading required documentation, and reporting for grantees.

CMR: The ombudsperson needs the ability to offer confidential case management for those who are eligible to apply for and/or are receiving services through OHCS. This will require the ombuds review interactions and documentation of other employees to conduct an accurate and fair review. The ombudsperson may also need to be able to quickly produce reports on findings and recommendations to the Governor's office each quarter as stated in ORS 182.500. OHCS has set a Key Performance Measure (KPM) for itself regarding Agency Customer Service: 80% of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall. This KPM was not met in 2022. A CRM would help make customer interactions much more efficient, effective, and aid in the internal alignment of staff.

ProLink: This data system will allow OHCS to maintain internal systems and data integrity to better determine who we are serving, the affordable rental housing needs, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure partner performance. In addition to internal efficiencies, the system will continue to improve informative data for all OHCS purposes associated with rental housing production and maintenance

Equity and Racial Justice Impact

GMS: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern grants management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. Our existing grants management solutions are not designed to facilitate these goals, especially in a manner that reflects their urgency and importance. We are not alone in these goals, and that is evidenced by the growing number of existing grants management software solutions which contain components specifically tooled to identify and address inequities among various demographics. Better grant monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier

to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

CMR: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern Customer relationship management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. The current customer support system lacks coordination, urgency, and emphasis on constituent needs. Better customer monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

ProLink: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. Maintaining and enhancing ProLink HFA data systems will continue to improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. This data system will also continue to improve accountability measures for grantees, allowing OHCS to identify and intervene if delivery of funds for affordable rental housing trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give continue to provide OHCS the needed system with improvements to do just that.

Revenue Sources

Other Funds:
Intrafund Transfer Out: ($31,553)

Federal Funds:
Federal Revenue: $964
Intrafund Transfer Out: ($964)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 509 - HH Information Technology Supports

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	964	-	-	964
Total Revenues	**-**	**-**	**-**	**$964**	**-**	**-**	**$964**
Transfers Out							
Transfer Out - Intrafund	-	-	(31,553)	(964)	-	-	(32,517)
Total Transfers Out	**-**	**-**	**($31,553)**	**($964)**	**-**	**-**	**($32,517)**
Ending Balance							
Ending Balance	-	-	(31,553)	-	-	-	(31,553)
Total Ending Balance	**-**	**-**	**($31,553)**	**-**	**-**	**-**	**($31,553)**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 511 Homeowner Assistance Fund

Package Description

This package continues four Homeowner Assistance Fund (HAF) positions into the next biennium to help wind down, report out, and successfully close the existing federal program.

Purpose

OHCS expects to make final homeowner assistance (program) payments in the 2023-2025 biennium but will need to administer program close out activities into the 2025-2027 biennium. OHCS is required to confirm and reconcile the application of all payments, complete a final data compilation, submit a close out request to U.S. Treasury, close out grants and agreements with local partners, vendors, and a network of national mortgage servicers, and prepare all electronic and paper files for monitoring, potential audits, and eventual archiving.

How Achieved

These are the key positions needed to complete the above work in the event that it is not all completed by June 30, 2024.

Staffing Impact

Each of these positions is currently permanent full time:

Grants Loans & Programs Manager 2, Permanent Full Time
Operations & Policy Analyst 3, Permanent Full Time
Program Analyst 1, Permanent Full Time
Program Analyst 2, Permanent Full Time

Quantifying Results

Outcomes include U.S. Treasury approval of the HAF program closure and preparation to monitor HAF loans secured to homeowner properties. This is the final phase of an existing program that has helped over 2,000 families avoid foreclosure and maintain homeownership.

Racial disparities exist in homeownership rates across Oregon. HAF attempted to address these disparities by preserving homeownership of all homeowners the most at risk of foreclosure and, as required by U.S. Treasury, targeting homeowners historically prejudiced or left out of housing and mortgage markets.

Revenue Sources

Federal Funds: $7,763,877

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 511 - HH Homeownership Assistance Fund

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	7,763,877	-	-	7,763,877
Total Revenues	**-**	**-**	**-**	**$7,763,877**	**-**	**-**	**$7,763,877**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	1,073,088	-	-	1,073,088
Empl. Rel. Bd. Assessments	-	-	-	360	-	-	360
Public Employees' Retire Cont	-	-	-	225,776	-	-	225,776
Social Security Taxes	-	-	-	82,092	-	-	82,092
Paid Family Medical Leave Insurance	-	-	-	4,292	-	-	4,292
Worker's Comp. Assess. (WCD)	-	-	-	210	-	-	210
Flexible Benefits	-	-	-	212,040	-	-	212,040
Total Personal Services	**-**	**-**	**-**	**$1,597,858**	**-**	**-**	**$1,597,858**
Services & Supplies							
Instate Travel	-	-	-	9,000	-	-	9,000
Employee Training	-	-	-	7,125	-	-	7,125
Office Expenses	-	-	-	16,200	-	-	16,200
Telecommunications	-	-	-	5,400	-	-	5,400
Data Processing	-	-	-	6,600	-	-	6,600
Employee Recruitment and Develop	-	-	-	1,075	-	-	1,075
Other Services and Supplies	-	-	-	24,500	-	-	24,500
Expendable Prop 250 - 5000	-	-	-	21,500	-	-	21,500

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 511 - HH Homeownership Assistance Fund

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	-	12,500	-	-	12,500
Total Services & Supplies	**-**	**-**	**-**	**$103,900**	**-**	**-**	**$103,900**
Special Payments							
Other Special Payments	-	-	-	6,062,119	-	-	6,062,119
Total Special Payments	**-**	**-**	**-**	**$6,062,119**	**-**	**-**	**$6,062,119**
Total Expenditures							
Total Expenditures	-	-	-	7,763,877	-	-	7,763,877
Total Expenditures	**-**	**-**	**-**	**$7,763,877**	**-**	**-**	**$7,763,877**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							5
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**5**
Total FTE							
Total FTE							5.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**5.00**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

POS116 - Net Package Fiscal Impact Report ***Single Family Housing Programs***

2025-27 Biennium **Cross Reference Number: 91400-040-00-00-00000**

Agency Request Budget **Package Number: 511**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1744	1402579	127400	MMS X7324 A P	GRANTS LOANS AND PROGRAMS	33X	PF	24	10	12,165	291,960	127,453	419,413	1	1.00
1749	1402584	127410	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
1750	1402585	127409	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	9	8,314	199,536	100,567	300,103	1	1.00
1757	1402596	127420	OAS C0860 A P	PROGRAM ANALYST 1	23	PF	24	10	7,206	172,944	92,831	265,775	1	1.00
1763	1402602	127405	OAS C0872 A P	OPERATIONS & POLICY ANALYST :	30	PF	24	6	8,314	199,536	100,567	300,103	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**1,073,088**	**524,770**	**1,597,858**		
				Total Funds						**1,073,088**	**524,770**	**1,597,858**	**5**	**5.00**

Policy Package # 518 Homeownership Development: LIFT and HDIP

Package Description

This package supports two Homeownership Development programs that seek to increase the supply of affordable homes for purchase in Oregon: a) an allocation of $100M in Article XIQ Bonds for the Local Innovations and Fast Track (LIFT) Homeownership program; and b) an allocation of $50M in general funds for the Homeownership Development Incubator Program (HDIP). Collectively, we expect that these two programs will lead to the construction of nearly 1000 new affordable homes for purchase.

Purpose

According to the Oregon Housing Needs Analysis, Oregon needs to increase the housing supply by 550,000 units over the next 20 years to keep pace with housing needs. Affordable units for purchase are an essential component of a healthy housing stock. Affordable homeownership promotes community stability and continuity, as homeowners are more likely to stay in one place longer, fostering stronger, more cohesive neighborhoods. By offering a pathway to economic mobility and stability, affordable homeownership reduces the burden on rental markets and homelessness services, creating a more balanced and resilient housing ecosystem. Taking a multifaceted approach to tackling the state's housing shortage ensures that people at different stages of their housing journey have access to appropriate and sustainable housing options. Increasing the supply of affordable homeownership opportunities that are designed to meet community needs will reduce disparities in homeownership and wealth rates among people of color in Oregon.

Both LIFT and HDIP seek to spur greater density in urban areas, support development in rural areas, and increase housing stock in a way that is informed by local communities. LIFT Homeownership supports the construction of new housing that typically remains permanently affordable. Due to restrictions of Article XI-Q bonds used for LIFT Homeownership, a general fund resource is needed to ensure broader access to homeownership development opportunities. HDIP supports housing development on tribal land, encourages generational wealth building among communities that have been historically excluded from homeownership, and invests in new and innovative models of homeownership development.

How Achieved

LIFT Homeownership: The objective of the LIFT Homeownership Program is to build new affordable homes for low-income households. With a focus on increasing housing supply, LIFT funds can only be used for new construction and homes must be ready for sale within 36 months of receiving a funding reservation. Utilizing Article XI-Q bond funding as a source for housing development, LIFT requires the state to have an ownership or operational interest in any real property developed. For homeownership opportunities, this means that projects must use a shared equity model such as a community land trust (CLT), condo, or leasehold property.

Homeownership Development Incubator Program: HDIP increases the supply of affordable homes for purchase and supports homeownership among communities that have been underrepresented as homeowners in Oregon through the following funding tracks:

1. Grant Funds for Tribal and Sovereign Nations for the development of affordable homes for purchase and other homeownership-related projects.

2. Pre-development & Capacity Building (PDCB) grants to build the capacity of organizations that are seeking to establish or scale operations and increase the pipeline of developers receiving OHCS funding.

3. Development Subsidies to finance the affordability gap for new construction of affordable homes or the conversion of existing structures into new affordable homes for purchase. These awards fund innovative models of homeownership that don't qualify for LIFT, seek to build generational wealth, and serve households with incomes up to 120% AMI; and

4. LIFT Supplemental Grants to provide further subsidy for culturally specific, small, emerging and rural developers accessing LIFT funds.

Staffing Impact

OHCS is requesting a Homeownership Development Technical Assistance & Operations Analyst (OPA3) to provide high-touch technical assistance and support to applicants and potential applicants- particularly culturally specific and tribal developers- to increase access to OHCS Homeownership Development programs. This position will develop the process for technical assistance and support the development and maintenance of key operational systems and processes for Homeownership Development.

Operations & Policy Analyst 3, Permanent Full Time

Quantifying Results

This investment package aligns with the Governor's housing production goals and contributes to long-term housing stability and homelessness prevention.

LIFT: Since 2018, OHCS has completed six LIFT Homeownership NOFA cycles. It's allocated nearly $90M in LIFT funds to support the construction of 59 projects that will result in 894 affordable homes that will house an estimated 2,235 low-income Oregonians. Of the LIFT homes that are complete and have homeowners, the majority are female-headed households with children.

Homeownership is currently redesigning LIFT HO in consultation with DOJ and a LIFT partner working group. We believe the upcoming restructure will reduce barriers for nonprofit developers and construction lenders and facilitate greater access to LIFT, setting the stage for larger program growth. With the assumption of an average per unit request of $150,000, we expect to subsidize the construction of 666 new affordable homes for purchase with $100M in LIFT. This will create homes for an estimated 1,665 Oregonians.

HDIP: Through $40M legislative funding for HDIP in the 2021-2023 biennium, OHCS funded five tribal homeownership projects, 17 non-tribal homeownership development projects, distributed 14 PDCB grants, and provided market cost offset funds to 11 LIFT projects that faced unexpected costs due to the COVID-19 pandemic. This prior HDIP funding will lead to 318 new affordable homes by 2026, and more down the line due to longer term efforts completed through the PDCB grants.

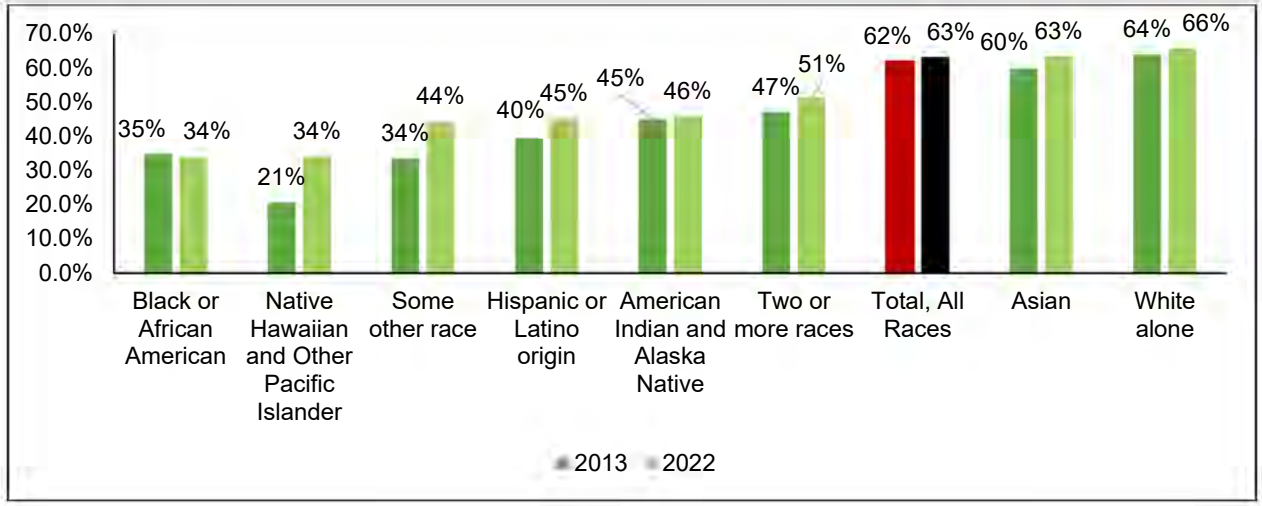
OHCS estimates that this general fund investment will lead to the development of over 300 new affordable homes within three years. At least 6 tribes will receive funding to create an estimated 31 new homes and support an additional 20 tribal members to become homeowners. Additionally, OHCS will fund 20 unique organizations to scale homeownership development operations and/or conduct pre-development work to start the process of getting shovel-ready so they qualify for development funding. This seed funding will broaden the state's network of culturally specific and emerging homeownership developers.

Together, this LIFT and HDIP investment will create nearly 1000 new affordable homes for purchase within three years, the majority of which will remain affordable in perpetuity.

Racial Equity Strategy

Racial disparities in homeownership rates across Oregon are vast. Since 2013, the gap between Black and American Indian and Alaskan Native homeownership rates and white homeownership rates has widened. Homeownership rates among other race and ethnicities remain far below white homeownership rates (see chart below).

Housing costs have steadily been on the rise in Oregon. In 2023, the typical home in Oregon costs around $528,000 which is 24% more than the US average, and 11% (or $52,000) higher than pre-pandemic sales prices. With interest rates at an all-time high, housing affordability is further out of reach for many Oregonians, particularly Oregonians of color.



OHCS' Homeownership Development programs—LIFT and HDIP—seek to eliminate gaps in homeownership rates in Oregon. Using a targeted universalism approach, our current goal is a 66% homeownership rate in Oregon across all races and ethnicities. OHCS' Homeownership Development programs work to achieve this through a multi-faceted approach:

- Set-asides for Culturally Specific Developers. Culturally Specific developers reflect the communities they seek to serve and have lived experience and expertise in the needs of these communities. While developers must comply with Fair Housing laws, developers that take a culturally specific approach are best positioned to reach and support communities that have been under-represented as homeowners in Oregon.
- HDIP Tribal Funding. With HDIP general funds, we will have a non-competitive set-aside for Tribal Homeownership projects. The parameters of this set aside were structured according to feedback from the tribes and will support development of homeownership opportunities for Tribal members.
- Technical Assistance: OHCS has received feedback from culturally specific, small, and rural developers that navigating OHCS funding is a barrier. Through this investment, we will have staff dedicated to supporting these developers to plan their homeownership pipeline, apply, and utilize OHCS Homeownership Development, making our programs more accessible and inclusive.
- Pre-development funding: Traditionally, by the time a developer is ready to apply for OHCS Homeownership Development funding, they have already invested substantial capital in the project to ensure that it is shovel-ready. This can be a barrier for culturally specific, small, and rural developers. Through HDIP general funds, OHCS will be able to offer resources to culturally specific, small, and rural developers to scale their capacity and cover the costs of pre-development needed before they can apply for LIFT or other development funding. This too will make our programs more accessible and inclusive.

- Minimum requirements for equity and community engagement: Homeownership Development projects must meet minimum criteria in six different categories, including equity and community engagement. In this category, applicants must demonstrate an active commitment to diversity equity and inclusion. The applicant also must detail plans to engage and support community members and potential homebuyers throughout every stage of the pre- and post-purchase process.

Accountability to Racially Equitable Outcomes

OHCS tracks Homeownership Development racial equity outcomes using the following data points:

- Number of culturally specific developers funded
- Number of projects that have been informed by and are centered around a culturally specific community
- Number of homes that have been informed by and are centered around a culturally specific community
- Racial and demographic make-up of homeowners
- MWESB contracting in terms of dollars spent and percentage of contractors on a project

With additional staff we will be able to expand our racial equity tracking. Additional data points may include (but aren't limited to):

- Culturally specific developers that received OHSC technical assistance and conversion to successful development applicants
- Family wealth created through the affordable homeownership opportunity
- Additional OHCS resources leveraged to reduce sales price and increase equity built in homes
- Overall progress in reducing racial disparities in homeownership in Oregon

There will be set asides for culturally specific developers as well as support and evaluation criteria to ensure that all development is done in a culturally responsive way. Additionally, developers are expected to meet MWESB goals for their region. They are evaluated on their MWESB strategy and OHCS collects data on MWESB contracting and spending.

Revenue Sources

General Fund: $50,253,348

Other Funds:
Transfer in from General Fund: $50,000,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 518 - HH Homeownership Development: LIFT and HDIP

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	50,253,348	-	-	-	-	-	50,253,348
Transfer from General Fund	-	-	50,000,000	-	-	-	50,000,000
Total Revenues	**$50,253,348**	**-**	**$50,000,000**	**-**	**-**	**-**	**$100,253,348**
Personal Services							
Class/Unclass Sal. and Per Diem	151,326	-	-	-	-	-	151,326
Empl. Rel. Bd. Assessments	63	-	-	-	-	-	63
Public Employees' Retire Cont	31,839	-	-	-	-	-	31,839
Social Security Taxes	11,576	-	-	-	-	-	11,576
Paid Family Medical Leave Insurance	605	-	-	-	-	-	605
Worker's Comp. Assess. (WCD)	37	-	-	-	-	-	37
Mass Transit Tax	908	-	-	-	-	-	908
Flexible Benefits	37,107	-	-	-	-	-	37,107
Total Personal Services	**$233,461**	**-**	**-**	**-**	**-**	**-**	**$233,461**
Services & Supplies							
Instate Travel	1,584	-	-	-	-	-	1,584
Employee Training	1,425	-	-	-	-	-	1,425
Office Expenses	2,851	-	-	-	-	-	2,851
Telecommunications	950	-	-	-	-	-	950
Data Processing	1,162	-	-	-	-	-	1,162
Employee Recruitment and Develop	215	-	-	-	-	-	215
Other Services and Supplies	4,900	-	-	-	-	-	4,900
Expendable Prop 250 - 5000	4,300	-	-	-	-	-	4,300

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 518 - HH Homeownership Development: LIFT and HDIP

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	2,500	-	-	-	-	-	2,500
Total Services & Supplies	**$19,887**	-	-	-	-	-	**$19,887**
Special Payments							
Intra-Agency Gen Fund Transfer	50,000,000	-	-	-	-	-	50,000,000
Other Special Payments	-	-	50,000,000	-	-	-	50,000,000
Total Special Payments	**$50,000,000**	-	**$50,000,000**	-	-	-	**$100,000,000**
Total Expenditures							
Total Expenditures	50,253,348	-	50,000,000	-	-	-	100,253,348
Total Expenditures	**$50,253,348**	-	**$50,000,000**	-	-	-	**$100,253,348**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							1
Total Positions	-	-	-	-	-	-	**1**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 518 - HH Homeownership Development: LIFT and HDIP

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							0.88
Total FTE	-	-	-	-	-	-	**0.88**

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2025-27 Biennium

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Essential and Policy Package Fiscal Impact Summary - BPR013

POS116 - Net Package Fiscal Impact Report ***Single Family Housing Programs***

2025-27 Biennium **Cross Reference Number: 91400-040-00-00-00000**

Agency Request Budget **Package Number: 518**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700032	1441659		OAS C0872 A P	OPERATIONS & POLICY ANALYST :	30	PF	21	3	7,206	151,326	81,227	232,553	1	0.88
				General Funds						**151,326**	**81,227**	**232,553**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**151,326**	**81,227**	**232,553**	**1**	**0.88**

Policy Package # 521 Down Payment Assistance Paired with OHCS Lending

Package Description

This investment will provide $25 million as a recurring source of Down Payment Assistance (DPA) funding outside OHCS' current Home-Owner Assistance Program (HOAP). The DPA funds will be administered by OHCS and utilized in conjunction with OHCS's Lending programs. With OHCS administering this resource and combining it with our mortgage lending program, funds will assist more homebuyers by addressing a key barrier for mortgage ready Oregonians: capital for down payment assistance. Further, OHCS has developed its Focused Demographics DPA to help close the race and ethnicity homeownership gap in Oregon: American Indian or Alaska Natives represent just 0.73% of Oregon homeowners, African Americans represent only 0.89% of homeowners, and the Hispanic population represents 5.78% of homeowners (2015-19 ACS survey 5-year estimates). Achieving homeownership provides long-term stability, generational wealth building and the opportunity to help address past disparate treatment of some communities by the housing and lending industry.

Purpose

OHCS knows saving funds for the required down payment is the largest barrier to homeownership, especially for rent burdened first-time homebuyers. Home prices in Oregon have continually been increasing at a rate of 10%-14% annually, correspondingly increasing the down payment needed to buy a home. The DPA and Lending program parameters were developed by engaging stakeholders, experienced HFA's who have established lending programs, and analyzing the most recent HOAP DPA programmatic framework. DPA funds and a sustainable mortgage will assist homebuyers attain housing stability so they may build generational wealth.

OHCS is requesting funds to provide DPA to homebuyers who use the department's Lending programs. The DPA will be in the form of a repayable second mortgage loan recycled and loaned again to future homebuyers creating an ongoing, revolving source of assistance. 100% of appropriations and repayments are pledged for assistance to homeowners, no funding is needed for administration or program delivery due to the fact that it will be utilized in conjunction with our existing loan programs.

How Achieved

OHCS developed the program parameters and delivery methods in the 2021-23 biennium, incorporating a vetted design whose purpose is to better serve communities facing the most barriers to entry, those who wish to build generational wealth, yet lack DPA. These funds will provide continued funding for the DPA program and help create a more robust revolving loan fund to be paired with our Lending programs.

Administering DPA funding in tandem with our Lending programs through its existing network of more than 30 approved mortgage lenders, OHCS, as Oregon's Housing Finance Agency (HFA), brings benefits available exclusively to HFA's and without administrative or program delivery funding costs. OHCS has developed the terms of the loans based on guidance from stakeholders and the Oregon Housing Stability

Council. Stakeholder engagement has been used to ensure that the DPA program reflects the demographics of Oregon's racial and ethnic communities that have historically been prevented from homeownership.

DPA terms are based on income and demographics. Homebuyers whose income is at or below 80% receive a "silent second" mortgage which requires no payments, has no interest. Incomes over 80% receive an amortizing second mortgage repaid over time. Our Focused Demographics DPA product provides more DPA, more attractive terms, and is designed to capture homebuyers who have experienced the greatest barriers to homeownership, communities of color.

The goal of this funding is to increase the impact of taxpayer dollars while allowing families to build equity. By further financing a revolving DPA fund, OHCS can assist income-qualified homeowners to achieve their dreams now and in future years.

Staffing Impact

The DPA Funds in this request will be in conjunction with OHCS lending programs and will not require additional staffing or administrative costs.

Quantifying Results

This DPA package supports Governor Kotek's Housing and Homelessness priority of expanding access to homeownership. $25 million in DPA based on previous loan data would provide DPA for 1,920 households over the biennium. It is estimated that 979 would be "silent" second DPA mortgages for borrowers at or below 80%AMI, and 941 would be amortizing second DPA mortgages. Monthly payments from the amortizing second mortgages will be $106,374/mo. These funds will be reinvested to support additional DPA loans, approximately 8/month. Repayment of silent second mortgages, not taken into account in the above calculations, would increase the number of DPA loans OHCS could provide.

Data provided by our research department shows a significant disparity in homeownership between communities of color and white Oregonians. For Oregonians between 50% & 100% Area Median Income the homeownership gap is 16% (44% vs. 60%).

% Homeownership		
AMI	**POC**	**White**
50-80%	41%	57%
80-100%	48%	65%
50-100%	44%	60%
>100%	68%	80%
Total	**57%**	**73%**

OHCS developed our Focused Demographics DPA product with the help of our research group to ensure we are using solid data and DOJ in order to ensure compliance. The Focused Demographics DPA provides more DPA, more attractive terms, and is designed to capture homebuyers who have experienced the greatest barriers to homeownership, communities of color.

OHCS is aware that disparities are exceptionally acute in Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities with because of historic and current disinvestment, redlining policies, discriminatory lending practices, and neighborhood gentrification. These inequities result in Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities lacking the resources and generational wealth to become first-time homebuyers. The key to eliminating the racial homeownership gap is data. OHCS is consolidating systems and gathering more data on mortgage loans in order to better understand who we serve and how we are serving. We are collecting XML files which will be able to provide greater insight into borrowers. It is with the help of our research team, this data, Census data and American Community Survey data that we can identify and solve for gaps in underrepresented populations.

Revenue Sources

General Fund: $25,000,000
Other Funds:
Transfer in from General Fund: $25,000,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 521 - HH Down Paymnt Assist paired with OHCS Lending

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	25,000,000	-	-	-	-	-	25,000,000
Transfer from General Fund	-	-	25,000,000	-	-	-	25,000,000
Total Revenues	**$25,000,000**	**-**	**$25,000,000**	**-**	**-**	**-**	**$50,000,000**
Special Payments							
Intra-Agency Gen Fund Transfer	25,000,000	-	-	-	-	-	25,000,000
Loans Made - Other	-	-	25,000,000	-	-	-	25,000,000
Other Special Payments	-	-	-	-	-	-	-
Total Special Payments	**$25,000,000**	**-**	**$25,000,000**	**-**	**-**	**-**	**$50,000,000**
Total Expenditures							
Total Expenditures	25,000,000	-	25,000,000	-	-	-	50,000,000
Total Expenditures	**$25,000,000**	**-**	**$25,000,000**	**-**	**-**	**-**	**$50,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
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Policy Package # 522 Down Payment Assistance for Culturally Responsive and Rural Organizations

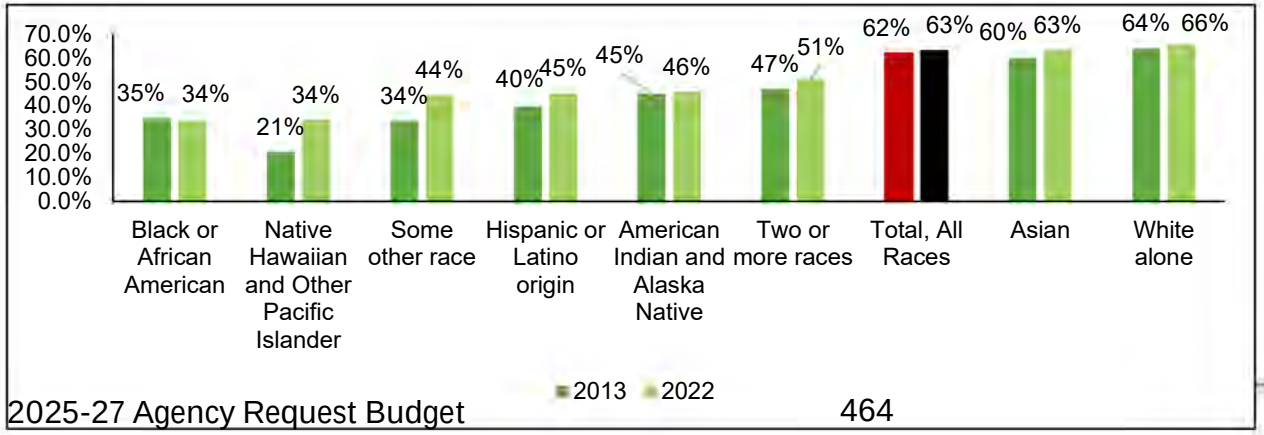
Package Description

As home prices continue to trend upward and interest rates rise, many Oregon families and their communities are missing out on the long-term stability and generational wealth building that homeownership provides. Down payment is the number one barrier to homeownership for low- and moderate-income households. Reaching a 20% down payment removes the additional cost of mortgage insurance, allowing funds to stretch further. This $45M investment will support Homeownership Centers and community-based organizations that are rural and/or culturally responsive to deploy down payment assistance (DPA) in their communities with an end goal of reducing the racial homeownership gap.

Purpose

Housing costs have steadily been on the rise in Oregon. In 2023, the typical home in Oregon costs around $528,000 which is 24% more than the US average, and 11% (or $52,000) higher than pre-pandemic sales prices. With interest rates at an all-time high, housing affordability is farther out of reach for many Oregonians. Additionally, due to the cost of living, tax rates, and wages, Oregon is ranked as the fourth most difficult state to save money. Having enough money for a downpayment, let alone 20% to cut down on mortgage insurance costs, is one of the top barriers to homeownership.

Racial disparities in homeownership rates across Oregon are vast. Since 2013, the gap between Black and American Indian and Alaskan Native homeownership rates and white homeownership rates has widened. Homeownership rates among other race and ethnicities remain far below white homeownership rates (see chart below). Sufficient and targeted down payment assistance resources will be key to eliminating the racial homeownership gap.



Source: American Community Survey, 5-Year Estimates S2502, 2018 – 2023; HUD, Median Family Income Limits, 2022

How Achieved

Revenue primarily from document recording fees (DRF), but also construction excise taxes (for applicable counties) and general funds for culturally responsive organizations have funded OHCS' DPA Program. OHCS releases a competitive request for applications and typically funds a broad network of community-based partners to provide DPA as part of a holistic suite of homebuyer services. This was the case in 2023, when, using DRF funds and general funds for culturally responsive partners, OHCS allocated $22M in DPA to 21 organizations across the state. This DPA was deployed quickly by grantees, some within months, showing a huge need for additional DPA resources across the state.

However, due to a slowed housing market, DRF revenue has decreased steadily since 2021 and OHCS will not have enough funds to continue funding partners' DPA programs. Partners' contracts with OHCS expire in May 2025, and additional funding is needed to keep these programs in operation. The included table shows HOAP DRF receipts from the past two biennia and projected forward.[1]

The DPA for culturally responsive organizations ("CRO DPA") will enable OHCS to continue funding organizations that are reaching homebuyers that represent demographics that have traditionally been excluded from homeownership, many of which have DPA waitlists, as well expand our CRO and rural DPA partners.

The CRO DPA is offered in the form of a grant of up to $30,000 for first time homebuyers or up to $60,000 for first-generation homebuyers or 20% of the purchase price (whatever is less). This DPA can be stacked with other sources such as construction excise tax funds, individual development account savings, or DPA from local jurisdictions. The funds requested through this investment will be similarly administered by OHCS, with potential changes to per homebuyer caps, and made available through culturally responsive homeownership partners and organizations serving rural communities to allow low-income Oregonians better access to homeownership and generational wealth building. OHCS will conduct extensive outreach to ensure that culturally responsive

[1] While DRF receipts will cover OHCS' current commitments to DPA grantees and Homeownership Centers (HOCs), if the economy remains the same, we don't expect to start accumulating sufficient DRF revenue to provide funding for DPA until the 2027-2029 biennium. By the end of FY29 we expect our ending cash position for DPA to be $3.4M which, while insufficient to meet the demand, would be enough funding to forward allocate through a competitive process. Separately, but also through DRF revenue, OHCS funds HOCs to offer pre and post-purchase education and counseling, financial education, and other homebuyer services. These contracts typically last for five years. Given DRF estimates, OHCS does not foresee having enough DRF revenue to extend the HOC contracts beyond their 12/2026 expiration date. By FY29, OHCS projects having just under $2M in funds for HOCs which is enough to fund one year of services at the level at which they are currently funded. This leaves a two year gap in funding for the network of 15 HOCs that serve homeowners across the state.

organizations throughout the state that are not yet part of our network have access to this opportunity. Additionally, OHCS will provides guidance and training to organizations new to offering DPA.

HOAP DRF Revenues	
19-21	$ 15,215,623
21-23	$ 10,455,978
23-25	$ 7,967,120
25-27	$ 9,638,860

Staffing Impact

No requesting additional positions in this package.

Quantifying Results

DPA will help working families, first time homebuyers, first generation homebuyers, and low-income Oregonians. To date, our CRO DPA has served over 100 homebuyers in less than a year. 63% of the funds went to people of color and 74% of the funds were to first generation homebuyers (74% of whom were people of color). The average amount of DPA was $32,982 per homebuyer. Taking into account rising home prices, we expect to serve 1100 homebuyers with this new funding.

Lack of sufficient savings to buy a home is exceptionally acute in Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities due to historic and current disinvestment, redlining policies, discriminatory lending practices, and neighborhood gentrification. These inequities result in Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities lacking the resources and generational wealth to become homebuyers. With this investment, OHCS can adapt and expand its DPA program to meet the increased needs of Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities, supporting them to thrive as homeowners in the communities they choose to live in.

This investment is targeted to rural and culturally specific organization to get more funds to community members experiencing systemic barriers to homeownership by offering the resources and wrap around culturally responsive support needed to buy a home. OHCS will work with these organizations to update and shape our DPA framework according to their community's needs.

OHCS does extensive outcome tracking of DPA funds through quarterly reporting from grantees. This data is shared publicly on our Homeownership Dashboard. We collect data on:

- Program outreach
- Number of clients served
- Homebuyer demographics including race, ethnicity, gender, income, first time or first generation homebuyer, veteran status, household size
- Home price
- Mortgage amount and type
- DPA amount received and fund source
- Types and amounts of other sources needed to close

With this investment, we will include more qualitative data collection to capture homebuyer stories.

This funding will only go to culturally specific and culturally responsive community-based organizations as well as rural organizations.

Revenue Sources

General Fund: $45,000,000

Other Funds:
Transfer In from General Fund: $45,000,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 522 - HH Down Payment Assistance for CROs

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	45,000,000	-	-	-	-	-	45,000,000
Transfer from General Fund	-	-	45,000,000	-	-	-	45,000,000
Total Revenues	**$45,000,000**	**-**	**$45,000,000**	**-**	**-**	**-**	**$90,000,000**
Special Payments							
Intra-Agency Gen Fund Transfer	45,000,000	-	-	-	-	-	45,000,000
Loans Made - Other	-	-	45,000,000	-	-	-	45,000,000
Total Special Payments	**$45,000,000**	**-**	**$45,000,000**	**-**	**-**	**-**	**$90,000,000**
Total Expenditures							
Total Expenditures	45,000,000	-	45,000,000	-	-	-	90,000,000
Total Expenditures	**$45,000,000**	**-**	**$45,000,000**	**-**	**-**	**-**	**$90,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
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Policy Package # 525 Foreclosure Avoidance Counseling

Package Description

Foreclosure prevention is an essential tool for homelessness prevention. There is a strong need for sufficient funding to continue work to reduce homelessness, eliminate racial disparities in housing, and ensure that homeowners can remain stable in their homes. This package requests $3.5 million in General Fund resources for OHCS' existing Foreclosure Avoidance Counseling (FAC) program to support homeowners across the State who are in danger of foreclosure. This investment will support a vast state-wide network of certified foreclosure avoidance counselors who work with clients in jeopardy of losing their homes. This investment ensures that this impactful work can continue.

Purpose

Having a counselor to navigate a scary and stressful process, explain bank and legal jargon, help homeowners avoid scams and understand their rights makes the difference between staying in one's home or losing it forever. Foreclosure is costly and disruptive for families, lenders, and communities. Foreclosure counseling is a proven, structured, and low-cost intervention that can help struggling homeowners avert the grave impact of foreclosure on their housing, economic, and mental health and get back on track with their mortgage payments. Additionally, keeping people in their own home reduces pressure on the rest of the housing ecosystem.

During the 2021 and 2023 Legislative Sessions, the Foreclosure Avoidance Counseling program was funded through a budget note to create more resources for homeownership centers to provide counseling to homeowners. This filled a gap in foreclosure prevention in Oregon and helped homeowners stay in their homes, creating the Foreclosure Avoidance Counseling (FAC) program. When economic times are good, the state disinvests in crisis programs like foreclosure prevention counseling due to a lack of need, depleting infrastructure, institutional knowledge, and staff. Then when the economy turns down, crisis resources are stood back up anew. It takes time to get the training and credentialing needed to do Foreclosure Avoidance Counseling. Stakeholders have highlighted the need to continue funding programs like FAC even when the economy is good to maintain the strength of this safety net and create a sustainable, right-sized system to support Oregon homeowners.

How Achieved

OHCS' existing Foreclosure Avoidance Counseling (FAC) program provides reimbursement to agencies with foreclosure counselors for each client who receives a series of in-depth counseling sessions. The program requires counselors to be certified to provide foreclosure counseling and help homeowners navigate their best resources to avoid foreclosure. Through counseling, homeowners

receive services that address default, foreclosure, forbearance, budget management. As a result, Oregonians can continue to live in their homes and preserve equity in their property.

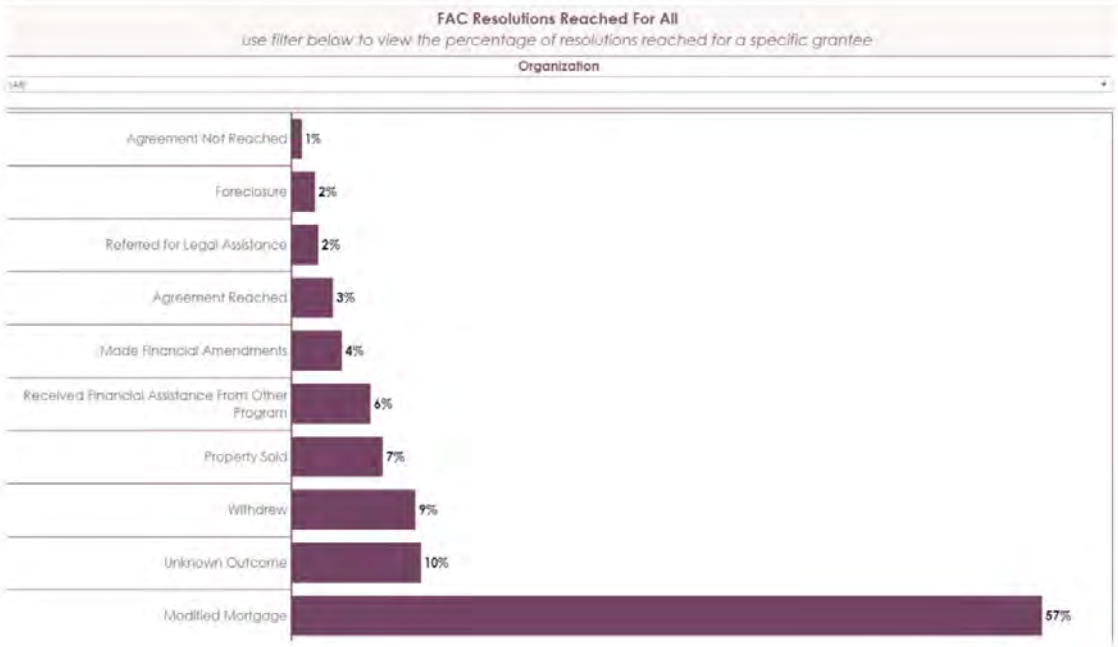
Staffing Impact

No additional staff are being requested in this package.

Quantifying Results

Outcomes
This program is expected to serve 1682 homeowners which is impactful, yet only a fraction of the need. According to data from OHCS' master servicer, foreclosure referrals have steadily increased since the two-year foreclosure moratorium was lifted in January 2022. In 2023, over 62,000 Oregonians were at severe risk of foreclosure (90+ day delinquencies) or faced foreclosure. If this rate holds steady, we will only be able to serve 3% of those at risk of foreclosure.

Of the 800 clients served by FAC from March 2021 to October 2023, 57% completed counseling with a modified mortgage and only 2% of clients counseled ended up with a reported foreclosure (see chart below).



Racial Equity Strategy

Foreclosure counseling is a racial equity strategy as homeowners who are Black, Indigenous, Latino/a/x, Asian, Pacific Islander, or a member of a federally recognized Tribes typically lack savings and family wealth that are critical to buffering unexpected economic shocks and experience higher rates of foreclosure. 32% of clients served by FAC are people of color. OHCS expects to maintain or increase this percentage to ensure that Oregonians of color can stay in their homes, realize their home equity, and choose to pass it on to the next generation.

Accountability to Racially Equitable Outcomes

OHCS tracks program outcomes through the Homeownership dashboard here. This data includes:

- Number of new homeowners who received services
- Demographic information of homeowners including:
    i. Intake Date

ii. County
iii. Birthdate
iv. Gender
v. Veteran
vi. Race
vii. Ethnicity
viii. Number in Household
ix. Household Income
x. Mortgage Balance
xi. Mortgage Payment Amount

- Homeowner cases closed and outcome of services

OHCS will continue to track this data by organization.

Administration
OHCS currently contracts with 16 community-based organizations across the state that have certified foreclosure counselors. Five of these organizations are culturally specific. With this investment, we will seek to continue funding current grantees as well as broaden our network of culturally specific FAC grantees.

Revenue Sources

General Fund: $3,500,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 525 - HH Foreclosure Avoidance Counseling

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	3,500,000	-	-	-	-	-	3,500,000
Total Revenues	**$3,500,000**	-	-	-	-	-	**$3,500,000**
Special Payments							
Other Special Payments	3,500,000	-	-	-	-	-	3,500,000
Total Special Payments	**$3,500,000**	-	-	-	-	-	**$3,500,000**
Total Expenditures							
Total Expenditures	3,500,000	-	-	-	-	-	3,500,000
Total Expenditures	**$3,500,000**	-	-	-	-	-	**$3,500,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 527 Manufactured Home Replacement Program

Package Description

Tens of thousands of Oregonians with low-incomes living in manufactured housing are sliding deeper into poverty and closer to homelessness due to substandard and unsafe housing conditions. In 2019, the Oregon Legislature passed House Bill 2896 to preserve manufactured home parks in the state and create programs to provide loans to individuals to replace these inadequate and energy inefficient homes. This bill was supported by diverse community members and organizations and provides for the Oregon Housing and Community Services (OHCS) Manufactured Home Replacement Program (MHRP) that today can assist manufactured homeowners with replacing their homes constructed prior to current federal standards with safe, new, and energy-efficient ones. From this piece of legislation, OHCS created the Manufactured Home Replacement Program to incentivize manufactured homeowners, with grants and forgivable loans, to replace their old and energy inefficient homes. Over the last two biennium, this popular and cost-effective program has dramatically improved the lives and living condition of families across our state. MHRP request $2.5 million to continue this critical work in order to prevent homelessness before it happens.

Purpose

Manufactured homes constructed prior to 1995 are prone to severe physical problems that can make them inadequate and unsafe. This is especially problematic for Oregonians with low-income who have little choice other than to live in substandard housing overburdened by energy costs. Currently, there are approximately 60,000 manufactured homes in Oregon in need of replacement that are owned and occupied by individuals and families with low-incomes. There are 843 extreme cases of manufactured homes in 15 of the 38 state-supported preserved, non-profit/cooperative owned manufactured home parks that were built before the introduction of any federal HUD safety standards in 1976. The MHRP is a flexible program that works in conjunction with other grants and replacement incentives. By design, it will provide assistance with the disposal of a current owner-occupied manufactured home, the purchase of a new energy efficient manufactured home, and the addition work required to make a new manufactured home move-in-ready. OHCS will assign a manufactured home replacement navigator to help eligible applicants through the process of planning the project, identifying financial resources, and coordinating the different parts of the replacement process. This program is a guaranteed win in the efforts to reduce homelessness and increase affordable housing for Oregonians with low incomes as all MHRP participating households have income below 100% area median and 75% of program participants to date have had household incomes below 50% area median income.

How Achieved

This is a continuation of our existing Manufactured Home Replacement Program, which provides grants and loans for the decommission and replacement respectively of pre 1995 manufactured homes.

Staffing Impact

No additional staff is requested in this package.

Quantifying Results

This is plug and play program funds for a very popular and successful program that with $8.3M ($5.8 in 2019 & $2.5 in 2023) replaced 70 homes, 34 of which were lost due to natural disaster. With the $5.8M from 2019 the MHRP replaced 50 manufactured homes in 11 counties. Of those program participant: 22% were BIPOC households, 65% of were households under 60% AMI, 71% of homes were outside of city centers. This biennium (23-25), due to high demand, the Manufactured Home Replacement Program (MHRP) received over 100 applications and was fully allocated within 60 days. With the $2.5M from 2023 the program replaced 19 manufactured homes, throughout Oregon. The average cost of replacing a manufactured home is $131,000. An additional $2.5M would allow the program to provide and estimated 15–19 low-income households the ability to live in safe, permanently stable, affordable housing. Since program launch in 2019, 48% of MHRP homes replaced have been homes lost due to natural disaster and 22% of MHRP homes replaced have been in non-profit, preserved manufactured home parks where rent increases are controlled by tenants and any homes sold must be sold to a low-income buyer. Forty income eligible applications are currently waitlisted from 23-25 biennium. $2.5M would replace an estimated 15-19 homes statewide in 25-27.

Revenue Sources

General Fund: $2,500,000

Other Funds:
Transfer in from General Fund: $2,500,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 527 - HH Manufactured Home Replace Program

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,500,000	-	-	-	-	-	2,500,000
Transfer from General Fund	-	-	2,500,000	-	-	-	2,500,000
Total Revenues	**$2,500,000**	**-**	**$2,500,000**	**-**	**-**	**-**	**$5,000,000**
Special Payments							
Intra-Agency Gen Fund Transfer	2,500,000	-	-	-	-	-	2,500,000
Other Special Payments	-	-	2,500,000	-	-	-	2,500,000
Total Special Payments	**$2,500,000**	**-**	**$2,500,000**	**-**	**-**	**-**	**$5,000,000**
Total Expenditures							
Total Expenditures	2,500,000	-	2,500,000	-	-	-	5,000,000
Total Expenditures	**$2,500,000**	**-**	**$2,500,000**	**-**	**-**	**-**	**$5,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Essential and Policy Package Fiscal Impact Summary - BPR013

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Requested
Other Funds Limited						
Other Selective Taxes						
Construction Exercise Tax Receipts	3400	0190	$ 2,578,432	$ 1,923,474	$ 2,640,000	$ 2,640,000
Non-business Lic & Fees		0210				
Marinas & Manufactured Dwelling Park Reg	3400	0210	$ 222,550	$ 236,476	$ 223,200	$ 223,200
Charges for Services		0410				
Marinas & Manufactured Assess (MMCRC)	3400	0410	$ 1,220,133	$ 1,677,666	$ 1,324,580	$ 2,640,000
Admin & Service Charges		0415				
Flex Lending Program	3400	0415	$ 3,450	$ 6,507,564	$ 19,680	$ 19,680
LIFT Homeownership Assumption/Assignment (	3400	0415	$ 131,012	$ 75,000	$ 1,440,000	$ 1,440,000
Resident Loan Program Loan Originator Fees	3400	0415	$ 1,433,832	$ 1,554,408	$ 1,536,000	$ 1,536,000
OHSI admin charges, loan pay-off charges	3400	0415	$ 12,581		$ 40,800	$ 40,800
HDIP Assumption/Assignment charges	3400	0415	$ 12,675		$ 648,000	$ 648,000
Homeownership Assistance Fund loan pay-off ch	3400	0415	$ 93		$ 4,098	$ 4,098
Fines & Forfeitures		0505				
MMCRC	3400	0505	$ 300	$ 3,500		
Interest Income		0605				
Interest - Single Family Housing Programs	3400	0605	$ 1,043,233	$ 265,401	$ 4,663,200	$ 4,663,200
Interest - Oregon Housing Stabilization Initiative	3400	0605		$ 137,096	$ 672,000	$ 672,000
Housing Div Loan Repayments		0930				
Single Family Housing Programs	3400	0930	$ -	$ 948,982	$ 26,400	$ 26,400
Oregon Housing Stabilization Initiative	3400	0930			$ 4,920,000	$ 4,920,000
Other Revenues		0975				
Misc Revenues-Single Family Rental Housing Pr	3400	0975	$ 217,764	$ 65,000	$ -	$ -
Transfer In - Intrafund	3400	1010	$ 139,637	$ 897,084		
Transfer In From General Fund		1060				
Homeownership Programs	3400	1060	$ 44,500,000	$ 15,000,000	$ 15,000,000	$ 120,000,000
Manufactured Homes Programs	3400	1060	$ 7,000,000	$ 2,500,000	$ 2,500,000	$ 2,500,000
Transfer in From DOR		1150				
Doc Recording Fee (Home Owner Assist Prog)	3400	1150	$ 10,455,978	$ 12,460,000	$ 7,967,120	$ 9,638,860
Transfer Out - Intrafund	3400	2010	$ (139,637)	$ (4,256,454)	$ (4,256,454)	$ (4,608,363)
Total Other Funds Limited	3400		$ 68,832,034	$ 39,995,197	$ 39,368,624	$ 147,003,875

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Requested
Other Funds Non-Limited						
Interest Income						
Interest - Single Family Housing Programs	3200	0605	$ -	$ -	$ 62,400	$ 62,400
Transfer In From General Fund		1060				
Transfer In From General Fund	3200	1060	$ 10,000,000			
Total Other Funds Non-Limited	3200		$ 10,000,000	$ -	$ 62,400	$ 62,400
Federal Funds Non-limited						
Federal Funds Revenue		0995				
Department of Housing & Urban Development	6400	0995	$ 226,047	$ 821,144	$ 821,144	$ 87,099
US Treasury	6400	0995	$ 22,547,164	$ 68,344,714	$ 68,344,714	$ 8,687,716
Transfer Out - Intrafund	6400	2010				$ (84,784)
Total Federal Funds Non-limited	6400		$ 22,773,211	$ 69,165,858	$ 69,165,858	$ 8,690,031

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

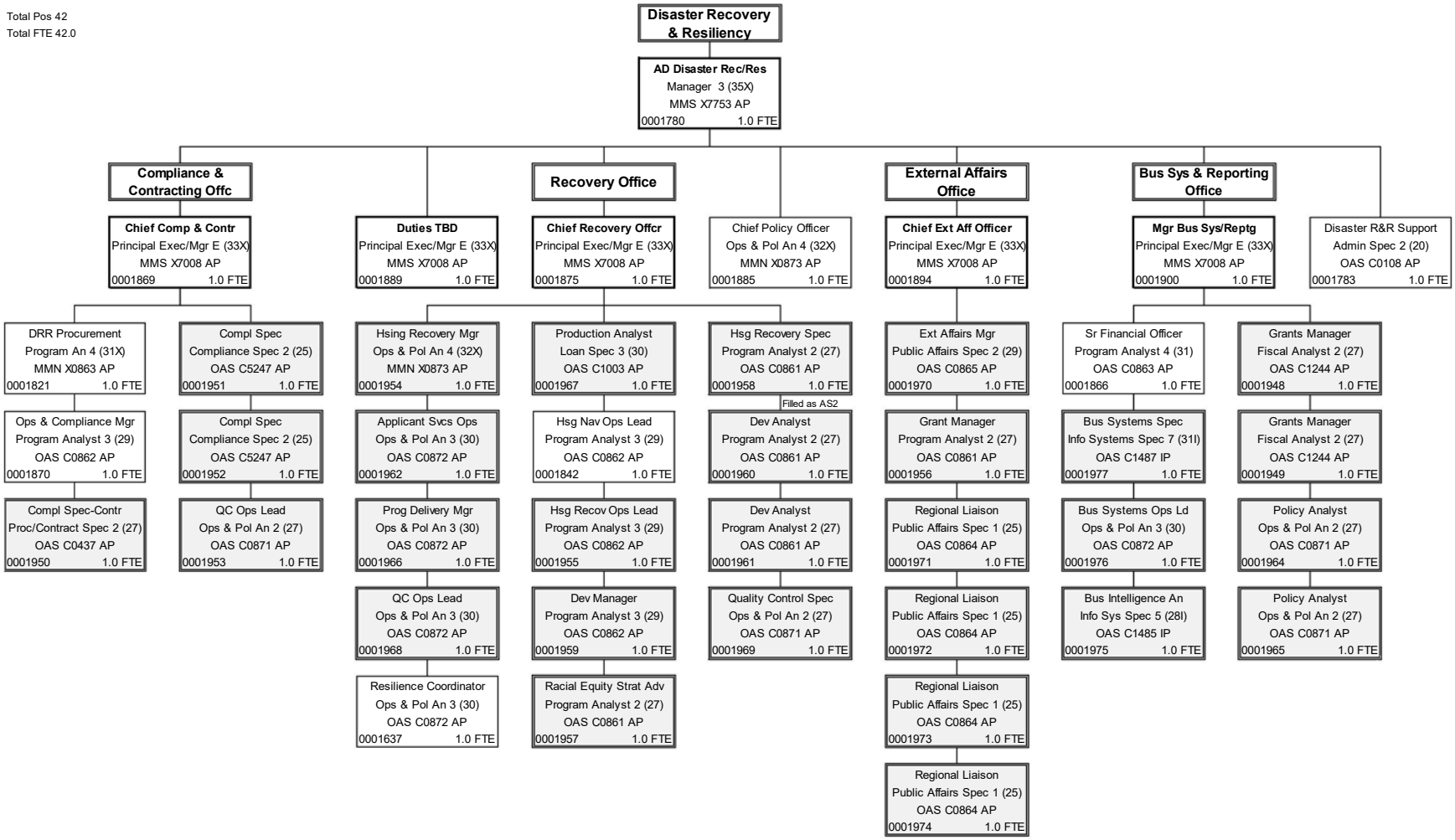
2025-27 Biennium **Cross Reference Number: 91400-040-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Other Selective Taxes	2,578,432	1,923,474	1,923,474	2,640,000	-	-
Non-business Lic. and Fees	222,550	236,476	236,476	223,200	-	-
Charges for Services	1,220,133	1,677,666	1,677,666	2,640,000	-	-
Admin and Service Charges	1,593,643	8,136,972	8,136,972	3,688,578	-	-
Fines and Forfeitures	300	3,500	3,500	-	-	-
Interest Income	1,043,233	402,497	402,497	5,335,200	-	-
Housing Div Loan Repayments	-	948,982	948,982	4,946,400	-	-
Other Revenues	217,764	65,000	65,000	-	-	-
Transfer In - Intrafund	139,637	897,084	897,084	-	-	-
Transfer from General Fund	51,500,000	17,500,000	17,500,000	122,500,000	-	-
Tsfr From Revenue, Dept of	10,455,978	12,460,000	12,460,000	9,638,860	-	-
Transfer Out - Intrafund	(139,637)	(3,973,468)	(4,256,454)	(4,608,363)	-	-
Total Other Funds	**$68,832,033**	**$40,278,183**	**$39,995,197**	**$147,003,875**	**-**	**-**
Federal Funds						
Federal Funds	22,773,211	68,887,093	69,165,858	8,774,815	-	-
Transfer Out - Intrafund	-	-	-	(84,784)	-	-
Total Federal Funds	**$22,773,211**	**$68,887,093**	**$69,165,858**	**$8,690,031**	**-**	**-**
Nonlimited Other Funds						
Interest Income	-	-	-	62,400	-	-
Transfer from General Fund	10,000,000	-	-	-	-	-
Total Nonlimited Other Funds	**$10,000,000**	**-**	**-**	**$62,400**	**-**	**-**

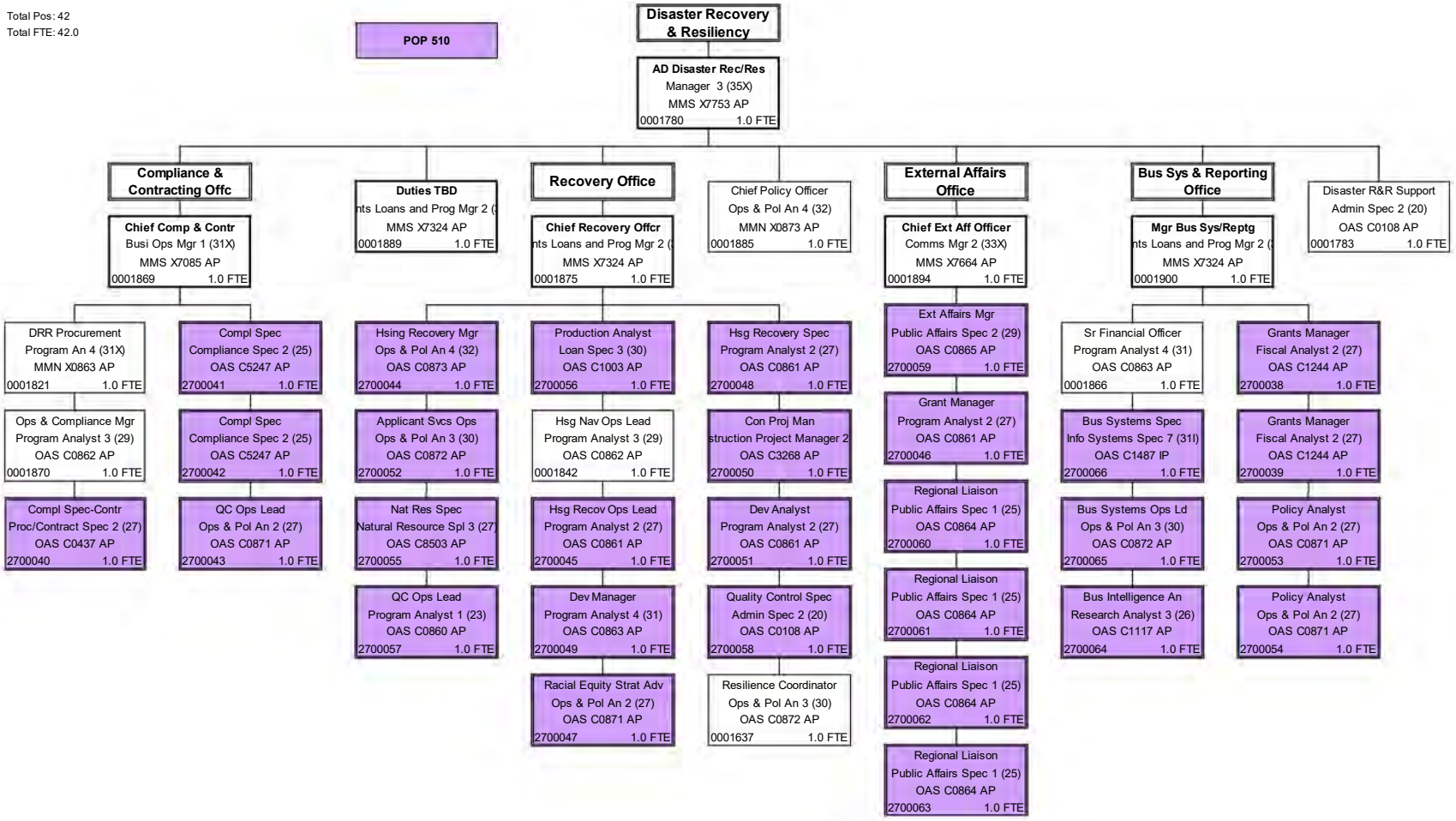
Disaster Recovery & Resiliency

OREGON HOUSING and COMMUNITY SERVICES

Disaster Recovery and Resilience 2023-25 Organizational Chart

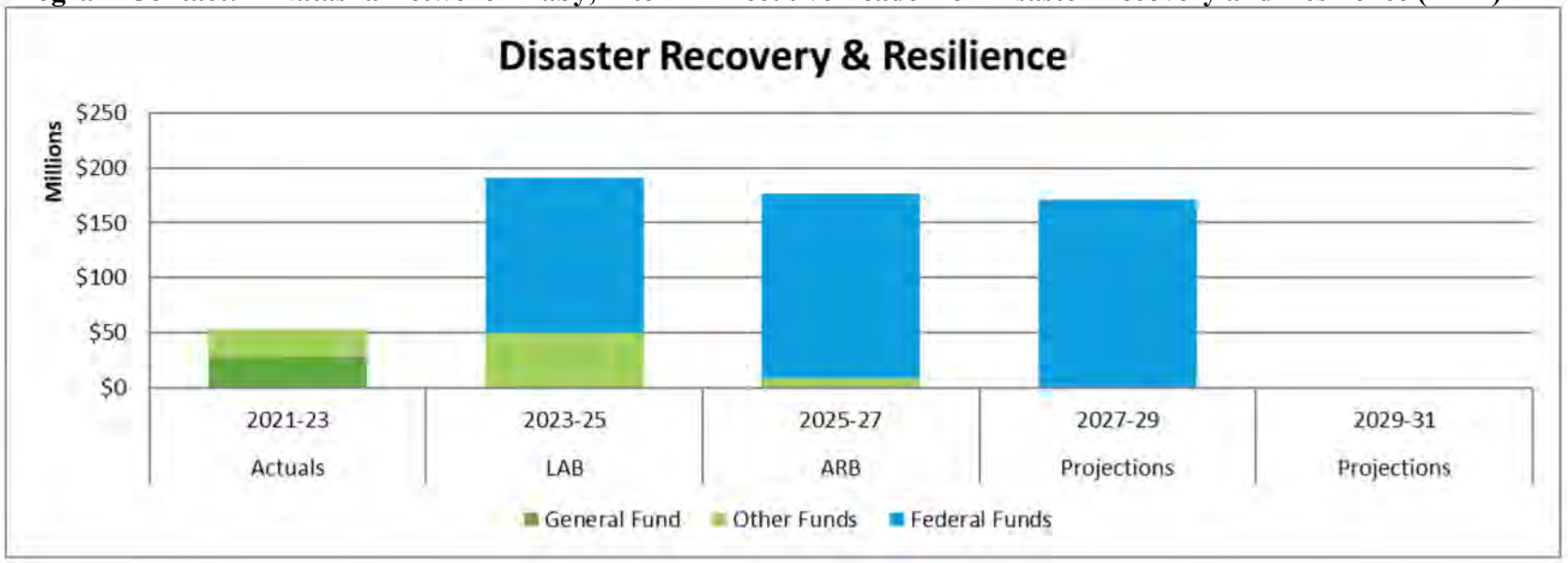


Disaster Recovery and Resilience 2025-27 Organizational Chart



Disaster Recovery and Resilience Executive Summary

Long Term Focus Area: Healthy and Safe Communities, A Thriving Statewide Economy
Program Contact: Natasha Detweiler-Daby, Interim Executive Leader for Disaster Recovery and Resilience (DRR)



For 2021-23, programs' actuals were recorded in Central Services. Displayed here for comparison purposes.

Program Overview

OHCS, through the Disaster Recovery and Resilience (DRR) division, was identified as the implementing agency for the $422M Community Development Block Grant – Disaster Recovery (CDBG-DR) grant appropriated by Congress and granted by the Department of Housing and Urban Development (HUD) in response to the 2020 Labor Day fires. The rules establishing the requirements to receive funding were not published until February 2022. The ReOregon Action Plan, which is a blueprint for the award implementation, was developed after undertaking extensive unmet needs and mitigation needs assessments, and through significant public engagement sessions. The Action Plan was submitted to HUD for approval in June 2022 and was approved by HUD in September 2022. HUD provided OHCS the $422M grant agreement in February 2023. In April 2023, OHCS executed a contract to build the system of record for ReOregon and in September 2023, the contract for ReOregon program management (to administer the centralized Homeowner Assistance and Reconstruction Program) was executed. ReOregon serves impacted individuals, families and communities in eight counties - Clackamas, Douglas, Jackson, Klamath, Lane, Lincoln, Linn and Marion.

Program Funding Request

This package requests expenditure limitation for federal funds to complete staffing and carry out implementation of Community Development Block Grant Disaster Recovery (CDBG-DR) work (AKA, "ReOregon") in order to assist survivors of the 2020 Labor Day fires who have not yet been able to rebuild or find safe, affordable homes, and support community recovery and disaster mitigation efforts. Under certain circumstances, grantees can request an extension of the 6-year expenditure deadline. Core permanent staff for DRR division were approved in the 2022 short session, as were a number of limited term positions. This package requests that all budgeted limited duration positions be extended through the 2025-27 biennium to staff implementation of ReOregon programs and administration.

Disaster Recovery and Resilience					
	21-23 Actuals	23-25 LAB	25-27 ARB	27-29 Projections	29-31 Projections
General Fund	$ 28,184,869	$ 946,470	$ 1,075,072	$ 1,167,131	$ 1,267,284
Other Funds	$ 24,878,390	$ 49,598,463	$ 8,000,000		
Federal Funds	$ -	$ 140,062,134	$ 167,383,063	$ 170,404,188	
Total Funds	$ 53,063,259	$ 190,607,067	$ 176,458,135	$ 171,571,319	$ 1,267,284
Positions	0	42	42	13	13
FTE	0	42.00	42.00	13.00	13.00

For 2021-23, programs' actuals were recorded in Central Services. Displayed here for comparison purposes.

Program Description

State-Funded Programs

During the 2021 session, the Oregon Legislature allocated $150.4 million, as part of House Bill 5006, to Oregon Housing and Community Services to assist fire survivors and their communities with recovery from the 2020 Labor Day fires. The appropriation included $100.4 million of General Fund and $50 million of Lottery-backed bond revenues. These funds were spent or committed to wildfire recovery efforts and housing developments before the end of the 2021-23 state biennium. As of April 30, 2024, OHCS has spent $98.0 million in what had been appropriated as General Fund and $24.7 million in Lottery Bond proceeds, for a total of $122.7 million spent.

Approximately $36 million of the $150.4 million was allocated to the Wildfire Recovery and Resilience Account (WRRA) program to fund local partners assisting fire-impacted households with recovery. The overarching goal of the program was to move participants into safe, affordable intermediate or permanent housing. WRRA supported impacted households with resources in two main categories

– Rental assistance and related supports, and damaged housing replacement, rehabilitation and reconstruction. WRRA supported 450 households with intermediate/temporary housing over the life of the program and supported 867 households with permanent recovery. Over 65% of the households supported were at 80% area median income or below.

OHCS staff have provided Lane, Marion, and Lincoln counties suballocations, all of which are under contract, and funds have been disbursed to the counties. These funds, a total of $19 million across the three counties, are being granted for land acquisition, infrastructure development, and other recovery activities. Counties have a deep understanding of the needs of their communities and can move more nimbly to respond to new opportunities in recovery. Additionally, these suballocations were made to ensure rough geographic equity of resources.

With the support of state wildfire funding, more than 100 units are expected to be move-in ready by the end of September 2024 across Lincoln, Lane, and Jackson counties.

Federally-Funded Programs

ReOregon is a federally-funded program comprised of multiple, stand-alone programs that are outlined in the ReOregon Action Plan. These programs include the Homeowner Assistance and Reconstruction Program (HARP), the Planning, Infrastructure and Economic Revitalization (PIER) program, the Homeownership Opportunities Program (HOP), the Intermediate Housing Assistance (IHA) program, Legal Services, Housing Recovery Services (HRS), and the Resilience Planning Program (RPP). Each program will include a comprehensive policy manual. Each policy manual is tailored to the program, but, in general, will describe program eligibility, award determinations, and appeal processes, when applicable. The larger, more complex programs, such as HARP and HOP, will also incorporate Standard Operating Procedures that outline a detailed process for all steps of program implementation to ensure that service received is equitable and consistent for all applicants.

ReOregon includes a robust System of Record (SOR) that was developed to collect and track data and manage all program activity for the larger HARP, PIER and HOP programs, which will allow the measurement of progress towards milestones and key indicators. The SOR includes a reporting function that OHCS can use to aggregate data that subgrantees and subrecipients will be required to submit through the system. Within each key ReOregon program (PIER, HARP, HOP), the SOR will outline workflows and sections for documentation and information upload that require routine quality assurance checks before files can advance between each process step. HARP participants will be able to track the progress of their application through the SOR.

Program Justification

As the designated lead agency for State Recovery Function 5: Disaster Housing, OHCS is responsible for addressing pre-and post-disaster housing issues, facilitating the delivery of state resources to assist local and tribal governments in the rehabilitation and reconstruction of destroyed and damaged housing, and developing new accessible, long-term housing options. Prior to the 2020 Labor Day fires, OHCS did not have a division dedicated to community recovery in the wake of devastating disasters. The Disaster Recovery and Resilience division was established to not only respond to the 2020 Labor Day fires, but to also look at ways to support community and housing resilience through planning resources and the incorporation of energy efficiency, fire hardening and other resilience measures into reconstruction efforts.

Program Performance

HARP: To better determine remaining needs and identify eligible applicants, OHCS launched an eligibility questionnaire on March 25, 2024. As of July 27, 2024, 890 questionnaires were completed and to date, over 10% of households who submitted questionnaires are primarily Spanish speakers. From the 890 questionnaires, 545 respondents were invited to apply when the application opened for Phase 1 (households at or under 80% area median income) on April 30, 2024. OHCS expects to complete review and processing of all eligible applicants under Phase 1 between the end of the 2023-25 biennium and the beginning of the 2025-27 biennium. Phase 2 was launched in June 2024. Under HARP, OHCS expects to provide awards during the 2023-25 biennium to reconstruct or replace 500 new homes, based on current results from the HARP eligibility questionnaire, program estimates as reported to HUD and an average unit cost of $250,000. OHCS expects that while the majority of awards for reconstruction/replacement of the 500 homes will be made in the 2023-25 biennium, due to construction/replacement timelines, many of those homes will be ready for occupancy in the 2025-27 biennium.

HOP: With feedback from county partners in the impacted regions, OHCS redesigned HOP to include a down payment assistance program, as well as incentives for the development/rehabilitation of multiple types of affordable housing, including single-family stick-built or pre-fabricated structures; resident/housing authority/nonprofit-owned manufactured housing parks; and/or condominiums for both homeownership and rental opportunities. In coordination with county representatives, OHCS has allocated funding for HOP amongst impacted counties based on their percentage of housing damage, with a multiplier to account for increased construction costs in rural areas. Depending on program design and based on an average unit cost of $300,000-$400,000, ReOregon expects to facilitate the construction or purchase/rehabilitation of 100 homes in the 2025-27 biennium.

PIER: ReOregon launched the PIER program in the current biennium and PIER selection committees have been formed in each county are currently reviewing and approving projects. To date, 16 projects have been selected by local selection committees and two of those projects are ready for award. DRR staff have conducted detailed budget reviews, duplication of benefits reviews, capacity and risk assessments, and created training materials, standard operating procedures and an online toolkit for PIER subrecipients. Overall, OHCS anticipates funding approximately nine projects at the end of the current biennium. Recognizing that complex projects may take multiple years to complete, it is anticipated that the majority of project activities will take place in the 2025-27 biennium. Economic revitalization projects or any project that has direct, individual beneficiaries will also generate data on number of people served.

IHA: OHCS has entered into an agreement with Oregon Department of Human Services for the administration of Disaster Case Management services. The program provides assistance to those individuals and households who are awaiting permanent housing options that will be provided by HARP and HOP programs described above. For the IHA program, OHCS anticipates serving about 215 households, on average, each month. All of this information will be able to be reviewed by race and ethnicity, income level, and other demographic information. Currently, impacted households are being assisted with Oregon Emergency Rent Assistance Program funds, and IHA will be launched as those funds are depleted to ensure there is no gap in services. Since IHA has a maximum limit of 24 months, by leveraging additional funding sources, overall assistance to impacted households can be stretched across additional months. We expect the transition to IHA to take place during the current biennium (by January 2025), with services continuing into the 2025-27 biennium.

HRS: OHCS expects that the majority of activity under this program will take place during the current biennium and at the beginning of the 2025-27 biennium when the program is launched at the beginning of 2025. The program expects to serve approximately 150 households in the current biennium.

Legal Services: OHCS expects that the majority of activity under this program will take place during the current biennium when the program is launched at the beginning of 2025. The program expects to serve approximately 150 households, but the final number served will be based on the need for legal assistance.

RPP: This program will be designed and launched near the end of the current biennium/beginning of the 2025-27 biennium. OHCS expects to complete two projects under the program.

Enabling Legislation and Program Authorization

The Disaster Relief Supplemental Appropriations Act, 2022 (Pub. L. 117– 43), approved September 30, 2021, makes available $5,000,000,000 in Community Development Block Grant Disaster Recovery (CDBG–DR) funds. These CDBG–DR funds are for necessary expenses for activities authorized under Title I of the Housing and Community Development Act of 1974 (42 U.S.C. 5301 et seq.) related to disaster relief, long-term recovery, restoration of infrastructure and housing, economic revitalization, and mitigation in the most impacted and distressed areas resulting from a qualifying major disaster in 2020 or 2021. The United States Department of Housing and Urban Development (HUD) allocated $422M in CDBG–DR funds from the Appropriations Act to OHCS-DRR to assist in long term recovery from the Labor Day Fires disaster occurring in 2020. HUD notified the public of the allocations in press releases and in a Federal Register notice, Allocations for Community Development Block Grant Disaster Recovery and Implementation of the CDBG–DR Consolidated Waivers and Alternative Requirements Notice, which was published at 87 Fed. Reg. 6364 on February 3, 2022. In October 2021, OHCS was named by Gov. Brown the administering agency for the State of Oregon. The grant to OHCS was executed on February 3, 2023.

Funding Streams

ReOregon programs are funded with General Fund and Federal Funds. The Community Development Block Grant – Disaster Recovery federal grant isa the primary source of funding. We have some carry forward other funds associated with Lottery Bond Proceeds for Wildfire Recovery.

Comparison of 2025-27 Funding Proposal to 2023-25 Funding

ReOregon funding for the 2025-27 biennium remains the same as funding in the current biennium, as the CDBG-DR grant is a 6-year grant. One-time funds of $150M (general funds and lottery-backed bonds) granted in 2021 by the state legislature for recovery from the 2020 Labor Day fires are expected to be almost fully expended in the current biennium.

Disaster Recovery and Resilience Programs Description

Homeowner Assistance and Reconstruction Program (HARP)
HARP will provide assistance in the form of grants to eligible homeowners who experienced damage to their homes from the 2020 Wildfires and have remaining recovery needs after accounting for other duplicative benefits received.

The program will fund eligible rehabilitation, reconstruction, acquisition, and replacement costs, including additional costs to comply with federal, State, and local construction standards, such as replacing on-site residential infrastructure, complying with green building

standards, and ensuring that homes are accessible for individuals living with disabilities and senior residents. Eligible costs also include elevation, fire hardening, and other program-required costs that will help protect homes from natural hazards faced in the fire-impacted communities.

Homeownership Opportunities Program (HOP)
HOP is designed to support survivors who were renters at the time of the disaster. HOP will consist of a Down Payment Assistance (DPA) program as well as Affordable Housing Development (AHD) with County options for homeownership and/or rental housing developments.

Planning, Infrastructure and Economic Revitalization (PIER)
PIER will provide direct county allocations for local governments, non-profit organizations, school districts, public housing authorities, and other public or quasi-public entities in the eight most impacted counties to address the unmet infrastructure, planning, and economic revitalization needs that fall within their counties. While budgetary allocations will be made at the county level, counties and organizations within the impacted areas will work together to define the specific projects or programs to be funded. Each infrastructure, economic revitalization, and planning activity must clearly have a tie to revitalizing disaster impacted communities by directly or indirectly supporting:

- New housing and/or replacement of damaged housing, and/or
- The mitigation of loss of life or property in the face of current and future natural hazards.

Intermediate Housing Assistance (IHA)
IHA provides assistance to eligible residents located in the 2020 Wildfire-impacted counties who lack the necessary resources or support networks to obtain affordable rental housing or need alternative housing until permanent housing solutions are secured.

OHCS will provide grants to eligible subrecipients to provide:

- Up to 24 months of rental, temporary relocation, and/or other intermediate housing assistance.
- Housing navigation, case management, and support services to disaster-impacted residents.

Housing Recovery Services (HRS)
OHCS may administer the Housing and Recovery Services Program directly or by awarding grants to homeownership centers, nonprofit organizations, or other qualified subrecipients to deliver housing and financial counseling and housing navigation services to

impacted residents to help in their transition to more permanent housing. Services also may be provided to small rental property owners who provide affordable housing to income-qualified tenants. Services may include homeowner education, renter counseling, homebuyer education, financial literacy, credit rehabilitation, debt management, budgeting, homelessness counseling, avoiding fraud and scams, applying for public and private resources, foreclosure prevention strategies, and relocation counseling, among other services tailored to fit the participants' needs.

Legal Services
Through the Legal Services Program, OHCS will provide funding to qualified legal aid and/or legal services providers to deliver the assistance necessary to help impacted residents transition to more permanent housing.

Resilience Planning Program (RPP)
Through the Resilience Planning Program, the State will carry out regional and statewide recovery, resilience and mitigation planning, including, but not limited to, the following:

- Housing development strategies, including developing construction standards, facilitating the development of affordable housing and removing barriers to affordable housing
- Public land use and infrastructure policy and planning
- Public resilience and preparedness policy and planning
- Increasing resilience to the impacts of climate change
- Protecting public health
- Addressing environmental injustice
- Spurring economic growth and creating jobs

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services

This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package include the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs

Phased-In programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level.

Phase-Out's are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-Out's for the XX Division

- Other Funds
  - Disaster Recovery & Resilience 21-23 Carry Forward- $27.1M
  - Lottery Revenue Bonds from 21-23 Carry Forward - $21.9M

- Federal Funds
  - Community Dev Block Grant - $137M

030 Inflation and Price List Adjustments

This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%
- Professional Services 6.8%
- Attorney General 23.26%
- State Government Service Charges 33%

050 Fund Shift

This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(31,753)	-	-	-	-	-	(31,753)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($31,753)**	-	-	-	-	-	**($31,753)**
Personal Services							
Pension Obligation Bond	703	-	218	(191,639)	-	-	(190,718)
Mass Transit Tax	653	-	440	-	-	-	1,093
Vacancy Savings	(33,109)	-	(23,530)	(97,596)	-	-	(154,235)
Total Personal Services	**($31,753)**	-	**($22,872)**	**($289,235)**	-	-	**($343,860)**
Total Expenditures							
Total Expenditures	(31,753)	-	(22,872)	(289,235)	-	-	(343,860)
Total Expenditures	**($31,753)**	-	**($22,872)**	**($289,235)**	-	-	**($343,860)**
Ending Balance							
Ending Balance	-	-	22,872	289,235	-	-	312,107
Total Ending Balance	-	-	**$22,872**	**$289,235**	-	-	**$312,107**

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Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Services & Supplies							
Instate Travel	-	-	-	(52,200)	-	-	(52,200)
Out of State Travel	-	-	-	(8,902)	-	-	(8,902)
Employee Training	-	-	-	(41,325)	-	-	(41,325)
Office Expenses	-	-	-	(93,960)	-	-	(93,960)
Telecommunications	-	-	-	(31,320)	-	-	(31,320)
Data Processing	-	-	-	(38,280)	-	-	(38,280)
Publicity and Publications	-	-	-	(90,000)	-	-	(90,000)
Professional Services	-	-	-	(600,000)	-	-	(600,000)
IT Professional Services	-	-	-	(1,419,000)	-	-	(1,419,000)
Attorney General	-	-	-	(358,394)	-	-	(358,394)
Employee Recruitment and Develop	-	-	-	(6,235)	-	-	(6,235)
Other Services and Supplies	-	-	-	(142,100)	-	-	(142,100)
Expendable Prop 250 - 5000	-	-	-	(124,700)	-	-	(124,700)
IT Expendable Property	-	-	-	(72,500)	-	-	(72,500)
Total Services & Supplies	-	-	-	**($3,078,916)**	-	-	**($3,078,916)**
Capital Outlay							
Other Capital Outlay	-	-	(27,101,190)	-	-	-	(27,101,190)
Total Capital Outlay	-	-	**($27,101,190)**	-	-	-	**($27,101,190)**

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Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Other Special Payments	-	-	(21,889,550)	(126,883,817)	-	-	(148,773,367)
Total Special Payments	**-**	**-**	**($21,889,550)**	**($126,883,817)**	**-**	**-**	**($148,773,367)**
Total Expenditures							
Total Expenditures	-	-	(48,990,740)	(129,962,733)	-	-	(178,953,473)
Total Expenditures	**-**	**-**	**($48,990,740)**	**($129,962,733)**	**-**	**-**	**($178,953,473)**
Ending Balance							
Ending Balance	-	-	48,990,740	129,962,733	-	-	178,953,473
Total Ending Balance	**-**	**-**	**$48,990,740**	**$129,962,733**	**-**	**-**	**$178,953,473**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	7,489	-	-	-	-	-	7,489
Total Revenues	**$7,489**	-	-	-	-	-	**$7,489**
Services & Supplies							
Instate Travel	406	-	-	595	-	-	1,001
Employee Training	356	-	-	473	-	-	829
Office Expenses	727	-	-	1,064	-	-	1,791
Telecommunications	244	-	-	361	-	-	605
Data Processing	285	-	-	420	-	-	705
Professional Services	-	-	-	-	-	-	-
IT Professional Services	-	-	-	55,488	-	-	55,488
Attorney General	-	-	-	5,450	-	-	5,450
Employee Recruitment and Develop	53	-	-	70	-	-	123
Facilities Rental and Taxes	3,625	-	2,673	2,114	-	-	8,412
Other Services and Supplies	1,238	-	-	1,646	-	-	2,884
IT Expendable Property	555	-	-	735	-	-	1,290
Total Services & Supplies	**$7,489**	-	**$2,673**	**$68,416**	-	-	**$78,578**
Total Expenditures							
Total Expenditures	7,489	-	2,673	68,416	-	-	78,578
Total Expenditures	**$7,489**	-	**$2,673**	**$68,416**	-	-	**$78,578**

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Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(2,673)	(68,416)	-	-	(71,089)
Total Ending Balance	-	-	**($2,673)**	**($68,416)**	-	-	**($71,089)**

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Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(13,147)	-	-	-	-	-	(13,147)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($13,147)**	-	-	-	-	-	**($13,147)**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	-	-	-	-	-	-	-
Services & Supplies							
Facilities Rental and Taxes	(13,147)	-	(9,694)	(7,667)	-	-	(30,508)
Total Services & Supplies	**($13,147)**	-	**($9,694)**	**($7,667)**	-	-	**($30,508)**
Total Expenditures							
Total Expenditures	(13,147)	-	(9,694)	(7,667)	-	-	(30,508)
Total Expenditures	**($13,147)**	-	**($9,694)**	**($7,667)**	-	-	**($30,508)**

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Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	9,694	7,667	-	-	17,361
Total Ending Balance	**-**	**-**	**$9,694**	**$7,667**	**-**	**-**	**$17,361**

Policy Package # 508 OHCS Operational Supports

Package Description

Agency-wide, this package reauthorizes four limited duration positions for additional months in the 2025-27 biennium, restores 26 positions that were authorized as permanent but were associated with the Governor's Executive Orders on Homelessness and received one-time funding, shifts funding for three positions to support manufactured housing, and requests 16 new positions to support affordable rental housing, energy services, housing stabilization, and central support services

Purpose

Provide essential staffing support for on-going priority affordable housing, homeownership, and homelessness prevention services.

How Achieved

The second part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an intrafund transfer out to support a proportionate share of Pkg 508.

Staffing Impact

No additional positions in this program.

Quantifying Results

As OHCS works to be responsive to needs and to deliver resources and programs that ensure Oregonians are safely and stably housed, we know we cannot do so without right-sized staffing to meet the diverse needs we see and hear about. This package allows us to invest in our organizational health and ability to successfully meet the priorities of the Statewide Housing Plan (SWHP), particularly around centering racial justice and equity in policymaking, program design and implementation, community engagement, and service delivery, by ensuring we have the staff needed to operationalize our work.

Adequate staffing capacity across the agency allow equity goals to be achieved across agency work, including in central operations.

Revenue Sources

Other Fund:
Intrafund Transfer Out: ($18,267)

Federal Funds:
Federal Revenue: $129,900
Intrafund Transfer Out: (129,900)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	129,900	-	-	129,900
Total Revenues	**-**	**-**	**-**	**$129,900**	**-**	**-**	**$129,900**
Transfers Out							
Transfer Out - Intrafund	-	-	(18,267)	(129,900)	-	-	(148,167)
Total Transfers Out	**-**	**-**	**($18,267)**	**($129,900)**	**-**	**-**	**($148,167)**
Ending Balance							
Ending Balance	-	-	(18,267)	-	-	-	(18,267)
Total Ending Balance	**-**	**-**	**($18,267)**	**-**	**-**	**-**	**($18,267)**

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Policy Package # 509 Information Technology Support

Package Description -

This policy option package has three components. The Grant Management System, Customer Relationship Management Project and ProLink.

GMS: This policy option package will support modernization of grants management, improving the agency's ability to deliver funds, track and manage grants, and provide reports to track services and financial spending more effectively. A more comprehensive, modern grants management system would enable the agency to receive and deliver funds more effectively and efficiently, allowing us to provide service to our partners more easily. Current grant management processes are inconsistent and rely on a combination of complex spreadsheets and applications developed in-house. This package will allow OHCS to create and implement a system that addresses the challenges associated with delivering funds and ease our partners' burdens and challenges in reporting on their use of funds. The evolving scope and scale of grants management necessitate the adoption of a new system.

CRM: This policy option package will support modernization of customer management, improving the agency's ability to track all constituent support and interactions, coordinate between divisions improving the customer experience, and provide reports that will inform decision making, program development, and implementation. Due to significant increases in staffing and available resources without the infrastructure and technology to support them, the Customer Relationship Management (CRM) project seeks to provide OHCS with a solution to the various technological challenges and risks the agency currently faces. The goal of this project is to centralize recordkeeping and communication for agency staff, modernize data collection, and increase efficiency, accuracy, and quality of customer service. This modern platform will facilitate better data for analysis, improved productivity and reliability, and provide a unified user experience for staff, stakeholders, grantees, and community members.

ProLink: ProLink HFA is the established data system of record for the Affordable Rental Housing Division. The plan is to keep this system in full use while supporting improved functionality of ProLink HFA. This requires implementing needed system enhancements that will improve the user experience and data quality overall. This package will allow OHCS to continue the use of the ARH data systems and continue to address the challenges associated with delivering funds and monitoring partner performance while ensuring data integrity. The growing scale of funds delivery for affordable rental housing requires the maintenance and enhancement of our established data systems. This includes covering the known annual costs, intentional planning for known needed system enhancements and preparation for contingencies that may arise.

BUDGET NARRATIVE

Purpose

GMS: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that using disjointed grant management systems and spreadsheets is not equitable for partners across programmatic divisions of the agency, and OHCS needs to invest in resources to remove the barriers by streamlining grant management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency. It is crucial that we invest in systems that can adequately manage the increasing number and complexity of grants for the long term. New programs, including the emergency response effort, rapid organizational growth rate, and an increasing number of partner organizations to deliver grants in alignment with legislative direction, have highlighted the need to modernize and enhance how we manage the entire grant process.

Investment in an improved grant management system will allow us to implement a comprehensive system to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have skilled in-house development to provide much of our needs historically, but we must proactively mitigate risks associated with custom systems that use aging architecture. Unprecedented emergency response efforts have illustrated the need to be agile and adaptive. This package will enable OHCS to build resiliency in such circumstances.

CRM: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that disjointed communication processes are not equitable for partners or community members across programmatic divisions of the agency, and OHCS needs to invest in resources to help remove barriers by streamlining customer relationship management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency.

The current communication process involving individual emails, phone calls, and in-person meetings fails to address the needs of agency staff, grantees, and the community. Decentralized recordkeeping and limited transparency contribute to increased agency risk. Implementing a modern customer relationship management solution can improve efficiency and mitigate these challenges. It will help reduce administrative burden on staff, improve data accuracy, and ensure compliance with funding guidelines as well as:

- Manage and coordinate communication with grantees, stakeholders, and community members.
- Ensure accountability and alignment of communication relative to organizational priorities, with reliable, efficient, and timely customer service.
- Standardize recordkeeping across OHCS, helping drive transparency, ensuring compliance across programs, producing more timely and accurate communication, increasing access to informed communication, and helping comply with federal grant requirements, such as the Uniform Guidance (2 CFR 200), DATA Act, GONE Act and GREAT Act.

- Provide staff reminders via configurable real-time email alerts to respond to inquiries/requests.

ProLink: Continued investment in the established data system will allow us to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have obtained ProLink HFA following direction from a Secretary of State audit finding to reduce the use of ad hoc data tracking tools and custom systems that use aging architecture. Unprecedented emergency response efforts in affordable rental housing production have illustrated the need to be agile and adaptive. This package will enable OHCS to maintain resiliency in such circumstances.

How Achieved

GMS: OHCS will use existing funds from flexible resources and administrative allowances from program funds, if available, to develop this system. We are coordinating with Enterprise Information Services to determine costs, timing, and scope of the project. This package will enable many improvements in delivering essential housing-related grants to Oregonians in the next biennium and beyond, including:

Outreach and engagement opportunities – Communication could be significantly streamlined, allowing more diverse stakeholders to participate in various points of the granting process. Configurable portals would allow OHCS to collaborate more efficiently, and marketing tools would enable us to reach more Oregonians in less time.

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems. Easily configurable permissions would give stakeholders appropriate views into relevant data and statuses. A modern solution would provide more opportunities to track regulatory compliance obligations effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated with our core business processes.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more

customer-focused and collaborative. Adoption of a modern grants management system is aligned with the cloud-first and software as a service (SaaS) approach to new IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. *Completed:* Appropriate resource allocation for project management and project members. This includes the project intake process and prioritization and initial project planning.
2. *The following processes are in process or completed*.
    a. Business case, EIS Project Complexity matrix, indicating Level 3 project, and ITI have been completed.
    b. An EIS oversight analyst has been assigned to this project.
    c. Gathering and refining business requirements, including outreach to users external to OHCS, communicating and learning from other agencies who are/have been engaged in similar endeavors, and refining project scope. In process, partially complete. Anticipated completion Q1, 2025
3. A request for information (RFI) will be sent out to potential vendors by the end of the Q1, 2025.
4. Competitive solicitation to identify potential solutions to be issued Q2, 2025.
5. Selection and procurement of solution and implementation planning.
6. System implementation, testing, training, adoption, and system refinement/tuning. Our intention is to add Organizational Change Management services to speed the adoption of the system and new processes. We will use project support staff to aid in new process creation.

CRM: OHCS will use General funds to develop this system. We are coordinating with Enterprise Information Services to determine costs, timing, and scope of the project. This package will enable many improvements in delivering essential housing-related communication between Oregon Housing and Community Services and Oregonians in the next biennium and beyond, including:

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems. Easily configurable permissions would give internal stakeholders appropriate views into relevant data and statuses. A modern solution would provide more opportunities to track customer cases effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated our partners, constituents and internal staff to communicate in a coordinated and effective manner.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more customer-focused and collaborative. Adoption of a modern Customer relationship management system is aligned with the cloud-first and software as a service (SaaS) approach to new IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. Appropriate resource allocation for project management and project members. This includes the project intake process and prioritization and initial project planning which has been completed.
2. Business case, EIS Project Complexity matrix, indicating Level 3 project, have been completed.
    a. An EIS oversight analyst has been assigned to this project.
    b. Gathering and refining business requirements, including outreach to users external to OHCS, communicating and learning from other agencies who are/have been engaged in similar endeavors, and refining project scope. Anticipated completion Q3, 2025
3. A request for information (RFI) to be sent out to potential vendors.
4. Competitive solicitation to identify potential solutions.
5. Selection and procurement of solution and implementation planning.
6. System implementation, testing, training, adoption, and system refinement/tuning. Our intention is to add Organizational Change Management services to speed the adoption of the system and new processes. We will use project support staff to aid in new process creation.

ProLink:
Identified Tasks to start as soon as possible:

- Continued, ongoing use of ProLink HFA-Maintenance of the system for ongoing and improved serviceability.
- Compliance Audit Module Improvements-This module is currently designed to enter information following a compliance audit and tenant file review and then generate a report to be sent to owner/agents. It is our intent to submit a CR to ProLink to re-build and enhance this module to be more dynamic in function. This will remove the need for compliance staff to write a Word Doc report to be sent and then also follow up with data entry into ProLink. Modifying the module will allow compliance staff to enter all compliance audit details and tenant file findings and then generate the report. This will improve the overall process and improve efficiencies. In turn, the modification will allow accurate data input to the ProLink system for ongoing implementation of the risk assessment functions that are reliant on compliance and inspection data to be fully utilized. Currently waiting for budget and contract to move forward.
- Procorem Security Role Improvements – This correction will remove the bulk functionality from the Account Administrator role and add it to the appropriate business user role/s. Bulk functions such as template publishing and task management should be assigned to a "user role" and not an Account Admin. In the current state, users must be given Account Admin access in order to do this needed work. Account Administrator access should be reserved for system management and security, not for multiple end users. This modification to the roles-based architecture will provide a role with appropriate permissions to perform tasks at the correct level.
- Accounting-Loan functionality-ACH-NACHA Improvements – Accounting has expressed need for better functionality regarding loans and NACHA file processes. With the expected increase in ARH funding activity in the coming years, improved loan functionality and NAHCA file processes are greatly needed. We have a CR created for the work with all-in cost estimate provided from ProLink. We are currently waiting for budget and contract to move forward.
  Possible changes to the system include (TBD):
  - Add the following to loans menu
    - Draws / Disbursement
      - Track initial disbursement of loan amount
      - Date, check, wire info, etc.
      - Ideally coming from Dev Draws or PSH Activity Funding
    - Payments from borrower
      - Check, date paid, etc.
      - How payment was applied (principal / interest / late fees, etc.)
    - Amortization Schedule

        - Uses loan amount, term, rate, payment frequency, loan type, draws, and payments from borrower to calculate remaining schedule
        - Calc Balance Due, Period Accrued Interest, Interest Payment, Total Accrued Interest
        - Handle changes to decreased draw amounts, changed term, changed interest rate, changed ownership, prepayments, additional principal payments, early payoff, default, etc.
        - Track and handle forgivable loans
        - Track interest step rates (e.g. years 1-2 = 4%, years 3-5 = 5%, years 6+ = 7%)
    - Delinquent/Late fees
        - Calculation (e.g. after 15 days late, 5% late charge of delinquent amount, additional 1% for each late month thereafter)
    - Invoicing / Statements (optional since OHCS is currently using QuickBooks for AR billings)
        - Generate a report statement of due amount, current balance, etc.
    - Reports, Data Views, Workflow, SmartDox

- Compliance Physical Inspections Improvements (NSPIRE)- ProLink currently provides a fully functioning Inspection module with dynamic fields for conducting physical inspections of properties. The connection of the work in the field is less desirable as it utilizes the ProLink SmartDox functionality of excel spreadsheets and this process is cumbersome and adds labor to the inspectors work in the field. The compliance section inspectors need the use of an app- based, user friendly tool in the field. ProLink has not started the work of creating an app-based tool for inspections so far. However, since the April ProLink Conference and more HFAs including OHCS opting use the InspectCheck app for inspections, ProLink is actively thinking about collaborating with InspectCheck by implementing a direct connection between systems or creating their own app – whichever may be more cost effective. The internal ProLink data team will be working with the ProLink vendor to design the enhancements for the system.

We will make formal request to ProLink using the Change Request process for each improvement/enhancement needed. This will include scope research and costing estimates for each requested CR and project management by ProLink and Data Systems Team from start to implementation and ongoing system management.

The second part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an intrafund transfer out to support a proportionate share of Pkg 509.

Staffing Impact

No additional staff requesting for this program.

Quantifying Results

GMS: A new grants management system will allow OHCS to integrate internal systems to better determine who we are serving, the services provided, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure grantee performance. In addition to internal efficiencies, the system will improve access to grants, uploading required documentation, and reporting for grantees.

CMR: The ombudsperson needs the ability to offer confidential case management for those who are eligible to apply for and/or are receiving services through OHCS. This will require the ombuds review interactions and documentation of other employees to conduct an accurate and fair review. The ombudsperson may also need to be able to quickly produce reports on findings and recommendations to the Governor's office each quarter as stated in ORS 182.500. OHCS has set a Key Performance Measure (KPM) for itself regarding Agency Customer Service: 80% of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall. This KPM was not met in 2022. A CRM would help make customer interactions much more efficient, effective, and aid in the internal alignment of staff.

ProLink: This data system will allow OHCS to maintain internal systems and data integrity to better determine who we are serving, the affordable rental housing needs, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure partner performance. In addition to internal efficiencies, the system will continue to improve informative data for all OHCS purposes associated with rental housing production and maintenance

Equity and Racial Justice Impact

GMS: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern grants management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. Our existing grants management solutions are not designed to facilitate these goals, especially in a manner that reflects their urgency and importance. We are not alone in these goals, and that is evidenced by the growing number of existing grants management software solutions which contain components specifically tooled to identify and address inequities among various demographics. Better grant monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier

to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

CMR: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern Customer relationship management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. The current customer support system lacks coordination, urgency, and emphasis on constituent needs. Better customer monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

ProLink: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. Maintaining and enhancing ProLink HFA data systems will continue to improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. This data system will also continue to improve accountability measures for grantees, allowing OHCS to identify and intervene if delivery of funds for affordable rental housing trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give continue to provide OHCS the needed system with improvements to do just that.

Revenue Sources

Other Funds:
Intrafund Transfer Out: ($3,712)

Federal Funds:
Federal Revenue: $26,395
Intrafund Transfer Out: ($26,395)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 509 - HH Information Technology Supports

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	26,395	-	-	26,395
Total Revenues	**-**	**-**	**-**	**$26,395**	**-**	**-**	**$26,395**
Transfers Out							
Transfer Out - Intrafund	-	-	(3,712)	(26,395)	-	-	(30,107)
Total Transfers Out	**-**	**-**	**($3,712)**	**($26,395)**	**-**	**-**	**($30,107)**
Ending Balance							
Ending Balance	-	-	(3,712)	-	-	-	(3,712)
Total Ending Balance	**-**	**-**	**($3,712)**	**-**	**-**	**-**	**($3,712)**

Policy Package # 510 Disaster Recovery & Resiliency Limitation

Package Description

This package requests $163,510,769 in Federal Funds expenditure limitation for staffing and to carry out implementation of the Community Development Block Grant Disaster Recovery (CDBG-DR) work (aka "ReOregon"). The total awarded to Oregon is $422 million, and OHCS began expending funds in 2021-23. The state has six years to complete expenditure of the entire grant from the date of grant execution on February 3, 2023. Core permanent staff for the Disaster Recovery and Resilience (DRR) division were approved in the 2022 short session, as were a number of limited duration positions in DRR and support sections.

The package also included Other Funds limitation related to lottery bonds issued in 2021-23 for wildfire recovery. All funds were committed to projects, but some of the funds were expected to be unspent at the end of the biennium. OHCS is requesting $7,309,722 in Other Funds limitation to complete these activities.

Purpose

This package is for expenditure limitation to use federal funds to (a) assist impacted households from the 2020 Labor Day Fires who have not yet been able to rebuild or find safe, affordable homes, with a priority on low- and moderate-income households and (b) support community recovery and disaster mitigation efforts.

The federal government appropriated funds Community Development Block Grant - Disaster Recovery in the fall of 2021, but rules establishing the requirements to receive funding were not published until February 2022. A draft Action Plan outlining implementation and distribution of the grant was made available for public comment in May 2022. OHCS conducted five public hearings and received (and published responses to) nearly 200 comments from those hearings, focus groups, local government feedback, and an on-line survey. Revisions were made to the plan based on public comment, and the OHCS Housing Stability Council approved the ReOregon Action Plan on June 3, 2022. On June 8, 2022, OHCS submitted the plan to the U.S. Department of Housing and Urban Development (HUD) and received approval in September 2022.

The ReOregon Action Plan describes how the state will spend the funds to support recovery from the 2020 Labor Day Fires in Clackamas, Douglas, Jackson, Klamath, Lane, Lincoln, Linn, and Marion counties. The goal of ReOregon is to ensure that all fire-impacted individuals and households have equitable access to the resources necessary to be housed safely, sustainably, permanently, affordably, and in their housing of choice. There are no proof-of-citizenship or residency requirements, and OHCS will seek opportunities to partner with culturally specific, community-based organizations to support survivors through application and recovery processes.

ReOregon consists of the following seven programs:

Homeowner Assistance and Reconstruction Program (HARP) The Homeowner Assistance and Reconstruction Program will assist homeowners in replacing or reconstructing homes that were destroyed by the 2020 fires. For homeowners that have not yet begun to rebuild, OHCS will be providing resources to fund the Architectural & Engineering, Construction, and Construction Management services to expedite and fully support survivors in their recovery journey. To support this work, OHCS is working to implement a development program to finance the construction or manufactured home purchase, delivery, installation and finishing of homes for eligible homeowners.

OHCS has phased application processing to ensure that traditionally vulnerable populations are able to equitably access resources. Phase 1 will be open to low- and moderate-income applicants (defined as those with household income at or below 80% of area median income) to ensure this population's needs are prioritized. The program will fund eligible rehabilitation, reconstruction, acquisition, replacement, and temporary relocation costs. Homeowners who may have purchased sub-standard or unsafe housing or homes that remain vulnerable to the impacts of future disasters will also be eligible for assistance.

HARP was designed to include an Accessory Dwelling Unit (ADU) Pilot Program, which sets aside $4 million for the construction of ADUs on the property of reconstructed homes for the provision of affordable rental housing for low- and moderate-income (LMI) Oregonians. This program will be designed after the Phase 1 launch of HARP in the current biennium, with launch of the pilot in the 2025-27 biennium.

Homeownership Opportunities Program (HOP) To address the impact of the 2020 Labor Day fires on rental housing stock, the state has already invested heavily in new affordable housing projects in the impacted communities. To serve additional renters and expand available affordable housing stock, the ReOregon program dedicates significant funding for the development of new homeownership and affordable rental housing opportunities for renters displaced by the fires. Funding for the development of affordable housing developments is being made available to counties to administer so that they can support projects that meet the specific needs of their communities. The program also includes down payment assistance (DPA), which will be administered by DPA providers that serve the impacted counties.

Intermediate Housing Assistance (IHA) This program will provide assistance to 2020 Labor Day fire-impacted owners and renters who need intermediate housing until permanent, affordable housing solutions are secured. OHCS will provide grants to eligible subrecipients to provide up to 24 months of rental, temporary relocation, and/or other intermediate housing assistance, such as funding housing navigation, case management, and support services for disaster-impacted residents.

Planning, Infrastructure and Economic Revitalization (PIER) The program will provide direct grants to local governments and/or non-profits in the eight most-impacted counties to address unmet recovery and mitigation needs. Within budgetary sub-allocations made at the county level, counties, cities and recovery organizations within the impacted areas will work together to define the specific projects or programs to be funded. The program allows for a wide range of CDBG-DR-eligible infrastructure, economic revitalization, mitigation, and planning activities. Each activity must clearly have a tie to revitalizing disaster-impacted communities by directly or indirectly supporting new housing and replacement of damaged housing, and/or the mitigation of loss of life or property in the face of future natural hazards.

Housing and Recovery Services (HRS) OHCS will administer the Housing and Recovery Services Program by awarding grants to homeownership centers, nonprofit organizations, or other qualified subrecipients to deliver housing and financial counseling and housing navigation services to impacted residents to help in their transition to more permanent housing. Services will include homeowner education, renter counseling, homebuyer education, financial literacy, credit rehabilitation, debt management, budgeting, homelessness counseling, avoiding fraud and scams, applying for public and private resources, foreclosure prevention strategies, and relocation counseling, among other services tailored to fit the participants' needs. Disaster-impacted households are facing monumental challenges and are making life-changing decisions related to housing and their household finances.

Legal Services Through the Legal Services Program, OHCS will provide funding to qualified legal aid and/or legal services providers to deliver the assistance necessary to help impacted residents transition to more permanent housing. This will help survivors resolve legal challenges, including replacing identification papers, insurance claims, unlawful evictions and foreclosures, title issues, and other legal services related to recovery.

Resilience Planning Program (RPP) Through the Resilience Planning Program, the State will carry out regional and statewide recovery, resilience and mitigation planning, including, but not limited to, the following:

- Housing development strategies, including developing construction standards, facilitating the development of affordable housing and removing barriers to affordable housing
- Public land use and infrastructure policy and planning
- Public resilience and preparedness policy and planning, particularly in the areas of increasing resilience to the impacts of climate change, protecting public health, and addressing environmental injustice
- Spurring economic growth and creating jobs.

The planning and technical assistance process is intended to be inclusive and reflective of those with lived disaster experience, housing insecurity, and/or economic insecurity. The State will design and implement an inclusive planning process that incorporates feedback and input in a manner that is equitable and representative of the residents living in the impacted areas.

How Achieved

OHCS' ReOregon Action Plan was approved by HUD in September 2022 and the CDBG-DR grant was executed in February 2023. DRR staff have developed, or are in the process of developing, extensive policy manuals for each of the seven programs under ReOregon, as well as 89 (to date) Standard Operating Procedures (SOPs) for HARP. As of August 2024, DRR staff have launched PIER, HARP and a subsection of the Housing Recovery Services program administered by ODHS.

The remaining programs will be launched at the end of the 2023-25 biennium/beginning of the 2025-27 biennium.

Staffing Impact

Fiscal Analyst 2, Limited Duration (2x)
Procurement & Contract Specialist 2, Limited Duration
Compliance Specialist 2, Limited Duration (2x)
Operations & Policy Analyst 2, Limited Duration (4x)
Operations & Policy Analyst 3, Limited Duration (2X)
Operations & Policy Analyst 4, Limited Duration
Program Analyst 1, Limited Duration
Program Analyst 2, Limited Duration (4x)
Program Analyst 4, Limited Duration
Construction Project Manager 2, Limited Duration
Natural Resource Specialist 3, Limited Duration
Loan Specialist 3, Limited Duration
Administrative Specialist 2, Limited Duration
Public Affairs Specialist 2
Public Affairs Specialist 1 (4x)
Research Analyst 3, Limited Duration
Information Systems Specialist 7

Quantifying Results

OHCS adopted two guiding policy pillars for the ReOregon Action Plan - Equity and Resilience. These policy pillars were adopted because they respond directly to two ongoing crises in Oregon: an ongoing housing crisis, exacerbated by the disaster, that disproportionately affects BIPOC communities, and the climate crisis, making future disasters more and more likely.

OHCS has applied a Targeted Universalism approach to designing and implementing ReOregon programs. Within a Targeted Universalism framework, universal goals are established for all groups concerned. The framework then uses targeted processes and strategies to achieve those goals, based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal. Targeted Universalism is a platform to operationalize programs that move all groups toward the universal policy goal, as well as a way of communicating and publicly marketing such programs in an inclusive, bridging manner. It is an approach that supports the needs of particular groups, including those in the majority, while reminding everyone that we are all part of the same social and civic fabric. OHCS developed specific solutions to address unmet needs, incorporating those solutions into a universal goal-oriented framework to equitably benefit all groups involved. In the case of the 2020 Labor Day fires, this means paying particular attention to the needs of the Latine (Latine) community of Southern Oregon.

This programmatic approach includes, at a minimum:

- Funding Culturally Specific Organizations (CSOs)
    - OHCS has set up partnerships with CSOs to enable these organizations to continue and expand their disaster recovery work. We know that success in recovery will require working with these organizations. Many survivors, particularly those with painful memories of racial and other injustices inflicted by government organizations, will prefer to work with a trusted, familiar organization. OHCS will work with CSOs to provide robust, comprehensive assistance to culturally specific populations (in particular, the Latine community impacted by the Almeda Fire) as a fundamental strategy to meet the universal goals in the ReOregon Action Plan.

- Phasing of Application Processing
    - A very common outcome of disaster recovery operations is that higher income applicants tend to move through the system and receive assistance faster. This frequently leaves the most vulnerable populations behind. OHCS has phased applicant intake to focus on lower-income populations first and has paired this strategy with the CSO partnerships outlined above. This strategy will significantly increase the number of lower-income, vulnerable, and BIPOC survivors who receive help through recovery programs.

- Robust Tracking

- OHCS will use a custom "system of record" to manage all program activity. This system of record will securely house survivor data. Program applications will collect information on survivor race and ethnicity, among many other variables. By creating this robust system, OHCS will be able to track and report on benefits provided by race and ethnicity and will be able to track progress.

- Executing Agreements with ERJ Requirements
  - For any program that includes an implementation partner, subrecipient, or project sponsor, OHCS will include requirements around ERJ and Minority, Women, and Emerging Small Business (MWESB) practices in binding agreements. These requirements will include outreach and engagement criteria as well as reporting and performance tracking directions.

- Centering BIPOC, Latine, and Vulnerable Populations in Policy
  - OHCS will focus on establishing policies designed to ensure recovery programs center BIPOC, Latine, and Vulnerable Populations, and maximize benefits for low-income disaster survivors. Examples of this include, but are not limited to:
    - No citizenship requirements for program benefits
    - Prioritizing homeownership opportunities (helping renters become homeowners)
    - Providing zero-interest, forgivable, receding loans
    - Creating Accessory Dwelling Unit (ADU) opportunities for low-income families as a source of future revenue
    - Prioritizing resident-owned or co-op park models, and non-profit or governmental development partners to ensure long-term affordability at preserved parks.

Objectives and Performance Measures

OHCS is required to track and report on projected outcomes (e.g., number of units rehabilitated, etc.) as well as program expenditures for all CDBG-DR programs. In addition, OHCS must report on direct and indirect beneficiaries within HUD's system of record – Disaster Recovery Grants Reporting (DRGR) System. OHCS collects monthly reporting from subrecipients to inform the Quarterly Performance Reports that must be submitted to HUD – these reports include a narrative description of project/program progress, demographic information on beneficiaries, and expenditure reporting. For directly managed programs, OHCS will be collecting and tracking applicant demographic information, program pipeline and applicant status, which will all be used to report to HUD and will be used to measure progress against projected outcomes. The data from these reports and OHCS's System of Record (SOR) can be aggregated to track and report out as needed, provided the reports do not include any personally identifiable or other sensitive information.

HARP is designed to achieve equity and resilience goals, which are measured by the number of wildfire-impacted owner occupants helped, with an initial priority given to low-income households who are not yet living in their permanent replacement/rehabilitated home. The program construction standards will increase the resilience of the housing stock to future disasters; the structure of the award (100% grant) helps homeowners return to affordable and sustainable housing situations. Within OHCS vendor and subrecipient agreements, there are contractual requirements around tracking, reporting, and timelines for completing specific tasks, all of which OHCS will use to track and analyze whether the programs are meeting the goals.

Data Analysis and Evaluation

For Subrecipient-managed programs (e.g., PIER, IHA, HOP) – OHCS will establish clear performance measures for each project/subrecipient agreement, which will be used as the basis for award. Subrecipients are required to report monthly on the status of their project or program, in line with the performance measures and beneficiary information included in their approved application and/or subrecipient agreement.

For HARP - Equitable recovery will be measured by the number of households assisted and through an analysis of the demographics information of those households assisted, to identify whether trends anywhere in the process that indicate whether we are or are not meeting the program equity and resilience goals. Some of the elements require OHCS vendors and subrecipients to track data on applicants include:

- Outreach Numbers
- Intake Numbers, with breakdown of the following types of information for program applicants:
    - Demographics
    - Income
    - Damaged housing type
    - Recovery status
    - Household composition
- Eligibility determination outcomes and timeline
- Award calculations and challenges resulting from duplication of benefits
- Grant agreement timelines and obstacles
- Timeline for completing construction/rehousing
- Assistance provided to tenants eligible under the Uniform Relocation Act

For all programs, OHCS will use the data and information collected from OHCS and vendor program implementers, the information in the SOR, and the OHCS monitoring team to determine whether program policies need to be updated/amended and/or if those amendments trigger a need for amending the ReOregon Action Plan.

Quantifying Results

State-Funded Programs: During the 2021 session, the Oregon Legislature allocated $150.4 million, as part of House Bill 5006, to Oregon Housing and Community Services to assist fire survivors and their communities with recovery from the 2020 Labor Day fires. As of April 30, 2024, OHCS has spent $98.0 million in what had been appropriated as General Fund and $24.7 million in Lottery Bond proceeds, for a total of $122.7 million spent. Approximately $36 million of the $150.4 million was allocated to the Wildfire Recovery and Resilience Account (WRRA) program, which supported 450 households with intermediate/temporary housing over the life of the program and supported 867 households with permanent recovery. Over 65% of the households supported were at 80% area median income or below.

With the support of state wildfire funding, more than 100 units are expected to be move-in ready by the end of 2024 across Lincoln, Lane, and Jackson counties.

ReOregon: Under the **Homeowner Assistance and Reconstruction Program** (HARP), OHCS expects to provide awards during the 2023-25 biennium to reconstruct or replace 500 new homes, based on current results from the HARP eligibility questionnaire, program estimates as reported to HUD and an average unit cost of $250,000. OHCS expects that while the majority of awards for reconstruction/replacement of the 500 homes will be made in the 2023-25 biennium, due to construction/replacement timelines, many of those homes will be ready for occupancy in the 2025-27 biennium.

OHCS will allocate $89 million in funding under the **Homeownership Opportunities Program** (HOP) directly to counties or county-approved subrecipients to support affordable housing development for fire-impacted renters. Depending on program design developed by each county and based on an average unit cost of $300,000-$400,000, OHCS expects to facilitate the construction or purchase/rehabilitation of 100 homes in the 2025-27 biennium.

To date, 16 **Planning, Infrastructure and Economic Revitalization** (PIER) projects have been selected by local selection committees and two of those projects are ready for award. OHCS anticipates funding approximately nine projects at the end of the current biennium. Recognizing that complex projects may take multiple years to complete, it is anticipated that the majority of project activities will take place in the 2025-27 biennium. Economic revitalization projects or any project that has direct, individual beneficiaries will also generate data on number of people served.

OHCS anticipates serving about 215 households, on average, each month under the **Intermediate Housing Assistance** (IHA) program, beginning in January 2025 and continuing to provide services into the 2025-27 biennium.

OHCS expects that the majority of activity under the **Housing Recovery Services** (HRS) program will take place during the current biennium and at the beginning of the 2025-27 biennium when the program is launched at the beginning of 2025. The program expects to serve approximately 150 households in the current biennium.

The majority of activity under **Legal Services** will take place during the current biennium when the program is launched at the beginning of 2025. The program expects to serve approximately 150 households, but the final number served will be based on the need for legal assistance.

The **Resilience Planning Program** (RPP) is expected to be launched near the end of the current biennium/beginning of the 2025-27 biennium. OHCS expects to complete two projects under RPP.

Revenue Sources

Other Funds:
Beginning Balance: $7,309,722

Federal Funds: $163,510,769

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 510 - HH Disaster Recovery & Resiliency Limitation

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	163,510,769	-	-	163,510,769
Total Revenues	-	-	-	**$163,510,769**	-	-	**$163,510,769**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	4,880,928	-	-	4,880,928
Empl. Rel. Bd. Assessments	-	-	-	2,088	-	-	2,088
Public Employees' Retire Cont	-	-	-	1,026,946	-	-	1,026,946
Social Security Taxes	-	-	-	373,392	-	-	373,392
Paid Family Medical Leave Insurance	-	-	-	19,528	-	-	19,528
Worker's Comp. Assess. (WCD)	-	-	-	1,218	-	-	1,218
Flexible Benefits	-	-	-	1,229,832	-	-	1,229,832
Total Personal Services	-	-	-	**$7,533,932**	-	-	**$7,533,932**
Services & Supplies							
Instate Travel	-	-	-	41,784	-	-	41,784
Employee Training	-	-	-	50,913	-	-	50,913
Office Expenses	-	-	-	75,095	-	-	75,095
Telecommunications	-	-	-	27,303	-	-	27,303
Data Processing	-	-	-	37,427	-	-	37,427
Professional Services	-	-	-	10,000,000	-	-	10,000,000
IT Professional Services	-	-	-	628,512	-	-	628,512
Attorney General	-	-	-	371,121	-	-	371,121
Employee Recruitment and Develop	-	-	-	8,413	-	-	8,413
Dues and Subscriptions	-	-	-	18,850	-	-	18,850

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 510 - HH Disaster Recovery & Resiliency Limitation

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	-	-	-	134,850	-	-	134,850
IT Expendable Property	-	-	-	97,150	-	-	97,150
Total Services & Supplies	**-**	**-**	**-**	**$11,491,418**	**-**	**-**	**$11,491,418**
Special Payments							
Other Special Payments	-	-	7,309,722	144,485,419	-	-	151,795,141
Total Special Payments	**-**	**-**	**$7,309,722**	**$144,485,419**	**-**	**-**	**$151,795,141**
Total Expenditures							
Total Expenditures	-	-	7,309,722	163,510,769	-	-	170,820,491
Total Expenditures	**-**	**-**	**$7,309,722**	**$163,510,769**	**-**	**-**	**$170,820,491**
Ending Balance							
Ending Balance	-	-	(7,309,722)	-	-	-	(7,309,722)
Total Ending Balance	**-**	**-**	**($7,309,722)**	**-**	**-**	**-**	**($7,309,722)**
Total Positions							
Total Positions							29
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**29**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 510 - HH Disaster Recovery & Resiliency Limitation

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							29.00
Total FTE	-	-	-	-	-	-	**29.00**

_____ Agency Request
2025-27 Biennium

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Essential and Policy Package Fiscal Impact Summary - BPR013

POS116 - Net Package Fiscal Impact Report ***Disaster Recovery & Resiliency***

2025-27 Biennium **Cross Reference Number: 91400-060-00-00-00000**

Agency Request Budget **Package Number: 510**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700038	1441665		OAS C1244 A P	FISCAL ANALYST 2	27	LF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700039	1441666		OAS C1244 A P	FISCAL ANALYST 2	27	LF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700040	1441667		OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	LF	0	3	6,245	0	0	0	0	0.00
2700040	1441667		OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	LF	24	4	6,549	157,176	88,245	245,421	1	1.00
2700041	1441668		OAS C5247 A P	COMPLIANCE SPECIALIST 2	25	LF	24	6	6,549	157,176	88,245	245,421	1	1.00
2700041	1441668		OAS C5247 A P	COMPLIANCE SPECIALIST 2	25	LF	0	3	5,695	0	0	0	0	0.00
2700042	1441669		OAS C5247 A P	COMPLIANCE SPECIALIST 2	25	LF	24	7	6,866	164,784	90,458	255,242	1	1.00
2700042	1441669		OAS C5247 A P	COMPLIANCE SPECIALIST 2	25	LF	0	3	5,695	0	0	0	0	0.00
2700043	1441670		OAS C0871 A P	OPERATIONS & POLICY ANALYST :	27	LF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700044	1441671		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	LF	24	4	8,314	199,536	100,567	300,103	1	1.00
2700045	1441672		OAS C0861 A P	PROGRAM ANALYST 2	27	LF	24	6	7,206	172,944	92,831	265,775	1	1.00
2700046	1441673		OAS C0861 A P	PROGRAM ANALYST 2	27	LF	24	6	7,206	172,944	92,831	265,775	1	1.00
2700047	1441674		OAS C0871 A P	OPERATIONS & POLICY ANALYST :	27	LF	24	6	7,206	172,944	92,831	265,775	1	1.00
2700047	1441674		OAS C0862 A P	PROGRAM ANALYST 3	29	LF	0	6	7,923	0	0	0	0	0.00
2700048	1441675		OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	LF	0	3	4,499	0	0	0	0	0.00
2700048	1441675		OAS C0861 A P	PROGRAM ANALYST 2	27	LF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700049	1441676		OAS C0863 A P	PROGRAM ANALYST 4	31	LF	24	10	10,545	253,080	116,143	369,223	1	1.00
2700050	1441677		OAS C3268 A P	CONSTRUCTION PROJECT MANAC	30	LF	24	8	9,143	219,432	106,355	325,787	1	1.00
2700050	1441677		OAS C0861 A P	PROGRAM ANALYST 2	27	LF	0	8	7,923	0	0	0	0	0.00
2700051	1441678		OAS C0861 A P	PROGRAM ANALYST 2	27	LF	24	5	6,866	164,784	90,458	255,242	1	1.00
2700052	1441679		OAS C0872 A P	OPERATIONS & POLICY ANALYST :	30	LF	24	3	7,206	172,944	92,831	265,775	1	1.00
2700053	1441680		OAS C0871 A P	OPERATIONS & POLICY ANALYST :	27	LF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700054	1441681		OAS C0871 A P	OPERATIONS & POLICY ANALYST :	27	LF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700055	1441682		OAS C8503 A P	NATURAL RESOURCE SPECIALIST	27	LF	24	8	7,923	190,152	97,838	287,990	1	1.00
2700055	1441682		OAS C0872 A P	OPERATIONS & POLICY ANALYST :	30	LF	0	8	9,143	0	0	0	0	0.00
2700056	1441683		OAS C1003 A P	LOAN SPECIALIST 3	30	LF	24	3	7,206	172,944	92,831	265,775	1	1.00
2700057	1441684		OAS C0872 A P	OPERATIONS & POLICY ANALYST :	30	LF	0	6	8,314	0	0	0	0	0.00
2700057	1441684		OAS C0872 A P	OPERATIONS & POLICY ANALYST :	30	LF	0	4	7,562	0	0	0	0	0.00
2700057	1441684		OAS C0860 A P	PROGRAM ANALYST 1	23	LF	24	4	5,419	130,056	80,355	210,411	1	1.00
2700058	1441685		OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	LF	24	6	5,169	124,056	78,609	202,665	1	1.00
2700058	1441685		OAS C0871 A P	OPERATIONS & POLICY ANALYST :	27	LF	0	6	7,206	0	0	0	0	0.00
2700059	1441686		OAS C0865 A P	PUBLIC AFFAIRS SPECIALIST 2	29	LF	24	7	8,314	199,536	100,567	300,103	1	1.00
2700060	1441687		OAS C0864 A P	PUBLIC AFFAIRS SPECIALIST 1	25	LF	24	3	5,695	136,680	82,282	218,962	1	1.00

POS116 - Net Package Fiscal Impact Report ***Disaster Recovery & Resiliency***

2025-27 Biennium
Agency Request Budget

Cross Reference Number: 91400-060-00-00-00000
Package Number: 510

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700061	1441688		OAS C0864 A P	PUBLIC AFFAIRS SPECIALIST 1	25	LF	24	6	6,549	157,176	88,245	245,421	1	1.00
2700062	1441689		OAS C0864 A P	PUBLIC AFFAIRS SPECIALIST 1	25	LF	24	7	6,866	164,784	90,458	255,242	1	1.00
2700063	1441690		OAS C0864 A P	PUBLIC AFFAIRS SPECIALIST 1	25	LF	24	7	6,866	164,784	90,458	255,242	1	1.00
2700064	1441691		OAS C1117 A P	RESEARCH ANALYST 3	26	LF	24	7	7,206	172,944	92,831	265,775	1	1.00
2700065	1441692		OAS C0872 A P	OPERATIONS & POLICY ANALYST :	30	LF	24	3	7,206	172,944	92,831	265,775	1	1.00
2700066	1441693		OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	LF	24	3	7,827	187,848	97,166	285,014	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**4,880,928**	**2,653,004**	**7,533,932**		
				Total Funds						**4,880,928**	**2,653,004**	**7,533,932**	**29**	**29.00**

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request
Other Funds Limited						
Interest Income		0605				
Interest - Disaster Recovery & Resiliency	3400	0605			$ 3,600,000	$ 3,600,000
Housing Div Loan Repayments		0930				
DRR housing Div Loan Repayments	3400	0930				$ 10,325,336
Other Revenues		0975				
Misc Revenues -Disaster Recovery & Resiliency	3400	0975				
Transfer In - Intrafund	3400	1010	$ 53,114,461	$ 552,125		
Transfer Out - Intrafund	3400	2010	$ -	$ -		$ (542,133)
Total Other Funds Limited	3400		$ 53,114,461	$ 552,125	$ 3,600,000	$ 13,383,203
Federal Funds Limited						
Federal Funds Revenue		0995				
Department of Housing & Urban Development	6400	0955	$ -	$ 139,220,759	$ 139,220,759	$ 169,706,237
Transfer Out - Intrafund	6400	2010				$ (2,323,174)
Total Federal Funds Limited	6400		$ -	$ 139,220,759	$ 139,220,759	$ 167,383,063

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

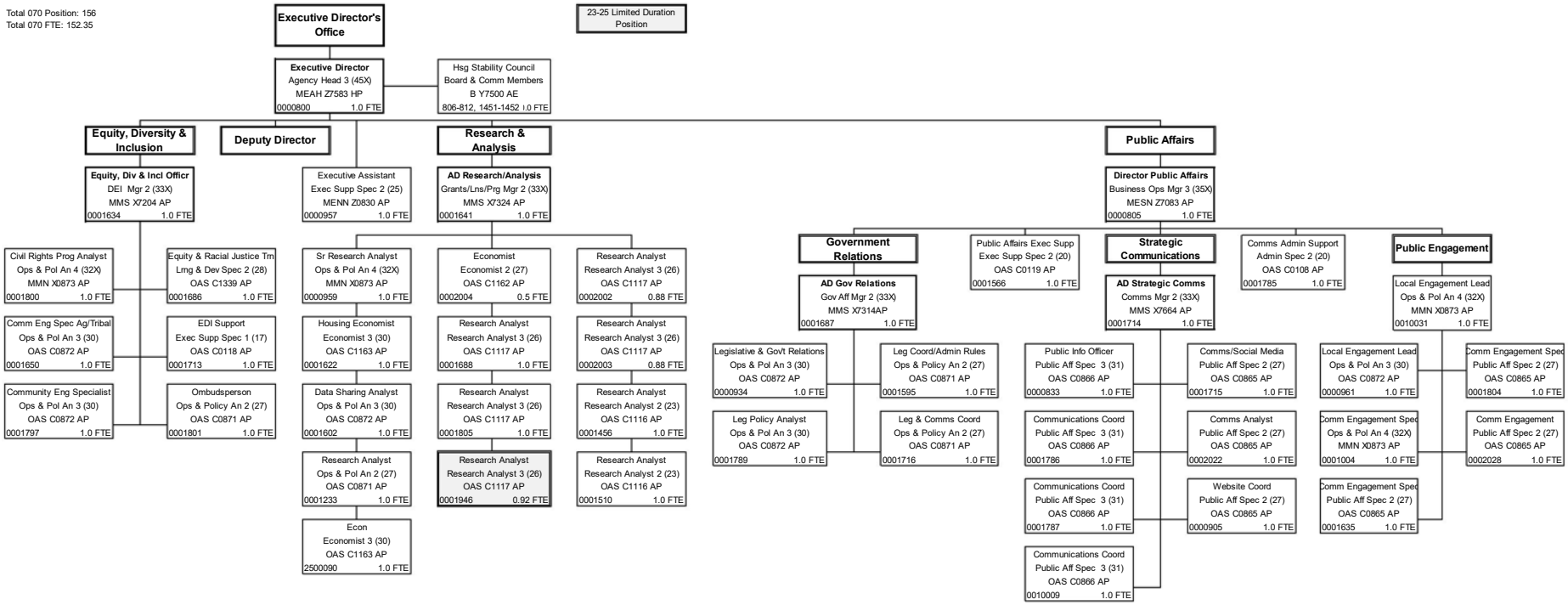
2025-27 Biennium **Cross Reference Number: 91400-060-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Interest Income	-	-	-	3,600,000	-	-
Housing Div Loan Repayments	-	-	-	10,325,336	-	-
Other Revenues	-	-	82,094	-	-	-
Transfer In - Intrafund	53,114,461	552,125	552,125	-	-	-
Transfer Out - Intrafund	-	-	(26,496)	(542,133)	-	-
Total Other Funds	**$53,114,461**	**$552,125**	**$607,723**	**$13,383,203**	**-**	**-**
Federal Funds						
Federal Funds	-	139,220,759	140,062,134	169,706,237	-	-
Transfer Out - Intrafund	-	-	-	(2,323,174)	-	-
Total Federal Funds	**-**	**$139,220,759**	**$140,062,134**	**$167,383,063**	**-**	**-**

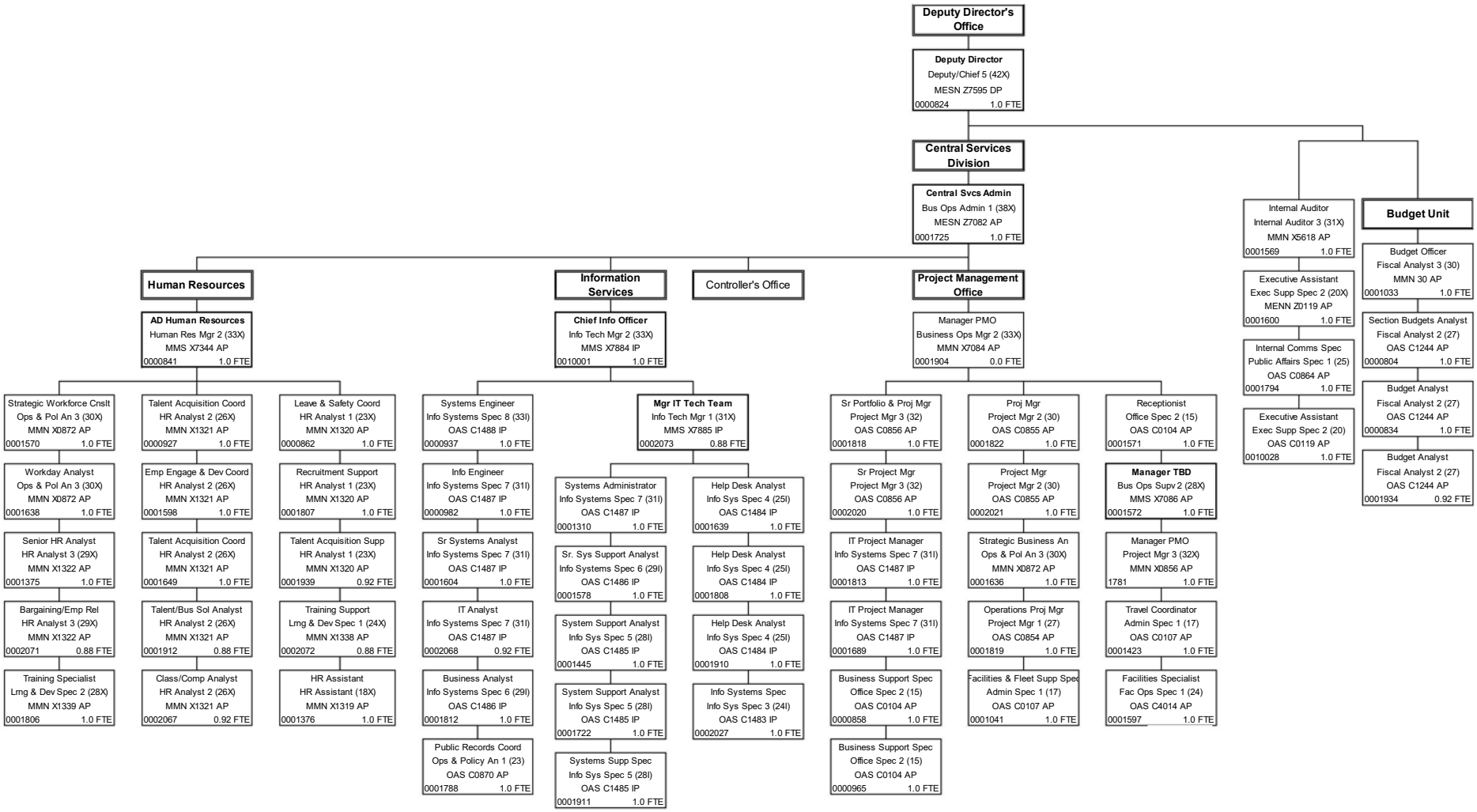
Central Services

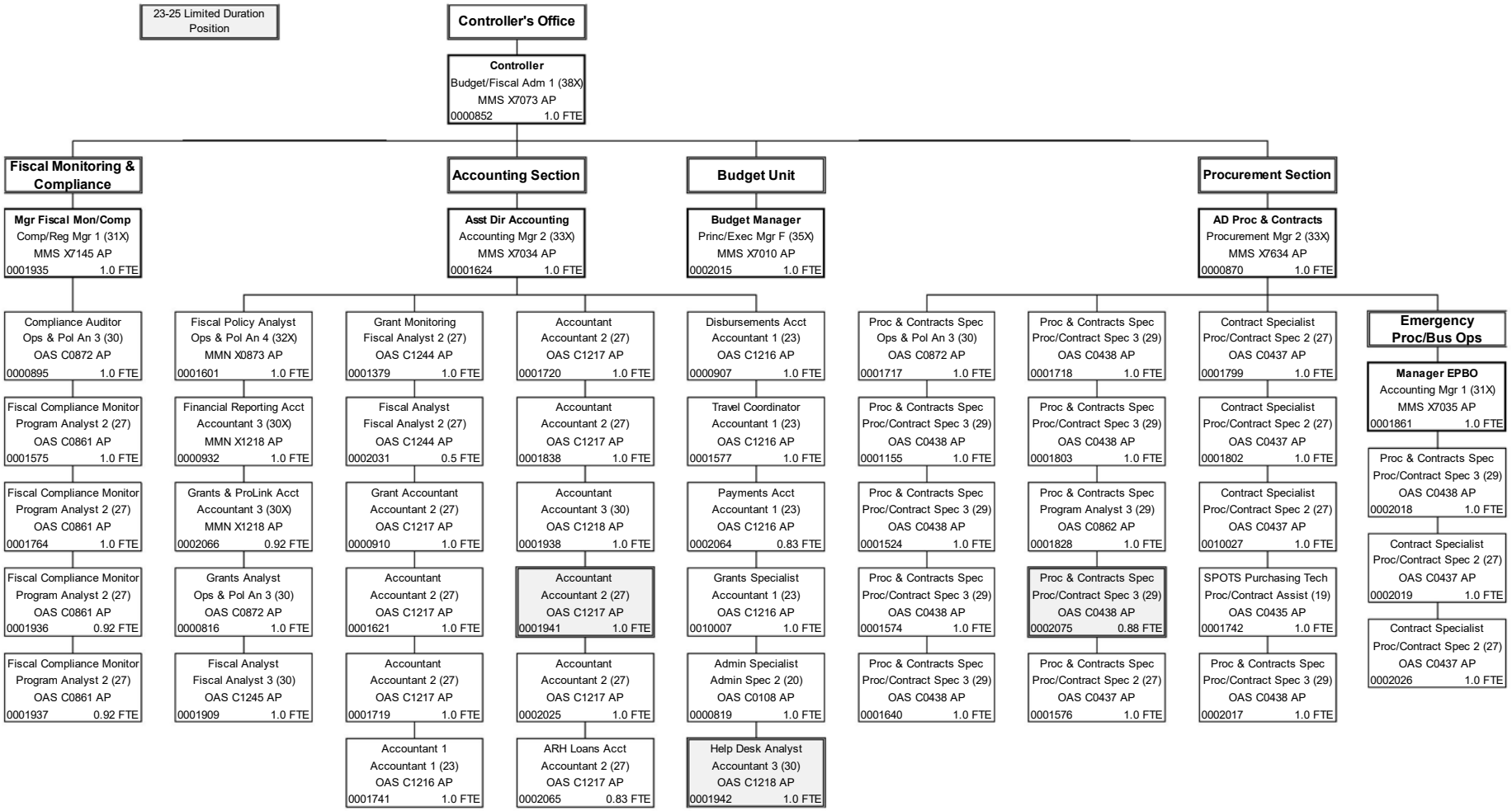
OREGON HOUSING and COMMUNITY SERVICES

Central Services 2023-25 Organizational Charts



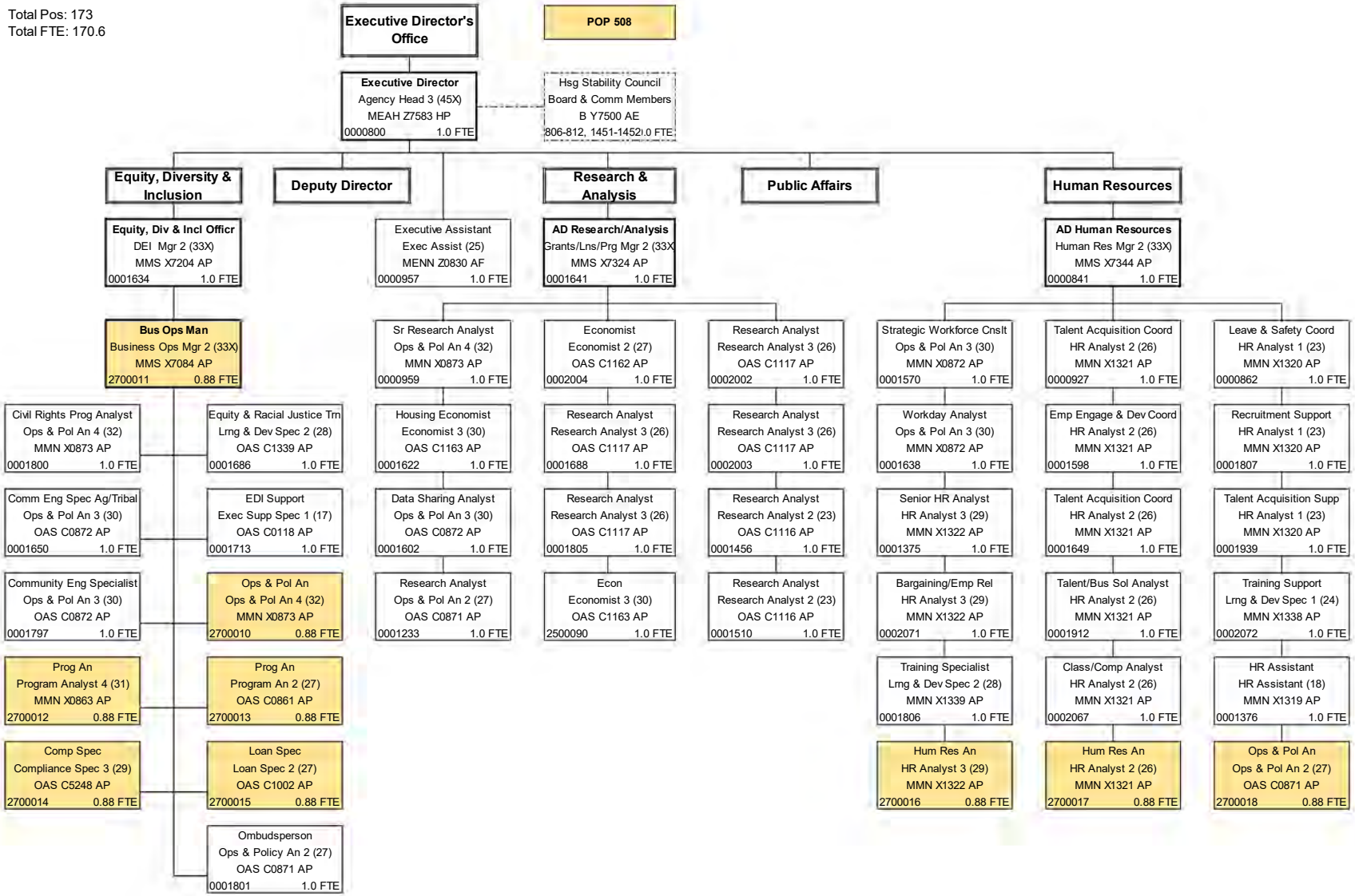
BUDGET NARRATIVE

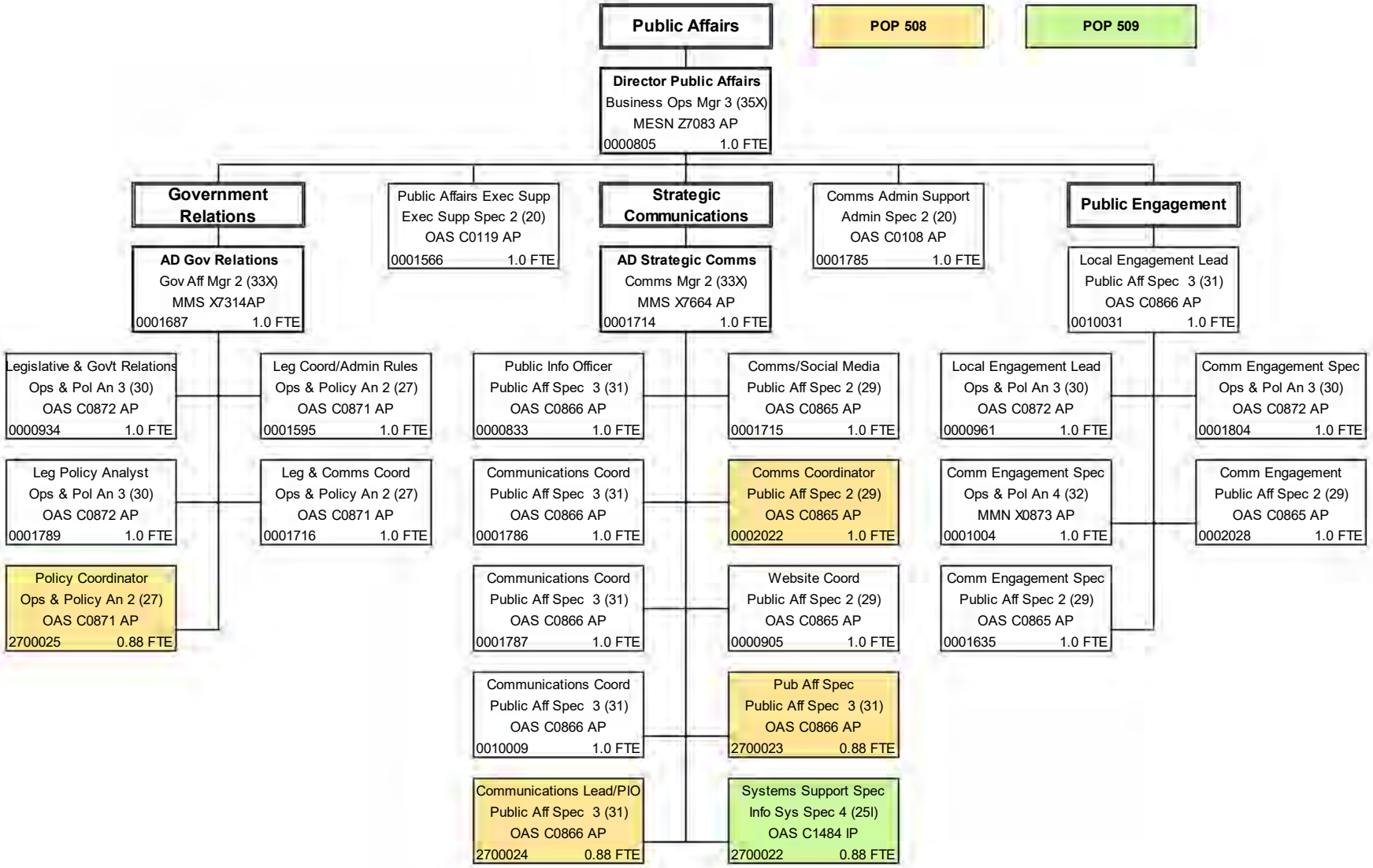



23-25 Limited Duration Position
Controller's Office
Controller
Budget/Fiscal Adm 1 (38X)
MMS X7073 AP
0000852 1.0 FTE
Fiscal Monitoring & Compliance
Mgr Fiscal Mon/Comp
Comp/Reg Mgr 1 (31X)
MMS X7145 AP
0001935 1.0 FTE
Compliance Auditor
Ops & Pol An 3 (30)
OAS C0872 AP
0000895 1.0 FTE
Fiscal Compliance Monitor
Program Analyst 2 (27)
OAS C0861 AP
0001575 1.0 FTE
Fiscal Compliance Monitor
Program Analyst 2 (27)
OAS C0861 AP
0001764 1.0 FTE
Fiscal Compliance Monitor
Program Analyst 2 (27)
OAS C0861 AP
0001936 0.92 FTE
Fiscal Compliance Monitor
Program Analyst 2 (27)
OAS C0861 AP
0001937 0.92 FTE
Accounting Section
Asst Dir Accounting
Accounting Mgr 2 (33X)
MMS X7034 AP
0001624 1.0 FTE
Fiscal Policy Analyst
Ops & Pol An 4 (32X)
MMN X0873 AP
0001601 1.0 FTE
Financial Reporting Acct
Accountant 3 (30X)
MMN X1218 AP
0000932 1.0 FTE
Grants & ProLink Acct
Accountant 3 (30X)
MMN X1218 AP
0002066 0.92 FTE
Grants Analyst
Ops & Pol An 3 (30)
OAS C0872 AP
0000816 1.0 FTE
Fiscal Analyst
Fiscal Analyst 3 (30)
OAS C1245 AP
0001909 1.0 FTE
Grant Monitoring
Fiscal Analyst 2 (27)
OAS C1244 AP
0001379 1.0 FTE
Fiscal Analyst
Fiscal Analyst 2 (27)
OAS C1244 AP
0002031 0.5 FTE
Grant Accountant
Accountant 2 (27)
OAS C1217 AP
0000910 1.0 FTE
Accountant
Accountant 2 (27)
OAS C1217 AP
0001621 1.0 FTE
Accountant
Accountant 2 (27)
OAS C1217 AP
0001719 1.0 FTE
Accountant 1
Accountant 1 (23)
OAS C1216 AP
0001741 1.0 FTE
Accountant
Accountant 2 (27)
OAS C1217 AP
0001720 1.0 FTE
Accountant
Accountant 2 (27)
OAS C1217 AP
0001838 1.0 FTE
Accountant
Accountant 3 (30)
OAS C1218 AP
0001938 1.0 FTE
Accountant
Accountant 2 (27)
OAS C1217 AP
0001941 1.0 FTE
Accountant
Accountant 2 (27)
OAS C1217 AP
0002025 1.0 FTE
ARH Loans Acct
Accountant 2 (27)
OAS C1217 AP
0002065 0.83 FTE
Budget Unit
Budget Manager
Princ/Exec Mgr F (35X)
MMS X7010 AP
0002015 1.0 FTE
Disbursements Acct
Accountant 1 (23)
OAS C1216 AP
0000907 1.0 FTE
Travel Coordinator
Accountant 1 (23)
OAS C1216 AP
0001577 1.0 FTE
Payments Acct
Accountant 1 (23)
OAS C1216 AP
0002064 0.83 FTE
Grants Specialist
Accountant 1 (23)
OAS C1216 AP
0010007 1.0 FTE
Admin Specialist
Admin Spec 2 (20)
OAS C0108 AP
0000819 1.0 FTE
Help Desk Analyst
Accountant 3 (30)
OAS C1218 AP
0001942 1.0 FTE
Procurement Section
AD Proc & Contracts
Procurement Mgr 2 (33X)
MMS X7634 AP
0000870 1.0 FTE
Proc & Contracts Spec
Ops & Pol An 3 (30)
OAS C0872 AP
0001717 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0001155 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0001524 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0001574 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0001640 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0001718 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0001803 1.0 FTE
Proc & Contracts Spec
Program Analyst 3 (29)
OAS C0862 AP
0001828 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0002075 0.88 FTE
Proc & Contracts Spec
Proc/Contract Spec 2 (27)
OAS C0437 AP
0001576 1.0 FTE
Contract Specialist
Proc/Contract Spec 2 (27)
OAS C0437 AP
0001799 1.0 FTE
Contract Specialist
Proc/Contract Spec 2 (27)
OAS C0437 AP
0001802 1.0 FTE
Contract Specialist
Proc/Contract Spec 2 (27)
OAS C0437 AP
0010027 1.0 FTE
SPOTS Purchasing Tech
Proc/Contract Assist (19)
OAS C0435 AP
0001742 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0002017 1.0 FTE
Emergency Proc/Bus Ops
Manager EPBO
Accounting Mgr 1 (31X)
MMS X7035 AP
0001861 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0002018 1.0 FTE
Contract Specialist
Proc/Contract Spec 2 (27)
OAS C0437 AP
0002019 1.0 FTE
Contract Specialist
Proc/Contract Spec 2 (27)
OAS C0437 AP
0002026 1.0 FTE

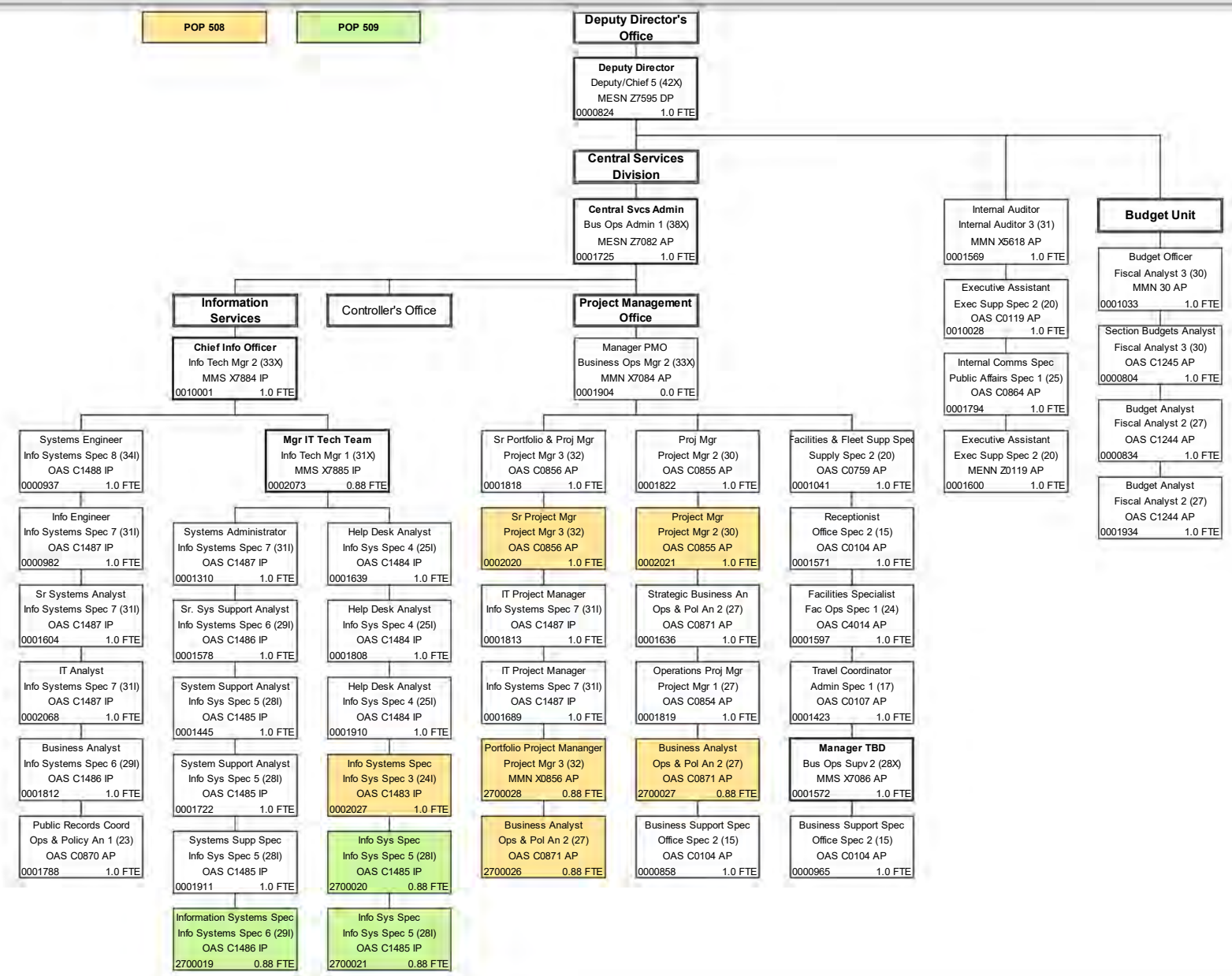
Central Services 2025-27 Organizational Charts

Total Pos: 173
Total FTE: 170.6

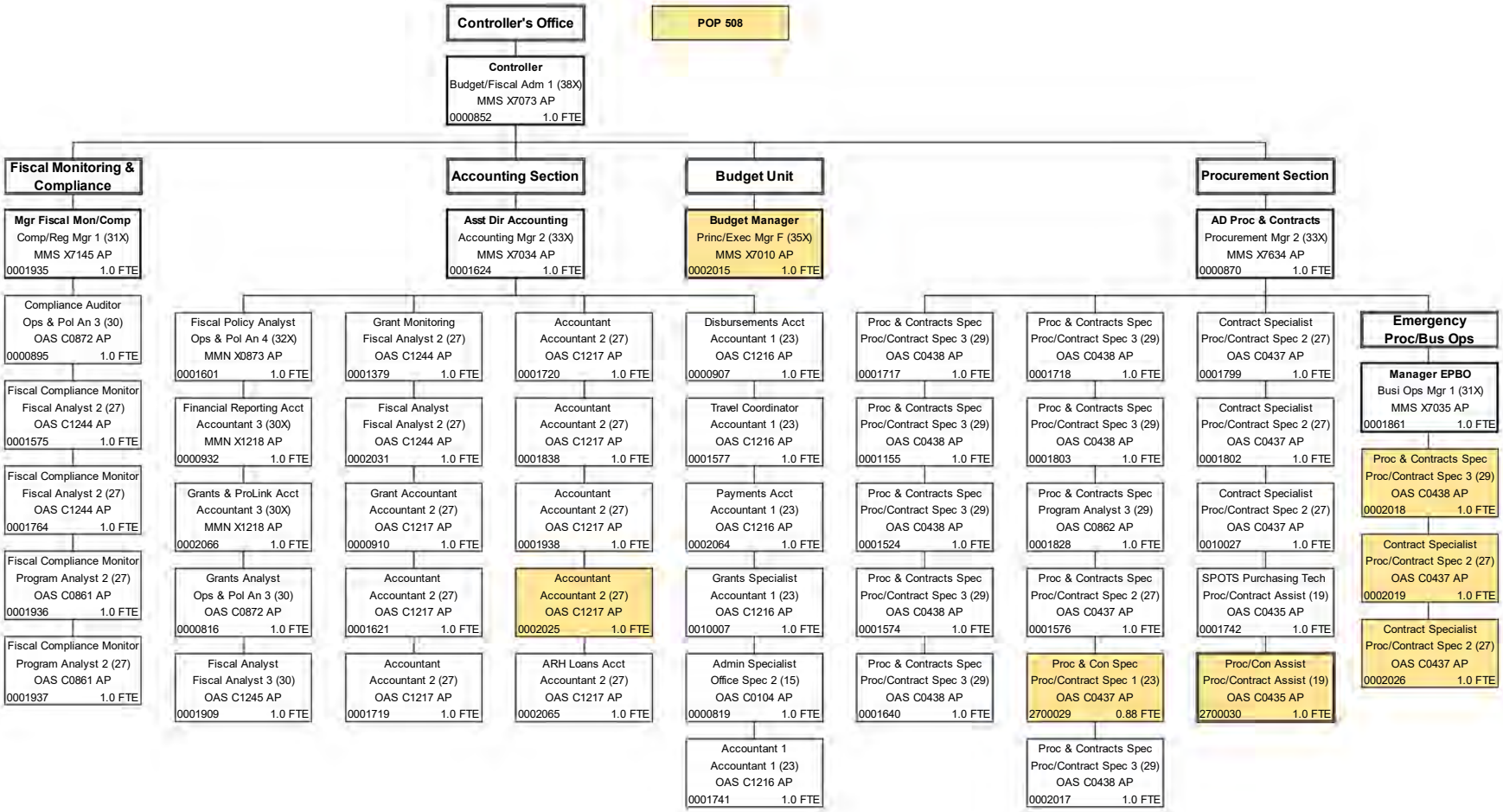



Public Affairs
POP 508
POP 509
Director Public Affairs
Business Ops Mgr 3 (35X)
MESN Z7083 AP
0000805 1.0 FTE
Government Relations
AD Gov Relations
Gov Aff Mgr 2 (33X)
MMS X7314AP
0001687 1.0 FTE
Public Affairs Exec Supp
Exec Supp Spec 2 (20)
OAS C0119 AP
0001566 1.0 FTE
Strategic Communications
AD Strategic Comms
Comms Mgr 2 (33X)
MMS X7664 AP
0001714 1.0 FTE
Comms Admin Support
Admin Spec 2 (20)
OAS C0108 AP
0001785 1.0 FTE
Public Engagement
Local Engagement Lead
Public Aff Spec 3 (31)
OAS C0866 AP
0010031 1.0 FTE
Legislative & Gov't Relations
Ops & Pol An 3 (30)
OAS C0872 AP
0000934 1.0 FTE
Leg Coord/Admin Rules
Ops & Policy An 2 (27)
OAS C0871 AP
0001595 1.0 FTE
Leg Policy Analyst
Ops & Pol An 3 (30)
OAS C0872 AP
0001789 1.0 FTE
Leg & Comms Coord
Ops & Policy An 2 (27)
OAS C0871 AP
0001716 1.0 FTE
Policy Coordinator
Ops & Policy An 2 (27)
OAS C0871 AP
2700025 0.88 FTE
Public Info Officer
Public Aff Spec 3 (31)
OAS C0866 AP
0000833 1.0 FTE
Communications Coord
Public Aff Spec 3 (31)
OAS C0866 AP
0001786 1.0 FTE
Communications Coord
Public Aff Spec 3 (31)
OAS C0866 AP
0001787 1.0 FTE
Communications Coord
Public Aff Spec 3 (31)
OAS C0866 AP
0010009 1.0 FTE
Communications Lead/PIO
Public Aff Spec 3 (31)
OAS C0866 AP
2700024 0.88 FTE
Comms/Social Media
Public Aff Spec 2 (29)
OAS C0865 AP
0001715 1.0 FTE
Comms Coordinator
Public Aff Spec 2 (29)
OAS C0865 AP
0002022 1.0 FTE
Website Coord
Public Aff Spec 2 (29)
OAS C0865 AP
0000905 1.0 FTE
Pub Aff Spec
Public Aff Spec 3 (31)
OAS C0866 AP
2700023 0.88 FTE
Systems Support Spec
Info Sys Spec 4 (25I)
OAS C1484 IP
2700022 0.88 FTE
Local Engagement Lead
Ops & Pol An 3 (30)
OAS C0872 AP
0000961 1.0 FTE
Comm Engagement Spec
Ops & Pol An 4 (32)
MMN X0873 AP
0001004 1.0 FTE
Comm Engagement Spec
Public Aff Spec 2 (29)
OAS C0865 AP
0001635 1.0 FTE
Comm Engagement Spec
Ops & Pol An 3 (30)
OAS C0872 AP
0001804 1.0 FTE
Comm Engagement
Public Aff Spec 2 (29)
OAS C0865 AP
0002028 1.0 FTE

BUDGET NARRATIVE

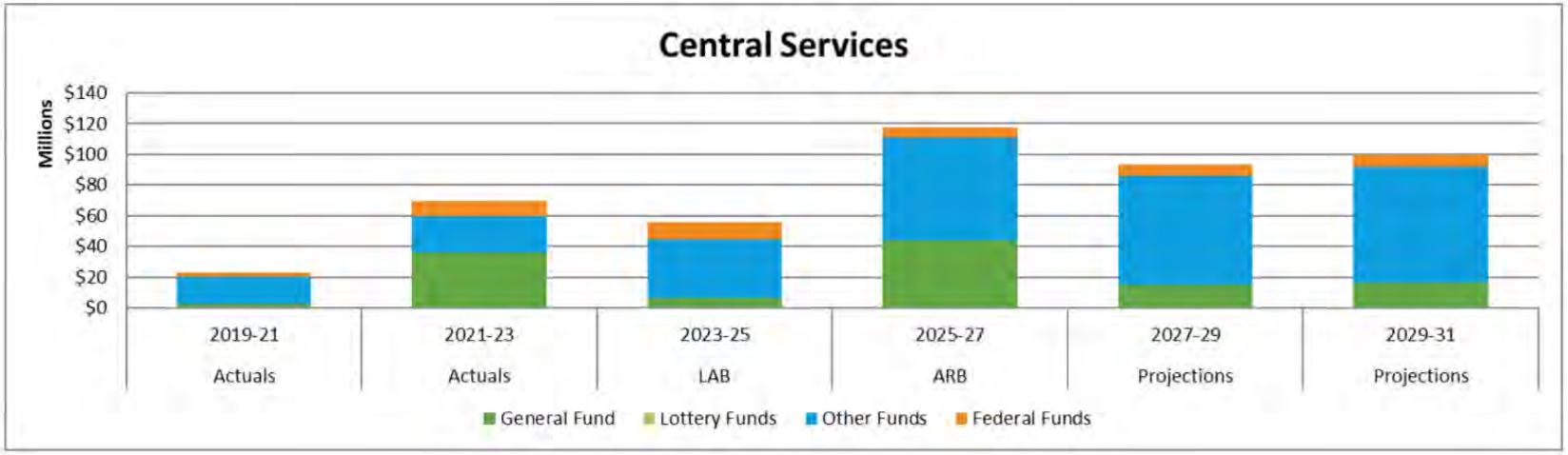


BUDGET NARRATIVE



Central Services Executive Summary

Long Term Focus Area: **Healthy and Safe Communities, A Thriving Statewide Economy**
Program Contact: **Caleb Yant, Deputy Director**



For 2021-23, Disaster Recovery & Resilience's actuals were recorded in Central Services, but have been removed from this display.

Program Overview

The Central Services program unit provides essential leadership and business support crucial to achieving the vision of the agency: *All Oregonians have the opportunity to pursue prosperity and live free from poverty*. Central Services includes the Director's Office, the Research Office, the Public Affairs Office, the Equity, Diversity and Inclusion Office, Human Resources Office, and the Central Services Division that consists of the Business Services Section, the Chief Finance Section, the Procurement and Grant Compliance Section, the Accounting Section, Project Management office, and Information Services.

Program Funding Request

OHCS added new positions to support operations in all program units, including creating a new Emergency Response and Resiliency Section. This section will provide a centralized agency response to disasters that impact housing for Oregonians, to include the ongoing COVID-19 health pandemic. In this biennium, the section will administer $90 million in General Fund and lottery bond proceeds to assist wildfire survivors.

BUDGET NARRATIVE

Central Services						
	19-21 Actuals	21-23 Actuals	23-25 LAB	25-27 ARB	27-29 Projections	29-31 Projections
General Fund	$ 2,700,217	$ 36,485,411	$ 6,438,880	$ 44,258,471	$ 15,123,385	$ 16,304,508
Lottery Funds	$ -		$ -	$ -	$ -	$ -
Other Funds	$ 17,772,970	$ 23,315,817	$ 38,339,994	$ 66,702,220	$ 71,140,568	$ 76,009,047
Other Funds - Nonlimited	$ -		$ -	$ -	$ -	$ -
Federal Funds	$ 2,672,506	$ 9,844,821	$ 11,231,494	$ 6,468,855	$ 6,960,979	$ 7,505,993
Federal Funds - Nonlimited	$ -		$ -	$ -	$ -	$ -
Total Funds	**$ 23,145,693**	**$ 69,646,049**	**$ 56,010,368**	**$ 117,429,546**	**$ 93,224,932**	**$ 99,819,548**
Positions	77	179	156	173	172	172
FTE	68.67	142.54	152.33	170.60	169.60	169.60

For 2021-23, Disaster Recovery & Resilience's actuals were recorded in Central Services, but have been removed from this display.

Program Description

The Central Services program area represents the business support functions within the agency and includes 170.6 FTE. In order to provide clarity for internal and external readers, the budget format features the key responsibility areas of the agency: Housing Stabilization Programs, Affordable Rental Housing Programs, Homeownership Programs, the Homeownership Stabilization Initiative, and Bond Activities and Debt Service. Central Services supports all of these program areas. Centralizing the administrative and operational functions for all areas of the agency enables greater efficiency and facilitates better assessment of program delivery effectiveness. OHCS has leaned in and prioritized the emphasis of centering Diversity, Equity, and Inclusion practices and procedures, the Central Service support is instrumental to the success of these priorities.

Central Services provides essential business services that support the agency's leadership and workforce to achieve the Department's mission: *To provide stable and affordable housing and engage leaders to develop integrated statewide policy that addresses poverty and provides opportunity for Oregonians*.

Program Justification

The Central Services program unit provides support to the entire agency, contributing to the agency's work to support Oregonians through the housing continuum. The guidance and support to the other program units at OHCS sets the stage for OHCS to identify program outcomes that are equitable and effective, allowing for data driven policies, strategies, and decision-making. Central Services is responsible for ensuring the agency has sound business processes and principles, and well-trained workforce to deliver the services. Central Services also helps promote the work of the agency to key partners, ensure community needs are centered in programming and resources are leveraged with other public and private funds.

BUDGET NARRATIVE

Program Performance

Performance measures within Central Services vary across business function, however common drivers include compliance with rules and regulations, effective communication with stakeholders at all levels, effective business processes, and equitable distribution of resources to communities across Oregon grounded in a racial justice lens. Relatedly, OHCS actively participates in statewide efforts to centralize work across the enterprise and with other government entities to streamline administrative functions and be more efficient and effective.

Funding Streams

All funding sources in the agency contribute to Central Services program costs. Based on the agency's HUD-approved cost allocation plan, the relative benefit received by each program pays for the allocated share of costs that contribute toward the Central Services program area. The agency's flexible funding sources, derived mostly from self-supporting activities such as the bond-financed loan programs, administration of non-competitive federal tax credits, and contract duties performed for HUD, subsidize programs that do not provide sufficient revenue to cover costs.

Comparison of 2025-27 Funding Proposal to 2023-25 Funding

The Central Services funding includes additional staff required for deliver on Diversity Equity and Inclusion objectives, emergency management and strategic management requirements, data and research objectives, information technology support including project management efforts, HR support, capital market executions and contracts and procurement support. OHCS received significant funding increases over the past three biennia, however the increase in staff was proportionally less than the increase in funding. These positions are now required to effectively support the department's mission and goals at current service level funding.

Central Services Programs Description

The Central Services program provides essential leadership and business support crucial to achieving the vision of the agency: *All Oregonians have the opportunity to pursue prosperity and live free from poverty*. Central Services includes the Director's and Deputy Director's Offices; the Research Office; the Public Affairs Division; the Equity, Diversity and Inclusion Office; Human Resources Office; and the Central Services Division that consists of Business Services, the Controller's Office (including Accounting, Budget, and Fiscal Monitoring & Compliance Sections), Procurement and Contracts Section, Project Management Office, and Information Services.

Director's & Deputy Director's Offices

The Director's and Deputy Director's Offices provide overall leadership, policy direction, and administrative oversight for the department. The Housing Stability Council consists of nine members who are appointed by the Governor. As established in statute, the role of the Council is summarized through six themes:

1. Helps establish strategic direction and policy framework for OHCS
2. Helps the Director to foster constructive partnerships with other state agencies and key partners engaged in housing and community services
3. Sets policy for and approves loans, grants, and funding awards
4. Advises policymakers
5. Informs the Director's annual operating plan and biennial budget, and oversees OHCS operations through regular reports from the Director
6. Advocates at all levels on behalf of the department and affordable housing

Research Division

The Research and Analysis section supports the entire agency and has team members focused on and embedded within specific program areas. The team consists of research analysts, operations and policy analysts, and an economist. The outcome of the quantitative and qualitative analysis performed by the research section serves as the basis for how a significant portion of OHCS's resources are allocated and/or awarded. Additionally, the research section leads efforts to share data across state agencies, with local governments, and with partner organizations, to enable better outcomes for vulnerable Oregonians.

Strategic planning includes the creation and implementation of the 5-year Statewide Housing Plan and establishing and monitoring annual goals. A key component of this planning is establishing outcomes and metrics by which the agency can measure the success of its programs.

Public Affairs Division

The Public Affairs Division consists of three teams, the Government Relations Section, the Communications Section, and the Engagement Team. Public Affairs is the primary Division that engages with the public, elected officials and stakeholders to support legislative coordination, community outreach, communications, rules coordination, and records management.

Equity, Diversity and Inclusion Division

The Equity, Diversity & Inclusion (EDI) Office shepherds the agency's Equity and Racial Justice work by engaging, internally, with executive leadership, management, and staff to develop and implement plans designed to meet the agency's goal of a diverse and inclusive workforce and tracking agency wide progress toward meeting the Equity and Racial Justice goals of the agency's strategic plan, the Statewide Housing Plan (SWHP). The EDI Office also engages externally, with partners, stakeholders, and communities to ensure OHCS' efforts improve service equity to Oregonians. Lastly, the EDI Office provides vision, direction, counsel, and leadership to all employees in areas of equity, racial justice, diversity, and inclusion, in their daily work, and in the programs and activities of the agency.

Human Resources Office

The Human Resources Office supports the agency by providing services such as employee recruitment and retention, employee training activities, leadership development, and workforce planning.

Central Service Division

The Central Services Division is comprised of core sections that support the agency to achieve its mission. This includes accounting, finance, fiscal compliance, procurement and grants, budget, information systems, and project management. Work performed in this division ensures equity, accountability, transparency, stewardship, and security of state resources.

- The Business Services Section provides administrative and operational support activities such as facilities management, worksite safety/security, non-IT inventory, reception, travel coordination, and mail and shipping processing duties.
- The Controller's Office provides services to the agency that include budgeting, accounting, and grants and procurement. The primary objectives of the Controller's Office are effective stewardship of agency and federal funds, compliance with rules and regulations, and financial stability, including identification of opportunities to generate additional mission-driven funding.
- The Procurement and Contracts Section provides procurement and contract services for OHCS, an area of unique complexity given OHCS is statutorily provided with its own procurement authority.

- The Project Management Office (PMO) provides support for initiatives throughout OHCS. The office provides business analysts and project managers for both information technology projects and non-IT projects. This support provides efficiency and structure to usher projects from initiation to implementation. The PMO provides valuable services that ensure successful outcomes for agency initiatives.
- The Information Services Section supports the agency's information technology needs, including network administration, application development, and desktop support functions.

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services

This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package include the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs

Phased-In programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level.

Phase-Out's are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-In for the Central Services Division

- General Funds
  - Research and Analysis section HPRL Economist - $16k

Phase-Out's for the Central Services Division

- General Funds
  - Oregon Housing Needs Assessment - $484k
  - Executive Oreder Administration Positions - $2.7
  - Administrative Services and Supplies - $119k
  - Technical Assistance & Language Access - $1.7M

- Federal Funds
  - Administrative costs related to CDBG - $682k

030 Inflation and Price List Adjustments

This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%

- Professional Services 6.8%
- Attorney General 23.26%
- State Government Service Charges 33%

050 Fund Shift

This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(33,421)	-	-	-	-	-	(33,421)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($33,421)**	**-**	**-**	**-**	**-**	**-**	**($33,421)**
Personal Services							
Temporary Appointments	-	-	3,347	29	-	-	3,376
All Other Differential	-	-	461	6	-	-	467
Public Employees' Retire Cont	-	-	97	1	-	-	98
Pension Obligation Bond	13,174	-	(61,402)	(24,709)	-	-	(72,937)
Social Security Taxes	-	-	291	2	-	-	293
Unemployment Assessments	-	-	181	1	-	-	182
Paid Family Medical Leave Insurance	-	-	2	-	-	-	2
Mass Transit Tax	801	-	7,006	-	-	-	7,807
Vacancy Savings	(47,396)	-	(894,521)	(267,425)	-	-	(1,209,342)
Total Personal Services	**($33,421)**	**-**	**($944,538)**	**($292,095)**	**-**	**-**	**($1,270,054)**
Total Expenditures							
Total Expenditures	(33,421)	-	(944,538)	(292,095)	-	-	(1,270,054)
Total Expenditures	**($33,421)**	**-**	**($944,538)**	**($292,095)**	**-**	**-**	**($1,270,054)**
Ending Balance							
Ending Balance	-	-	944,538	292,095	-	-	1,236,633
Total Ending Balance	**-**	**-**	**$944,538**	**$292,095**	**-**	**-**	**$1,236,633**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 021 - Phase-in

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	31,170	-	-	-	-	-	31,170
Total Revenues	**$31,170**	-	-	-	-	-	**$31,170**
Services & Supplies							
Instate Travel	2,700	-	-	-	-	-	2,700
Employee Training	2,140	-	-	-	-	-	2,140
Office Expenses	4,860	-	-	-	-	-	4,860
Telecommunications	1,620	-	-	-	-	-	1,620
Data Processing	1,980	-	-	-	-	-	1,980
Employee Recruitment and Develop	320	-	-	-	-	-	320
Other Services and Supplies	7,350	-	-	-	-	-	7,350
Expendable Prop 250 - 5000	6,450	-	-	-	-	-	6,450
IT Expendable Property	3,750	-	-	-	-	-	3,750
Total Services & Supplies	**$31,170**	-	-	-	-	-	**$31,170**
Total Expenditures							
Total Expenditures	31,170	-	-	-	-	-	31,170
Total Expenditures	**$31,170**	-	-	-	-	-	**$31,170**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(5,037,428)	-	-	-	-	-	(5,037,428)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($5,037,428)**	-	-	-	-	-	**($5,037,428)**
Personal Services							
Class/Unclass Sal. and Per Diem	(1,722,456)	-	-	-	-	-	(1,722,456)
Empl. Rel. Bd. Assessments	(648)	-	-	-	-	-	(648)
Public Employees' Retire Cont	(362,406)	-	-	-	-	-	(362,406)
Social Security Taxes	(131,768)	-	-	-	-	-	(131,768)
Paid Family Medical Leave Insurance	(6,890)	-	-	-	-	-	(6,890)
Worker's Comp. Assess. (WCD)	(378)	-	-	-	-	-	(378)
Mass Transit Tax	(7,769)	-	-	-	-	-	(7,769)
Flexible Benefits	(381,672)	-	-	-	-	-	(381,672)
Total Personal Services	**($2,613,987)**	-	-	-	-	-	**($2,613,987)**
Services & Supplies							
Instate Travel	(10,575)	-	-	(5,250)	-	-	(15,825)
Employee Training	(8,550)	-	-	(4,275)	-	-	(12,825)
Office Expenses	(19,035)	-	-	(9,450)	-	-	(28,485)
Telecommunications	(6,345)	-	-	(3,150)	-	-	(9,495)
Data Processing	(7,755)	-	-	(3,850)	-	-	(11,605)
Professional Services	(2,200,000)	-	-	-	-	-	(2,200,000)
Employee Recruitment and Develop	(1,291)	-	-	(645)	-	-	(1,936)
Other Services and Supplies	(129,090)	-	-	(14,700)	-	-	(143,790)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	(25,800)	-	-	(12,900)	-	-	(38,700)
IT Expendable Property	(15,000)	-	-	(7,500)	-	-	(22,500)
Total Services & Supplies	**($2,423,441)**	-	-	**($61,720)**	-	-	**($2,485,161)**
Total Expenditures							
Total Expenditures	(5,037,428)	-	-	(61,720)	-	-	(5,099,148)
Total Expenditures	**($5,037,428)**	-	-	**($61,720)**	-	-	**($5,099,148)**
Ending Balance							
Ending Balance	-	-	-	61,720	-	-	61,720
Total Ending Balance	-	-	-	**$61,720**	-	-	**$61,720**
Total Positions							
Total Positions							(9)
Total Positions	-	-	-	-	-	-	**(9)**
Total FTE							
Total FTE							(9.00)
Total FTE	-	-	-	-	-	-	**(9.00)**

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POS116 - Net Package Fiscal Impact Report ***Central Services***

2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**
Current Service Level **Package Number: 22**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2015	1434065	154664	MMS X7075 A P	BUDGET AND FISCAL MANAGER 1	31X	PF	0	10	11,028	-264,672	-119,515	-384,187	-1	-1.00
2018	1434068	154667	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	3	6,866	-164,784	-90,458	-255,242	-1	-1.00
2019	1434069	154670	OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	PF	0	3	6,245	-149,880	-86,123	-236,003	-1	-1.00
2020	1434070	154661	OAS C0856 A P	PROJECT MANAGER 3	32	PF	0	8	10,066	-241,584	-112,798	-354,382	-1	-1.00
2021	1434071	154662	OAS C0855 A P	PROJECT MANAGER 2	30	PF	0	10	10,066	-241,584	-112,798	-354,382	-1	-1.00
2022	1434072	154672	OAS C0865 A P	PUBLIC AFFAIRS SPECIALIST 2	29	PF	0	3	6,866	-164,784	-90,458	-255,242	-1	-1.00
2025	1434075	154660	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	5	6,866	-164,784	-90,458	-255,242	-1	-1.00
2026	1434076	154669	OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	PF	0	3	6,245	-149,880	-86,123	-236,003	-1	-1.00
2027	1434077	154679	OAS C1483 I P	INFORMATION SYSTEMS SPECIALI	24	PF	0	10	7,521	-180,504	-95,031	-275,535	-1	-1.00
				General Funds						**-1,722,456**	**-883,762**	**-2,606,218**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-1,722,456**	**-883,762**	**-2,606,218**	**-9**	**-9.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,050,531	-	-	-	-	-	1,050,531
Total Revenues	**$1,050,531**	-	-	-	-	-	**$1,050,531**
Services & Supplies							
Instate Travel	586	-	6,465	1,629	-	-	8,680
Out of State Travel	-	-	2,378	269	-	-	2,647
Employee Training	509	-	5,339	1,710	-	-	7,558
Office Expenses	1,054	-	14,168	2,620	-	-	17,842
Telecommunications	352	-	5,660	881	-	-	6,893
State Gov. Service Charges	1,019,122	-	1,969,534	(273,303)	-	-	2,715,353
Data Processing	430	-	29,071	1,040	-	-	30,541
Publicity and Publications	-	-	535	-	-	-	535
Professional Services	-	-	26,858	-	-	-	26,858
IT Professional Services	-	-	261	-	-	-	261
Attorney General	-	-	33,258	-	-	-	33,258
Employee Recruitment and Develop	76	-	571	190	-	-	837
Dues and Subscriptions	-	-	3,893	-	-	-	3,893
Facilities Rental and Taxes	-	-	440,578	34,520	-	-	475,098
Facilities Maintenance	-	-	590	98	-	-	688
Agency Program Related S and S	-	-	7,881	-	-	-	7,881
Other Services and Supplies	25,974	-	15,071	2,609	-	-	43,654
Expendable Prop 250 - 5000	1,536	-	6,730	634	-	-	8,900

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	892	-	15,528	2,507	-	-	18,927
Total Services & Supplies	**$1,050,531**	**-**	**$2,584,369**	**($224,596)**	**-**	**-**	**$3,410,304**
Capital Outlay							
Data Processing Software	-	-	4,366	-	-	-	4,366
Total Capital Outlay	**-**	**-**	**$4,366**	**-**	**-**	**-**	**$4,366**
Total Expenditures							
Total Expenditures	1,050,531	-	2,588,735	(224,596)	-	-	3,414,670
Total Expenditures	**$1,050,531**	**-**	**$2,588,735**	**($224,596)**	**-**	**-**	**$3,414,670**
Ending Balance							
Ending Balance	-	-	(2,588,735)	224,596	-	-	(2,364,139)
Total Ending Balance	**-**	**-**	**($2,588,735)**	**$224,596**	**-**	**-**	**($2,364,139)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	4,285,783	-	-	-	-	-	4,285,783
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**$4,285,783**	-	-	-	-	-	**$4,285,783**
Personal Services							
Class/Unclass Sal. and Per Diem	2,808,080	-	969,342	(3,777,424)	-	-	(2)
Empl. Rel. Bd. Assessments	936	-	464	(1,413)	-	-	(13)
Public Employees' Retire Cont	590,821	-	203,951	(794,768)	-	-	4
Pension Obligation Bond	-	-	-	1	-	-	1
Social Security Taxes	213,466	-	74,468	(287,929)	-	-	5
Paid Family Medical Leave Insurance	11,147	-	3,896	(15,042)	-	-	1
Worker's Comp. Assess. (WCD)	543	-	270	(825)	-	-	(12)
Flexible Benefits	553,846	-	277,349	(831,195)	-	-	-
Other OPE	-	-	-	16	-	-	16
Vacancy Savings	(101,057)	-	(75,879)	176,936	-	-	-
Total Personal Services	**$4,077,782**	-	**$1,453,861**	**($5,531,643)**	-	-	-
Services & Supplies							
Facilities Rental and Taxes	429,271	-	907,930	205,276	-	-	1,542,477
Other Services and Supplies	(235,351)	-	140,870	94,481	-	-	-
Total Services & Supplies	**$193,920**	-	**$1,048,800**	**$299,757**	-	-	**$1,542,477**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Data Processing Software	14,081	-	(24,913)	10,832	-	-	-
Total Capital Outlay	**$14,081**	**-**	**($24,913)**	**$10,832**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	4,285,783	-	2,477,748	(5,221,054)	-	-	1,542,477
Total Expenditures	**$4,285,783**	**-**	**$2,477,748**	**($5,221,054)**	**-**	**-**	**$1,542,477**
Ending Balance							
Ending Balance	-	-	(2,477,748)	5,221,054	-	-	2,743,306
Total Ending Balance	**-**	**-**	**($2,477,748)**	**$5,221,054**	**-**	**-**	**$2,743,306**

POS116 - Net Package Fiscal Impact Report ***Central Services***

2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**
Current Service Level **Package Number: 50**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
800	508380	46520	MEAH Z7583 H P	AGENCY HEAD 3	45X	PF	0	8	21,069	-1	0	-1	0	0.00
816	508530	19843	OAS C0872 A P	OPERATIONS & POLICY ANALYST :	30	PF	0	10	10,066	0	-1	-1	0	0.00
834	508670	15002	OAS C1244 A P	FISCAL ANALYST 2	27	PF	0	6	7,206	0	0	0	0	0.00
841	508740	29063	MMS X7344 A P	HUMAN RESOURCES MANAGER 2	33X	PF	0	3	8,658	0	-2	-2	0	0.00
852	508790	142	MMS X7072 A P	BUDGET AND FISCAL ADMINISTRA	38X	PF	0	7	13,392	0	-2	-2	0	0.00
895	543150	12259	OAS C0872 A P	OPERATIONS & POLICY ANALYST :	30	PF	0	9	9,588	0	0	0	0	0.00
907	564120	33494	OAS C1216 A P	ACCOUNTANT 1	23	PF	0	6	5,965	0	0	0	0	0.00
932	671650	12921	MMN X1218 A P	ACCOUNTANT 3	30	PF	0	9	10,512	0	-2	-2	0	0.00
961	755750	31123	OAS C0872 A P	OPERATIONS & POLICY ANALYST :	30	PF	0	10	10,066	0	0	0	0	0.00
982	756130	747	OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	PF	0	10	10,800	0	-1	-1	0	0.00
1310	1162120	6297	OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	PF	0	9	10,316	0	0	0	0	0.00
1375	1173740	23546	MMN X1322 A P	HUMAN RESOURCE ANALYST 3	29	PF	0	9	10,021	0	0	0	0	0.00
1379	1207600	28292	OAS C1244 A P	FISCAL ANALYST 2	27	PF	0	3	6,245	0	0	0	0	0.00
1569	1322340	107880	MMN X5618 A P	INTERNAL AUDITOR 3	31	PF	0	9	11,028	0	0	0	0	0.00
1570	1322400	60020	MMN X0872 A P	OPERATIONS & POLICY ANALYST :	30	PF	0	3	7,863	0	0	0	0	0.00
1572	1322450	100725	MMS X7086 A P	BUSINESS OPERATIONS SUPERVI	28X	PF	0	10	9,542	0	-2	-2	0	0.00
1601	1361230	104827	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	0	0	0	0	0.00
1624	1368400	107879	MMS X7034 A P	ACCOUNTING MANAGER 2	33X	PF	0	10	12,165	0	0	0	0	0.00
1634	1376792	122217	MMS X7204 A P	DIVERSITY EQUITY AND INCLUSIO	33X	PF	0	10	12,165	0	0	0	0	0.00
1636	1376794	53802	OAS C0871 A P	OPERATIONS & POLICY ANALYST :	27	PF	0	9	8,314	0	0	0	0	0.00
1641	1376799	127056	MMS X7324 A P	GRANTS LOANS AND PROGRAMS	33X	PF	0	10	12,165	0	0	0	0	0.00
1687	1384853	127302	MMS X7314 A P	GOVERNMENT AFFAIRS MANAGEF	33X	PF	0	10	12,165	0	0	0	0	0.00
1689	1384855	119643	OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	PF	0	10	10,800	0	0	0	0	0.00
1714	1400895	122931	MMS X7664 A P	COMMUNICATIONS MANAGER 2	33X	PF	0	7	10,512	-1	1	0	0	0.00
1715	1400896	122914	OAS C0865 A P	PUBLIC AFFAIRS SPECIALIST 2	29	PF	0	4	7,206	0	0	0	0	0.00
1716	1400897	122915	OAS C0871 A P	OPERATIONS & POLICY ANALYST :	27	PF	0	5	6,866	0	0	0	0	0.00
1717	1400898	122917	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	10	9,588	0	0	0	0	0.00
1718	1400899	122919	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	6	7,923	0	2	2	0	0.00
1719	1400900	122921	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	0	0	0	0	0.00
1720	1400901	122920	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	5	6,866	0	-1	-1	0	0.00
1722	1400903	122923	OAS C1485 I P	INFORMATION SYSTEMS SPECIALI	28	PF	0	10	9,115	0	0	0	0	0.00
1725	1409291	139618	MESN Z7082 A P	BUSINESS OPERATIONS ADMINIST	38X	PF	0	3	11,028	0	-1	-1	0	0.00
1741	1402577	127298	OAS C1216 A P	ACCOUNTANT 1	23	PF	0	10	7,206	0	0	0	0	0.00

POS116 - Net Package Fiscal Impact Report ***Central Services***

2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**
Current Service Level **Package Number: 50**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1742	1402578	127299	OAS C0435 A P	PROCUREMENT AND CONTRACT /	19	PF	0	10	5,965	0	0	0	0	0.00
1764	1402603	126877	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	10	8,713	0	0	0	0	0.00
1786	1402662	127306	OAS C0866 A P	PUBLIC AFFAIRS SPECIALIST 3	31	PF	0	10	10,545	0	0	0	0	0.00
1787	1402663	127305	OAS C0866 A P	PUBLIC AFFAIRS SPECIALIST 3	31	PF	0	10	10,545	0	0	0	0	0.00
1789	1402665	127307	OAS C0872 A P	OPERATIONS & POLICY ANALYST :	30	PF	0	6	8,314	0	0	0	0	0.00
1799	1409119	141457	OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	PF	0	10	8,713	0	0	0	0	0.00
1805	1409123	141462	OAS C1117 A P	RESEARCH ANALYST 3	26	PF	0	3	5,965	0	0	0	0	0.00
1806	1402613	127287	MMN X1339 A P	LEARNING & DEVELOPMENT SPEC	28	PF	0	6	8,254	0	0	0	0	0.00
1807	1402614	127288	MMN X1320 A P	HUMAN RESOURCE ANALYST 1	23	PF	0	6	6,469	0	0	0	0	0.00
1812	1402615	127294	OAS C1486 I P	INFORMATION SYSTEMS SPECIAL	29	PF	0	3	7,070	0	-2	-2	0	0.00
1813	1402616	127295	OAS C1487 I P	INFORMATION SYSTEMS SPECIAL	31	PF	0	10	10,800	0	-1	-1	0	0.00
1822	1402617	127293	OAS C0855 A P	PROJECT MANAGER 2	30	PF	0	5	7,923	0	1	1	0	0.00
1861	1410862	143533	MMS X7085 A P	BUSINESS OPERATIONS MANAGEI	31X	PF	0	10	11,028	0	0	0	0	0.00
1904	1439856	146347	MMS X7084 A P	BUSINESS OPERATIONS MANAGEI	33X	PF	0	3	8,658	0	-1	-1	0	0.00
1909	1427273	158126	OAS C1245 A P	FISCAL ANALYST 3	30	PF	0	10	10,066	0	-1	-1	0	0.00
1934	1427298	158147	OAS C1244 A P	FISCAL ANALYST 2	27	PF	0	3	6,245	0	0	0	0	0.00
1937	1427301	158124	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	8	7,923	0	0	0	0	0.00
2067	1435768	158141	MMN X1321 A P	HUMAN RESOURCE ANALYST 2	26	PF	0	9	8,658	0	-2	-2	0	0.00
10007	516100	15578	OAS C1216 A P	ACCOUNTANT 1	23	PF	0	3	5,169	0	0	0	0	0.00
				General Funds						**0**	**1**	**1**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-2**	**-16**	**-18**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-2**	**-15**	**-17**	**0**	**0.00**

Policy Package # 508 OHCS Operational Supports

Package Description

Agency-wide, this package reauthorizes four limited duration positions for additional months in the 2025-27 biennium, restores 26 positions that were authorized as permanent but were associated with the Governor's Executive Orders on Homelessness and received one-time funding, shifts funding for three positions to support manufactured housing, and requests 16 new positions to support affordable rental housing, energy services, housing stabilization, and central support services

Purpose

Provide essential staffing support for on-going priority affordable housing, homeownership, and homelessness prevention services.

How Achieved

For Central Services, this package restores 9 permanent full-time positions to provide essential support for the proposed funding of shelter maintenance, rehousing, rental assistance and eviction prevention; reauthorizes a limited duration full-time position previously authorized to support HB 3395 (2023) for Network for Oregon Affordable Housing (NOAH); and adds 10 positions to support workload in human resources, procurement, project management, communications, and government relations.

Staffing Impact

Accountant 2, Permanent Full Time
Budget and Fiscal Manager 1, Permanent Full Time
Human Resources Analyst 2, Permanent Full Time
Human Resources Analyst 3, Permanent Full Time
Information Systems Specialist 3, Permanent Full Time
Operations & Policy Analyst 2, Permanent Full Time (4X)
Procurement & Contract Assistant, Limited Duration
Procurement & Contract Specialist 1, Permanent Full Time
Procurement & Contract Specialist 2, Permanent Full Time (2X)
Procurement & Contract Specialist 3, Permanent Full Time
Project Manager 2, Permanent Full Time

Project Manager 3, Permanent Full Time
Project Manager 3, Permanent Full Time MMN Rep
Public Affairs Specialist 2, Permanent Full Time
Public Affairs Specialist 3, Permanent Full Time (2X)

Quantifying Results

As OHCS works to be responsive to needs and to deliver resources and programs that ensure Oregonians are safely and stably housed, we know we cannot do so without right-sized staffing to meet the diverse needs we see and hear about. This package allows us to invest in our organizational health and ability to successfully meet the priorities of the Statewide Housing Plan (SWHP), particularly around centering racial justice and equity in policymaking, program design and implementation, community engagement, and service delivery, by ensuring we have the staff needed to operationalize our work.

Adequate staffing capacity across the agency allow equity goals to be achieved across agency work, including in central operations.

Revenue Sources

General Fund: $3,497,362

Other Fund:
Intrafund Transfer: $1,572,117

Federal Funds
Intrafund Transfer: $361,708

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	3,497,362	-	-	-	-	-	3,497,362
Transfer In - Intrafund	-	-	1,572,117	361,708	-	-	1,933,825
Total Revenues	**$3,497,362**	**-**	**$1,572,117**	**$361,708**	**-**	**-**	**$5,431,187**
Personal Services							
Class/Unclass Sal. and Per Diem	2,120,754	-	926,698	213,854	-	-	3,261,306
Empl. Rel. Bd. Assessments	850	-	410	90	-	-	1,350
Public Employees' Retire Cont	446,210	-	194,977	44,995	-	-	686,182
Social Security Taxes	162,241	-	70,891	16,360	-	-	249,492
Paid Family Medical Leave Insurance	8,484	-	3,707	855	-	-	13,046
Worker's Comp. Assess. (WCD)	490	-	240	60	-	-	790
Mass Transit Tax	12,470	-	4,727	-	-	-	17,197
Flexible Benefits	498,290	-	241,200	55,660	-	-	795,150
Total Personal Services	**$3,249,789**	**-**	**$1,442,850**	**$331,874**	**-**	**-**	**$5,024,513**
Services & Supplies							
Instate Travel	21,167	-	10,297	2,377	-	-	33,841
Employee Training	17,100	-	9,263	2,137	-	-	28,500
Office Expenses	38,103	-	18,533	4,277	-	-	60,913
Telecommunications	12,700	-	6,177	1,427	-	-	20,304
Data Processing	15,523	-	7,550	1,743	-	-	24,816
Employee Recruitment and Develop	2,580	-	1,397	323	-	-	4,300
Other Services and Supplies	58,800	-	31,850	7,350	-	-	98,000
Expendable Prop 250 - 5000	51,600	-	27,950	6,450	-	-	86,000

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	30,000	-	16,250	3,750	-	-	50,000
Total Services & Supplies	**$247,573**	**-**	**$129,267**	**$29,834**	**-**	**-**	**$406,674**
Total Expenditures							
Total Expenditures	3,497,362	-	1,572,117	361,708	-	-	5,431,187
Total Expenditures	**$3,497,362**	**-**	**$1,572,117**	**$361,708**	**-**	**-**	**$5,431,187**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							20
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**20**
Total FTE							
Total FTE							18.80
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**18.80**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

POS116 - Net Package Fiscal Impact Report ***Central Services***

2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**
Agency Request Budget **Package Number: 508**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2015	1434065	154664	MMS X7075 A P	BUDGET AND FISCAL MANAGER 1	31X	PF	24	10	11,028	264,672	119,515	384,187	1	1.00
2015	1434065	154664	MMS X7075 A P	BUDGET AND FISCAL MANAGER 1	31X	PF	0	10	11,028	0	0	0	0	0.00
2018	1434068	154667	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	3	6,866	0	0	0	0	0.00
2018	1434068	154667	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	24	3	6,866	164,784	90,458	255,242	1	1.00
2019	1434069	154670	OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	PF	24	3	6,245	149,880	86,123	236,003	1	1.00
2019	1434069	154670	OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	PF	0	3	6,245	0	0	0	0	0.00
2020	1434070	154661	OAS C0856 A P	PROJECT MANAGER 3	32	PF	0	8	10,066	0	0	0	0	0.00
2020	1434070	154661	OAS C0856 A P	PROJECT MANAGER 3	32	PF	24	8	10,066	241,584	112,798	354,382	1	1.00
2021	1434071	154662	OAS C0855 A P	PROJECT MANAGER 2	30	PF	24	10	10,066	241,584	112,798	354,382	1	1.00
2021	1434071	154662	OAS C0855 A P	PROJECT MANAGER 2	30	PF	0	10	10,066	0	0	0	0	0.00
2022	1434072	154672	OAS C0865 A P	PUBLIC AFFAIRS SPECIALIST 2	29	PF	0	3	6,866	0	0	0	0	0.00
2022	1434072	154672	OAS C0865 A P	PUBLIC AFFAIRS SPECIALIST 2	29	PF	24	3	6,866	164,784	90,458	255,242	1	1.00
2025	1434075	154660	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	5	6,866	0	0	0	0	0.00
2025	1434075	154660	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	5	6,866	164,784	90,458	255,242	1	1.00
2026	1434076	154669	OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	PF	0	3	6,245	0	0	0	0	0.00
2026	1434076	154669	OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	PF	24	3	6,245	149,880	86,123	236,003	1	1.00
2027	1434077	154679	OAS C1483 I P	INFORMATION SYSTEMS SPECIALI	24	PF	0	10	7,521	0	0	0	0	0.00
2027	1434077	154679	OAS C1483 I P	INFORMATION SYSTEMS SPECIALI	24	PF	24	10	7,521	180,504	95,031	275,535	1	1.00
2700016	1441643		MMN X1322 A P	HUMAN RESOURCE ANALYST 3	29	PF	21	3	7,490	157,291	82,963	240,254	1	0.88
2700017	1441644		MMN X1321 A P	HUMAN RESOURCE ANALYST 2	26	PF	21	3	6,469	135,849	76,725	212,574	1	0.88
2700018	1441645		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
2700020	1441647		OAS C1485 I P	INFORMATION SYSTEMS SPECIALI	28	PF	0	3	6,610	0	0	0	0	0.00
2700023	1441650		OAS C0866 A P	PUBLIC AFFAIRS SPECIALIST 3	31	PF	21	3	7,562	158,801	83,402	242,203	1	0.88
2700024	1441651		OAS C0866 A P	PUBLIC AFFAIRS SPECIALIST 3	31	PF	21	3	7,562	158,801	83,402	242,203	1	0.88
2700025	1441652		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
2700026	1441653		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
2700027	1441654		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
2700028	1441655		MMN X0856 A P	PROJECT MANAGER 3	32	PF	21	3	8,658	181,819	90,098	271,917	1	0.88
2700029	1441656		OAS C0436 A P	PROCUREMENT & CONTRACT SPE	23	PF	21	3	5,169	108,549	68,785	177,334	1	0.88
2700030	1441657		OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	LF	0	5	7,562	0	0	0	0	0.00
2700030	1441657		OAS C0435 A P	PROCUREMENT AND CONTRACT A	19	LF	24	5	4,715	113,160	75,441	188,601	1	1.00

POS116 - Net Package Fiscal Impact Report ***Central Services***

2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**
Agency Request Budget **Package Number: 508**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700030	1441657		OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	LF	0	5	7,562	0	0	0	0	0.00
				General Funds						**2,120,754**	**1,116,566**	**3,237,321**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**926,698**	**511,425**	**1,438,123**		
				Federal Funds						**213,854**	**118,022**	**331,872**		
				Total Funds						**3,261,306**	**1,746,013**	**5,007,316**	**20**	**18.80**

Policy Package # 509 Information Technology Support

Package Description -

This policy option package has three components. The Grant Management System, Customer Relationship Management Project and ProLink.

GMS: This policy option package will support modernization of grants management, improving the agency's ability to deliver funds, track and manage grants, and provide reports to track services and financial spending more effectively. A more comprehensive, modern grants management system would enable the agency to receive and deliver funds more effectively and efficiently, allowing us to provide service to our partners more easily. Current grant management processes are inconsistent and rely on a combination of complex spreadsheets and applications developed in-house. This package will allow OHCS to create and implement a system that addresses the challenges associated with delivering funds and ease our partners' burdens and challenges in reporting on their use of funds. The evolving scope and scale of grants management necessitate the adoption of a new system.

CRM: This policy option package will support modernization of customer management, improving the agency's ability to track all constituent support and interactions, coordinate between divisions improving the customer experience, and provide reports that will inform decision making, program development, and implementation. Due to significant increases in staffing and available resources without the infrastructure and technology to support them, the Customer Relationship Management (CRM) project seeks to provide OHCS with a solution to the various technological challenges and risks the agency currently faces. The goal of this project is to centralize recordkeeping and communication for agency staff, modernize data collection, and increase efficiency, accuracy, and quality of customer service. This modern platform will facilitate better data for analysis, improved productivity and reliability, and provide a unified user experience for staff, stakeholders, grantees, and community members.

ProLink: ProLink HFA is the established data system of record for the Affordable Rental Housing Division. The plan is to keep this system in full use while supporting improved functionality of ProLink HFA. This requires implementing needed system enhancements that will improve the user experience and data quality overall. This package will allow OHCS to continue the use of the ARH data systems and continue to address the challenges associated with delivering funds and monitoring partner performance while ensuring data integrity. The growing scale of funds delivery for affordable rental housing requires the maintenance and enhancement of our established data systems. This includes covering the known annual costs, intentional planning for known needed system enhancements and preparation for contingencies that may arise.

BUDGET NARRATIVE

Purpose

GMS: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that using disjointed grant management systems and spreadsheets is not equitable for partners across programmatic divisions of the agency, and OHCS needs to invest in resources to remove the barriers by streamlining grant management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency. It is crucial that we invest in systems that can adequately manage the increasing number and complexity of grants for the long term. New programs, including the emergency response effort, rapid organizational growth rate, and an increasing number of partner organizations to deliver grants in alignment with legislative direction, have highlighted the need to modernize and enhance how we manage the entire grant process.

Investment in an improved grant management system will allow us to implement a comprehensive system to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have skilled in-house development to provide much of our needs historically, but we must proactively mitigate risks associated with custom systems that use aging architecture. Unprecedented emergency response efforts have illustrated the need to be agile and adaptive. This package will enable OHCS to build resiliency in such circumstances.

CRM: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that disjointed communication processes are not equitable for partners or community members across programmatic divisions of the agency, and OHCS needs to invest in resources to help remove barriers by streamlining customer relationship management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency.

The current communication process involving individual emails, phone calls, and in-person meetings fails to address the needs of agency staff, grantees, and the community. Decentralized recordkeeping and limited transparency contribute to increased agency risk. Implementing a modern customer relationship management solution can improve efficiency and mitigate these challenges. It will help reduce administrative burden on staff, improve data accuracy, and ensure compliance with funding guidelines as well as:

- Manage and coordinate communication with grantees, stakeholders, and community members.
- Ensure accountability and alignment of communication relative to organizational priorities, with reliable, efficient, and timely customer service.
- Standardize recordkeeping across OHCS, helping drive transparency, ensuring compliance across programs, producing more timely and accurate communication, increasing access to informed communication, and helping comply with federal grant requirements, such as the Uniform Guidance (2 CFR 200), DATA Act, GONE Act and GREAT Act.

- Provide staff reminders via configurable real-time email alerts to respond to inquiries/requests.

ProLink: Continued investment in the established data system will allow us to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have obtained ProLink HFA following direction from a Secretary of State audit finding to reduce the use of ad hoc data tracking tools and custom systems that use aging architecture. Unprecedented emergency response efforts in affordable rental housing production have illustrated the need to be agile and adaptive. This package will enable OHCS to maintain resiliency in such circumstances.

How Achieved

GMS: OHCS will use existing funds from flexible resources and administrative allowances from program funds, if available, to develop this system. We are coordinating with Enterprise Information Services to determine costs, timing, and scope of the project. This package will enable many improvements in delivering essential housing-related grants to Oregonians in the next biennium and beyond, including:

Outreach and engagement opportunities – Communication could be significantly streamlined, allowing more diverse stakeholders to participate in various points of the granting process. Configurable portals would allow OHCS to collaborate more efficiently, and marketing tools would enable us to reach more Oregonians in less time.

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems. Easily configurable permissions would give stakeholders appropriate views into relevant data and statuses. A modern solution would provide more opportunities to track regulatory compliance obligations effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated with our core business processes.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more

customer-focused and collaborative. Adoption of a modern grants management system is aligned with the cloud-first and software as a service (SaaS) approach to new IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. *Completed:* Appropriate resource allocation for project management and project members. This includes the project intake process and prioritization and initial project planning.
2. *The following processes are in process or completed*.
    a. Business case, EIS Project Complexity matrix, indicating Level 3 project, and ITI have been completed.
    b. An EIS oversight analyst has been assigned to this project.
    c. Gathering and refining business requirements, including outreach to users external to OHCS, communicating and learning from other agencies who are/have been engaged in similar endeavors, and refining project scope. In process, partially complete. Anticipated completion Q1, 2025
3. A request for information (RFI) will be sent out to potential vendors by the end of the Q1, 2025.
4. Competitive solicitation to identify potential solutions to be issued Q2, 2025.
5. Selection and procurement of solution and implementation planning.
6. System implementation, testing, training, adoption, and system refinement/tuning. Our intention is to add Organizational Change Management services to speed the adoption of the system and new processes. We will use project support staff to aid in new process creation.

CRM: OHCS will use General funds to develop this system. We are coordinating with Enterprise Information Services to determine costs, timing, and scope of the project. This package will enable many improvements in delivering essential housing-related communication between Oregon Housing and Community Services and Oregonians in the next biennium and beyond, including:

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems. Easily configurable permissions would give internal stakeholders appropriate views into relevant data and statuses. A modern solution would provide more opportunities to track customer cases effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated our partners, constituents and internal staff to communicate in a coordinated and effective manner.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more customer-focused and collaborative. Adoption of a modern Customer relationship management system is aligned with the cloud-first and software as a service (SaaS) approach to new IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. Appropriate resource allocation for project management and project members. This includes the project intake process and prioritization and initial project planning which has been completed.
2. Business case, EIS Project Complexity matrix, indicating Level 3 project, have been completed.
    a. An EIS oversight analyst has been assigned to this project.
    b. Gathering and refining business requirements, including outreach to users external to OHCS, communicating and learning from other agencies who are/have been engaged in similar endeavors, and refining project scope. Anticipated completion Q3, 2025
3. A request for information (RFI) to be sent out to potential vendors.
4. Competitive solicitation to identify potential solutions.
5. Selection and procurement of solution and implementation planning.
6. System implementation, testing, training, adoption, and system refinement/tuning. Our intention is to add Organizational Change Management services to speed the adoption of the system and new processes. We will use project support staff to aid in new process creation.

ProLink:
Identified Tasks to start as soon as possible:

- Continued, ongoing use of ProLink HFA-Maintenance of the system for ongoing and improved serviceability.
- Compliance Audit Module Improvements-This module is currently designed to enter information following a compliance audit and tenant file review and then generate a report to be sent to owner/agents. It is our intent to submit a CR to ProLink to re-build and enhance this module to be more dynamic in function. This will remove the need for compliance staff to write a Word Doc report to be sent and then also follow up with data entry into ProLink. Modifying the module will allow compliance staff to enter all compliance audit details and tenant file findings and then generate the report. This will improve the overall process and improve efficiencies. In turn, the modification will allow accurate data input to the ProLink system for ongoing implementation of the risk assessment functions that are reliant on compliance and inspection data to be fully utilized. Currently waiting for budget and contract to move forward.
- Procorem Security Role Improvements – This correction will remove the bulk functionality from the Account Administrator role and add it to the appropriate business user role/s. Bulk functions such as template publishing and task management should be assigned to a "user role" and not an Account Admin. In the current state, users must be given Account Admin access in order to do this needed work. Account Administrator access should be reserved for system management and security, not for multiple end users. This modification to the roles-based architecture will provide a role with appropriate permissions to perform tasks at the correct level.
- Accounting-Loan functionality-ACH-NACHA Improvements – Accounting has expressed need for better functionality regarding loans and NACHA file processes. With the expected increase in ARH funding activity in the coming years, improved loan functionality and NAHCA file processes are greatly needed. We have a CR created for the work with all-in cost estimate provided from ProLink. We are currently waiting for budget and contract to move forward.
  Possible changes to the system include (TBD):
  - Add the following to loans menu
    - Draws / Disbursement
      - Track initial disbursement of loan amount
      - Date, check, wire info, etc.
      - Ideally coming from Dev Draws or PSH Activity Funding
    - Payments from borrower
      - Check, date paid, etc.
      - How payment was applied (principal / interest / late fees, etc.)
    - Amortization Schedule

        - Uses loan amount, term, rate, payment frequency, loan type, draws, and payments from borrower to calculate remaining schedule
        - Calc Balance Due, Period Accrued Interest, Interest Payment, Total Accrued Interest
        - Handle changes to decreased draw amounts, changed term, changed interest rate, changed ownership, prepayments, additional principal payments, early payoff, default, etc.
        - Track and handle forgivable loans
        - Track interest step rates (e.g. years 1-2 = 4%, years 3-5 = 5%, years 6+ = 7%)
    - Delinquent/Late fees
        - Calculation (e.g. after 15 days late, 5% late charge of delinquent amount, additional 1% for each late month thereafter)
    - Invoicing / Statements (optional since OHCS is currently using QuickBooks for AR billings)
        - Generate a report statement of due amount, current balance, etc.
    - Reports, Data Views, Workflow, SmartDox

- Compliance Physical Inspections Improvements (NSPIRE)- ProLink currently provides a fully functioning Inspection module with dynamic fields for conducting physical inspections of properties. The connection of the work in the field is less desirable as it utilizes the ProLink SmartDox functionality of excel spreadsheets and this process is cumbersome and adds labor to the inspectors work in the field. The compliance section inspectors need the use of an app- based, user friendly tool in the field. ProLink has not started the work of creating an app-based tool for inspections so far. However, since the April ProLink Conference and more HFAs including OHCS opting use the InspectCheck app for inspections, ProLink is actively thinking about collaborating with InspectCheck by implementing a direct connection between systems or creating their own app – whichever may be more cost effective. The internal ProLink data team will be working with the ProLink vendor to design the enhancements for the system.

We will make formal request to ProLink using the Change Request process for each improvement/enhancement needed. This will include scope research and costing estimates for each requested CR and project management by ProLink and Data Systems Team from start to implementation and ongoing system management.

Staffing Impact

Information Specialist 4, Permanent Full Time

Information Specialist 5, Permanent Full Time

Information Specialist 6, Permanent Full Time

Quantifying Results

GMS: A new grants management system will allow OHCS to integrate internal systems to better determine who we are serving, the services provided, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure grantee performance. In addition to internal efficiencies, the system will improve access to grants, uploading required documentation, and reporting for grantees.

CMR: The ombudsperson needs the ability to offer confidential case management for those who are eligible to apply for and/or are receiving services through OHCS. This will require the ombuds review interactions and documentation of other employees to conduct an accurate and fair review. The ombudsperson may also need to be able to quickly produce reports on findings and recommendations to the Governor's office each quarter as stated in ORS 182.500. OHCS has set a Key Performance Measure (KPM) for itself regarding Agency Customer Service: 80% of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall. This KPM was not met in 2022. A CRM would help make customer interactions much more efficient, effective, and aid in the internal alignment of staff.

ProLink: This data system will allow OHCS to maintain internal systems and data integrity to better determine who we are serving, the affordable rental housing needs, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure partner performance. In addition to internal efficiencies, the system will continue to improve informative data for all OHCS purposes associated with rental housing production and maintenance

Equity and Racial Justice Impact

GMS: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern grants management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. Our existing grants management solutions are not designed to facilitate these goals, especially in a manner that reflects their urgency and importance. We

are not alone in these goals, and that is evidenced by the growing number of existing grants management software solutions which contain components specifically tooled to identify and address inequities among various demographics. Better grant monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

CMR: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern Customer relationship management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. The current customer support system lacks coordination, urgency, and emphasis on constituent needs. Better customer monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

ProLink: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. Maintaining and enhancing ProLink HFA data systems will continue to improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. This data system will also continue to improve accountability measures for grantees, allowing OHCS to identify and intervene if delivery of funds for affordable rental housing trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give continue to provide OHCS the needed system with improvements to do just that.

Revenue Sources

General Fund: $1,822,532

Other Funds:
Intrafund Transfer In: $319,466

Federal Funds:
Intrafund Transfer In: $73,500

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 509 - HH Information Technology Supports

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,822,533	-	-	-	-	-	1,822,533
Transfer In - Intrafund	-	-	319,467	73,501	-	-	392,968
Total Revenues	**$1,822,533**	-	**$319,467**	**$73,501**	-	-	**$2,215,501**
Personal Services							
Class/Unclass Sal. and Per Diem	335,845	-	189,230	43,669	-	-	568,744
Empl. Rel. Bd. Assessments	152	-	82	18	-	-	252
Public Employees' Retire Cont	70,663	-	39,814	9,188	-	-	119,665
Social Security Taxes	25,693	-	14,476	3,341	-	-	43,510
Paid Family Medical Leave Insurance	1,343	-	757	175	-	-	2,275
Worker's Comp. Assess. (WCD)	88	-	48	12	-	-	148
Mass Transit Tax	1,963	-	965	-	-	-	2,928
Flexible Benefits	89,056	-	48,240	11,132	-	-	148,428
Total Personal Services	**$524,803**	-	**$293,612**	**$67,535**	-	-	**$885,950**
Services & Supplies							
Instate Travel	3,802	-	2,059	475	-	-	6,336
Employee Training	3,420	-	1,853	428	-	-	5,701
Office Expenses	6,843	-	3,707	855	-	-	11,405
Telecommunications	2,281	-	1,236	285	-	-	3,802
Data Processing	2,788	-	1,510	348	-	-	4,646
IT Professional Services	1,250,000	-	-	-	-	-	1,250,000
Employee Recruitment and Develop	516	-	280	65	-	-	861
Other Services and Supplies	11,760	-	6,370	1,470	-	-	19,600

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 509 - HH Information Technology Supports

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	10,320	-	5,590	1,290	-	-	17,200
IT Expendable Property	6,000	-	3,250	750	-	-	10,000
Total Services & Supplies	**$1,297,730**	**-**	**$25,855**	**$5,966**	**-**	**-**	**$1,329,551**
Total Expenditures							
Total Expenditures	1,822,533	-	319,467	73,501	-	-	2,215,501
Total Expenditures	**$1,822,533**	**-**	**$319,467**	**$73,501**	**-**	**-**	**$2,215,501**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							4
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**4**
Total FTE							
Total FTE							3.52
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.52**

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POS116 - Net Package Fiscal Impact Report ***Central Services***

2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**
Agency Request Budget **Package Number: 509**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2018	1434068	154667	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	3	6,866	0	0	0	0	0.00
2700019	1441646		OAS C1486 I P	INFORMATION SYSTEMS SPECIALI	29	PF	21	3	7,070	148,471	80,399	228,870	1	0.88
2700019	1441646		OAS C1486 I P	INFORMATION SYSTEMS SPECIALI	29	PF	0	3	7,070	0	0	0	0	0.00
2700020	1441647		OAS C1485 I P	INFORMATION SYSTEMS SPECIALI	28	PF	21	3	6,610	138,810	77,587	216,397	1	0.88
2700020	1441647		OAS C1485 I P	INFORMATION SYSTEMS SPECIALI	28	PF	0	3	6,610	0	0	0	0	0.00
2700021	1441648		OAS C1485 I P	INFORMATION SYSTEMS SPECIALI	28	PF	21	3	6,610	138,810	77,587	216,397	1	0.88
2700021	1441648		OAS C1485 I P	INFORMATION SYSTEMS SPECIALI	28	PF	0	3	6,610	0	0	0	0	0.00
2700022	1441649		OAS C1484 I P	INFORMATION SYSTEMS SPECIALI	25	PF	0	3	5,917	0	0	0	0	0.00
2700022	1441649		OAS C1484 I P	INFORMATION SYSTEMS SPECIALI	25	PF	21	6	6,793	142,653	78,705	221,358	1	0.88
2700022	1441649		OAS C1484 I P	INFORMATION SYSTEMS SPECIALI	25	PF	0	3	5,917	0	0	0	0	0.00
				General Funds						**335,845**	**186,995**	**522,840**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**189,230**	**103,417**	**292,649**		
				Federal Funds						**43,669**	**23,866**	**67,535**		
				Total Funds						**568,744**	**314,278**	**883,024**	**4**	**3.52**

Policy Package # 523 Technical Assistance and Language Access

Package Description

This policy package will add resources to facilitate access to OHCS programs and services by persons with Limited English Proficiency (LEP) and ensure the agency fulfills its responsibility to provide meaningful access under existing federal law. This includes but is not limited to developing a Language Access Plan (LAP), offering translations and interpretation in languages other than English, including American Sign Language (ASL), for written materials, external-facing websites, and in-person and virtual public engagements. This investment will also support internal operations and ongoing community validation of language services to ensure accuracy, consistency, and cultural sensitivity in our language services work.

Purpose

The Oregon Electronic Government Program (E-Government Program) strongly recommends that all agencies gain a good understanding of the constituencies that they serve and support multi-lingual access and translation wherever appropriate. While this is specific to online services, this can also be expanded to include written materials and in-person and virtual engagements. One important feature of online services is that they serve across barriers, including language. Providing content in languages other than English is needed to better reach underserved communities, particularly when these communities may have a higher need for resources. Resources are needed to make content published on the web available to those with limited English proficiency (LEP). OHCS has continued to identify language access as a challenge experienced by Oregonians in all regions of Oregon when accessing OHCS resources and understanding our agency's work. We must continue to invest resources that help remove barriers to understanding and accessing critical resources needed to meet our housing mission.

As a housing institution and an agency that receives Federal funding, we must take reasonable steps to provide meaningful access to the benefits, services, information, and other important portions of our programs and activities to individuals who are limited English proficient. This includes developing and maintaining our LAP in accordance with Title VI Civil Rights Act of 1964 and Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency. This is in addition to maintaining compliance with Section 508 of the Rehabilitation Act, and the Americans with Disabilities Act of 1990.

In addition to ensuring ongoing compliance with Federal law, this investment also ensures we meet our equity and racial justice goals outlined in our agency's Community Plan for Equity, Racial Justice and Belonging Plan (DEI Action Plan, which has a specific focus on Inclusive Communications, and ensuring OHCS has a sustainable and consistent approach to for the agency better understand and develop materials to meet ongoing accessibility needs for Oregon's diverse communities.

This investment will ensure that OHCS can, with regularity and consistency, maintain our LAP with a robust data collection methodology to ensure the most up-to-date language data; maintain service contracts for the provision of translation and interpretation services; ensure that internal operations, policy and program guidance is reflective of the needs identified in the LAP; and to gain a clear understanding of ongoing budget forecasting, planning and compliance needs.

In addition to re-imagining the LAP, OHCS will need to develop and implement an agency-wide policy that helps programs proactively plan for language service needs. OHCS staff often must plan reactively, potentially leading to a lack of compliance due to insufficient budgets or to maintaining barriers for LEP Oregonians to access important benefits or services or to understand and exercise important rights. This work is needed to actively focus on closing the gap for communities of color by providing equal and meaningful access to information and resources for all. Additionally, OHCS will need to assess how to support our staff and grantees with tools, processes, or resources to ensure the work is carried out effectively and that it meets the needs of the community.

How Achieved

To advance equitable housing solutions, the state must invest in resources that can help remove barriers to meeting our housing mission, increasing access to critical housing resources.

Language Access - $1.3M

For the agency to provide language accessibility tools across all divisions, this investment will need to be divided into five-parts:

1. Development, operationalization, and maintenance of a Language Access Plan (LAP) (resourced via staff support)
2. Implementation of agency-wide American Sign Language (ASL) policy to support internal and external engagement and meetings.
3. Continued funding of translation and interpretation services contracts agency-wide (approximately $700K)
4. Funding ongoing community validation of translated materials working in collaboration with a to-be-determined set of culturally specific organizations (approximately $300K),

5. Ensuring adherence to Web Content Accessibility Guidelines (WCAG) for all public-facing OHVS web content.

Staffing Impact

These resources will be managed by a Language Services Policy Advisor (OPA3) housed in OHCS' Equity, Diversity, and Inclusion (EDI) Office, which is currently awaiting DAS Classification and Compensation review. The Language Services Policy Advisor will implement a comprehensive language access program to ensure equitable access to OHCS's services for individuals with limited English proficiency by crafting and executing a Language Access Plan, managing translation and interpretation service delivery, and guiding OHCS in meeting its housing goals through enhanced language accessibility. This role will collaborate across major divisions and with external state agencies, and oversee policy development, organizational improvements, and the integration of language services into housing investments while ensuring compliance with federal and state language access requirements. The person in this role will be expected to have an agency-wide purview and will receive specific training on what is required for successful contract administration, including planning, negotiation, execution, and expectations of contractors.

No additional positions are being requested in this package.

Quantifying Results

As we implement the LAP and services connected to the plan, we will look at lessons learned from other agencies' language services work within the enterprise, including the Secretary of State (SoS) and the Department of Early Learning and Care (DELC). As we are building out the plan, we will also be including the development of metrics and data collection tools to evaluate the ongoing implementation of language access services. These metrics will include quantitative data, including, but not limited to, how many persons with limited English proficiency are served by our services, the cost-of-service provision, and which specific needs were met. We will also look at qualitative data, including but not limited to, feedback on the tools for the LAP effectiveness and continuous improvement.

Racial Equity Impact Statement (REIS) Analysis
Outcomes
This policy option package will ensure our Agency provides meaningful access to the resources OHCS stewards across the various program divisions. These resources will allow the Agency to expand the ability to develop and implement a comprehensive language access program, ensuring more equitable access to the services and resources OHCS' funds in community. They will ensure we more inclusively provide services to people with limited English proficiency and people who are deaf or hard of hearing, ensuring we meet our housing goals through enhanced language accessibility. These resources will also support internal policy development, organizational improvements, and the deepened integration of language services into housing investments, while ensuring compliance with federal and state language access requirements.

Racial Equity Strategy
Promoting and providing language access is essential to the Agency's commitment to advancing equity and racial justice. The Agency's language services program creates access to vital documents in multiple languages regarding OHCS programs and services, lifting language barriers for people with limited English proficiency.

According to the 2022 United States Census Bureau's American Community Survey, in Oregon, there are 40,114 households in which no one in the home over the age of 14 speaks English only or speaks English "very well". For people with limited English proficiency, the lack of well-thought-out language access can create significant barriers to both accessing and maintaining housing. These barriers may include not understanding program eligibility requirements, lease terms, service requirements, or mortgage and lending terms, among others, all which impact housing accessibility and stability. Deaf and hard of hearing individuals also face a variety of barriers when interacting with hearing people, often including discriminatory treatment by housing providers that hinder equal access to housing opportunities.

This policy package allows us to move toward the goal of equitable access to housing through our language access program, ensuring people with limited English proficiency, who are Deaf or hard of hearing, achieve the same outcomes as people who speak English. It will support the development of a sustainable Language Access Plan, which will outline the Agency's responsibilities, policies, and strategies for providing language assistance services to people with Limited English Proficiency, and it will apply all programs the Agency operates. It will also allow us to collect better language data across all of our programs, better informing the best methods for providing language services. Finally, providing resources to fund and support language translation and interpretation, as well as support staff training and development on the connectedness of inclusive communications with increased housing stability is crucial in the advancement of equity, and builds the Agency's culture of inclusivity. It allows the resources the Agency's stewards to reach deeper and more broadly into diverse communities ensuring everyone in Oregon can get and stay stably housed.

Accountability to Racially Equitable Outcomes

OHCS is currently implementing funding from the 2023-25 session, where the Agency received $1.7M to develop and fund contracts with translation and interpretation services, conduct a needs assessment ahead of developing a comprehensive Language Access Plan in accordance with Title VI of the Civil Rights Act of 1964, and to develop agencywide policies and procedures that maintain accountability to our Language Access Plan. The Agency is finalizing an Intergovernmental Agreement with Portland State University's Population Research Center and the Center for Public Services to launch our agencywide language access needs

assessment and for development and implementation support for developing our Language Access Plan. A key part of the assessment and subsequent Language Access Plan will be developing quantitative and qualitative metrics to help evaluate program outcomes over time. The assessment will include an evaluation of existing Agency data to identify the frequency with which people with Limited English Proficiency encounter Agency programs, and the points and types of contact the Agency and its staff may have with people with Limited English Proficiency, as well as an analysis of the frequency of contacts, the type of language assistance services needed, and the languages being requested. Lastly, the assessment will include outreach and focus groups with people with Limited English Proficiency to better understand specific needs and how the Agency's language services program might better reach and serve people with Limited English Proficiency.

This policy package allows us to implement the recommendations from the needs assessment, and enhances our current ability as an Agency, to evaluate program outcomes by race/ethnicity in a more nuanced way, creating a more robust understanding of the diverse communities we serve. Internally, the Agency will track implementation of these resources quarterly via the Agency's Community Plan for Equity, Racial Justice, and Belonging, the Agency's inaugural Diversity, Equity and Inclusion (DEI) Action Plan.

Administration
An important part of the assessment these resources will support includes standing up a process to include ongoing community validation of translated materials, and website information, to ensure both the information and the context is accurately translated. The Agency anticipates having specific requirements for contractors and/or service providers, specifying service to and/or representation from diverse communities, people with Limited English Proficiency, including people who speak Indigenous languages, as a part of the agreement, ensuring that our services are reflective of the diverse communities we serve.

Revenue Sources

General Fund: $1,300,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 523 - HH Technical Assistance and Language Access

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,300,000	-	-	-	-	-	1,300,000
Total Revenues	**$1,300,000**	-	-	-	-	-	**$1,300,000**
Services & Supplies							
Professional Services	1,300,000	-	-	-	-	-	1,300,000
Total Services & Supplies	**$1,300,000**	-	-	-	-	-	**$1,300,000**
Total Expenditures							
Total Expenditures	1,300,000	-	-	-	-	-	1,300,000
Total Expenditures	**$1,300,000**	-	-	-	-	-	**$1,300,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
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Policy Package # 529 Tribal Housing Block Grants $30 Million

Package Description

There is a lack of targeted long-term investments in the State of Oregon dedicated to tribal homelessness and housing initiatives. Until recently, many Oregon Housing and Community Services (OHCS) programs tend to be limited by the biennium, are incremental, consist of one-time funding amounts without tribal preference or set asides, have limitations in scope, and insufficient resources to meet the ongoing housing needs of tribal communities in a way that honors tribal sovereignty.

Purpose

Prior to 2019, only a few of the federally recognized tribes of Oregon received nominal funding through various OHCS funding streams, even though our research and data shows that Native Americans in Oregon are 4x more likely to experience unsheltered homelessness than any other population within the state. In 2022, OHCS engaged with tribes to understand the unsheltered homelessness crisis happening in tribal communities and through intentional engagement, created a program and funding to specifically address the increase in Native American homelessness in Oregon. The By and For Initiative: Native American Tribes of Oregon (BAFI-NATO) was the first program of its kind for the agency and was implemented in the 2021-2023 biennium to address tribal homelessness. The allocations were distributed by direct award to the federally recognized tribes of Oregon through a non-competitive application process.

OHCS engaged with tribes in 2022 and successfully designed the BAFI-NATO program, eliciting the full participation of all nine of the federally recognized tribes of Oregon. Since then, tribal leaders have continually noted the challenges and barriers of utilizing state funded programs. The BAFI-NATO funding was the first of its kind to invest in addressing unsheltered homelessness and providing services at the shelter level. Many of the tribes own and operate affordable housing units as well as encourage tribal members to participate in homeownership programs. Whether through shelter beds, transitional housing, affordable rental housing or homeownership opportunities, tribes have been effectively dissuaded from applying for funding by way of exclusionary practices that include limitations on administrative costs and the inability to fund projects that are located on trust lands.

After the success of BAFI-NATO, OHCS formed a work group, comprised of representatives of the nine federally recognized tribes of Oregon, to examine barriers between the tribes and OHCS funding. The work group met monthly for all of 2023, bringing in subject matter experts from each division, including procurement staff, senior policy analysts, government relations staff, data staff and others. While OHCS staff facilitated the meetings, the tribes were the driving force behind the recommendations, creating a community led

program. At the end of 2023, the group provided several agency recommendations, around data, funding, reporting and other areas. The ultimate recommendation was the creation of a state funded tribal housing block grant. We heard clearly from the tribes that they did not want repeated allocations of one-time funding. They instead desired a single sustainable source of funds to address their housing needs and long-term planning goals. This Policy Option Package is the result of that deep and intentional consultation with the tribes.

A state funded Tribal Housing Block Grant (THBG) program would be a comprehensive solution to addressing the breadth of housing needs within tribal communities. The THBG concept aligns with the purpose of SB893 and HB2100 in that this funding will directly allocate program funds to the nine federally recognized tribes of Oregon. The THBG would closely align with the Indian Housing Block Grant (IHBG) from HUD in that the purpose of the grant is to uplift tribal sovereignty, provide critical housing funding, and honor tribal self-governance by consolidating program funds to give tribes more flexibility to use the funds in a way that meets each tribal community's unique housing needs. While similar in intent, the THBG would not exclude tribes from current and on-going OHCS programs and opportunities. THBG funds are distinct funds that could be used independently of the IHBG or to complement IHBG developments.

Dedicated Tribal Housing Block Grant funding would allow for consistent and reliable long-term planning investments for projects and resources tailored to individual tribal community needs. The THBG is created by and for the tribes and would address housing and homeless disparities amongst their members, families and communities. A critical aspect of this grant program is the recognition of the government-to-government relationship between the state of Oregon and federally recognized tribes. It is essential that the state actively engages and supports tribal communities in a manner that respects tribal sovereignty and self-determination. It is also important that tribes have a dedicated resource that allows them to meet the diverse housing needs they are seeing in their community, as this will look different for each tribe.

Housing Stabilization: Homeless Services and Housing Retention

Tribal Members are overrepresented in current homelessness counts by more than 4x their representation within the state population. People who identify as American Indian or Alaska Native are more likely to experience unsheltered homelessness in Oregon. OHCS has also learned through consistent engagement with the nine federally recognized tribes of Oregon that the data from Homeless Management Information System (HMIS), Point-in-Time counts (PITC), and Census Bureau surveys does not fully capture the extent of housing instability in tribal communities. Many of these data collecting efforts do not adequately coordinate with tribal communities to obtain the most accurate information. Overcrowded or substandard housing circumstances putting tribal members at significant risk of homelessness are often not reflected in these numbers. While the By and for Initiative, Native American Tribes of Oregon (BAFI-NATO) program has provided much-needed funding to create and/or support local programs designed to prevent and reduce

homelessness and housing instability in tribal communities across Oregon, there is a greater need for ongoing, predictable, and flexible resources, so that tribes can plan for and implement sustainable programs that have the most long-term impact.

Affordable Rental Housing (ARH) and Permanent Supportive Housing (PSH)
Although Native Americans represent only 1.1% of the Oregon population, 5.1% of the homeless population in Oregon identify as American Indian or Alaska Native in the last Point-in-Time Count (PITC). It is important to note that the PITC is an estimate and can frequently result in undercounts, while failing to capture overcrowded homes, temporary homelessness trends and other factors that disproportionately impact Native Americans. This indicates the disproportionate need for safe, stable housing for the Native population of the state. In recent years, several different attempts have been made by OHCS's Affordable Rental Housing Division to target resources to Tribal Nations, including a 10% set-aside in our 9% Low Income Housing Tax Credit allocation, access to capacity building resources, and competitive priority across the affordable rental housing resource offerings through OHCS Notices of Funding Availability. Despite these efforts, very few tribal developments have been funded by OHCS. The need is present but there is a disconnect between the way that OHCS' ARH Division traditionally funds developments and what the Oregon tribes need from us to develop more housing. Through outreach, it has become clear that our programs are too full of bureaucracy, reliant on institutional knowledge, and carry too much upfront risk for Tribes to feel comfortable applying.

Homeownership Programs
In Oregon, 59% American Indians or Alaska Natives own homes, compared to 67% for white Oregonians, according to the OHCS needs assessment. Tribes and tribal members face multifaceted barriers when it comes to homeownership. To name a few, access to mortgage products can be difficult depending on the type of land the home sits on (tribal trust land, tribal fee land, fee simple, etc.). Limited savings for down payment and low credit scores also hinder mortgage access or make mortgages more expensive. Tribes seeking to build on their own land often face prohibitive infrastructure costs due to the geography and characteristics of the land. There is limited consistent funding for homeownership development year to year. OHCS' main homeownership development funding program currently excludes tribal participation since construction must be done on Oregon land and the state must maintain a lien on the land.

How Achieved

Tribal communities face barriers to housing stabilization, homeownership development, and affordable rental housing development funding. While not a comprehensive list, some of the barriers include – staff capacity, hiring difficulty, geographic barriers, time it takes to finalize contracts, biennial budget barriers, need to spend down on a timeline instead of spending on actual tribal goals. A Tribal Housing Block Grant (THBG) would address most of these barriers by establishing a long-term regular source of funding that can be spent on tribal housing priorities. Each of the nine federally recognized tribes of Oregon also have different housing priorities and a flexible THBG would allow for them to focus on their areas of greatest need.

Through targeted engagement with tribal grantees, OHCS has heard from tribal communities that the solution is not to provide myriad grants, but to consolidate our offerings into a singular, easy to report and use, program. This is due to several factors including the capacity to apply for, monitor and report on programs, tribal planning needs, and lack of funds to help bridge tribal budgets. The THBG would streamline developments while reducing the administrative burden on tribal staff and partnering with tribes on their continuum of housing needs has already yielded impactful results through our current homelessness services and prevention funding for tribes, BAFI-NATO. Programs, such as those under BAFI-NATO and those future funding offerings that will be inclusive of Affordable Rental Housing and Homeownership programs, are designed in partnership with the tribes to be low barrier and focused on housing priority areas based on each individual tribe's housing community needs.

Proposed State Funded Tribal Housing Block Grant Structure

Application/Tribal Housing Plans

Applications will be non-competitive with direct awards to each of the nine federally recognized tribes of Oregon based on formula funding factors. At the beginning of every biennium, tribes will be required to complete a Tribal Housing Plan which will include the proposed scope of work over the next two years. The application will largely focus on each individual tribe and their community housing needs. A few of the tribal communities have begun the process of hiring consultants to assess their tribal housing needs and where they can most effectively focus their efforts. The application will state their housing plan and incorporate details such as their scope of work, budget, reporting metrics, and projected outcomes. Tribal Housing Plans will be reviewed for compliance by OHCS staff before the program and funding can be accessed by the grantee. For housing plans that include capital development projects, including single and multi-family housing, shelter or transitional housing, infrastructure or pre-development activities, additional requirements and application processes may be required.

Funding Formula/Allocations

Funds for the Tribal Housing Block Grant will be renewed every biennium in the amount of $30 Million for the continual and ongoing investment to address tribal homelessness and housing production needs. Funding to grantees will be based on a formula method with input from each of the nine federally recognized tribes of Oregon. Upon passage of the bill, agency staff will begin allocation formula discussions with the tribes in collaboration with the research department at OHCS. We expect the process to take 3 months and on currently with rule making. The formula should be reassessed every five years as to update tribal enrollment numbers or any other variables that are associated with the funding allocations. Negotiated Indirect Cost Rates (NICRAs) will be submitted as part of the Tribal Housing Plan and the primary way of calculating administrative costs for the tribes. Grantees can also choose the standard administrative rate of 15% in lieu of using their NICRAs.

Program Eligibilities
Eligible uses of the funding will include homeless services and housing retention allowances, affordable housing activities, including the development of new housing, construction and rehabilitation/preservation of units, and investment in homeownership programs. Each of the divisions within OHCS will outline eligible activities and use of funds in detail under each of these categories in a program manual.

Housing Stabilization activities can include, but are not limited to: Street outreach, shelter or transitional housing acquisition, renovation, rehabilitation, and turnkey projects, operations and wrap-around services of shelter, transitional housing, and supportive housing sites, homelessness prevention programming, rehousing assistance, long term rental assistance, capacity building, and housing retention, and eviction prevention programs. All housing stabilization programs can provide financial assistance in the form of rent, utility payments, move in/out costs and deposits.

Homeownership programs can include, but are not limited to, pre-development and development of new homes for purchase, downpayment assistance, home repairs, foreclosure avoidance support and resources, and education and counseling services.

Affordable Rental Housing projects can include, but are not limited to, capacity building, predevelopment, development of projects (hard and soft costs), fees or charges, rental assistance, supportive services, administration and acquisition of properties.

Contract Management
The central point of contract administration within OHCS will be communicated through the Tribal Affairs Manager within the Equity Diversion and Inclusion (EDI) Office. The Tribal Affairs Manager will oversee the block grant staff and the full implementation of the program including the application process, housing plan review, compliance and monitoring of the funds. The Tribal Housing Policy Analyst will serve as the lead grants manager and will coordinate all aspects of the program within the different divisions at OHCS (Housing Stabilization, Affordable Rental Housing and Homeownership). The Tribal Affairs Manager will also serve as the primary in communicating any program updates, changes and facilitating the monthly OHCS Tribal Housing Work Group meetings. The Tribal Program Analyst will serve as the programmatic contact for the tribes and be responsible for the daily operations of the grant. Two fiscal and compliance staff will play a critical role in monitoring the program, ensuring adherence to program guidance through regular reviews and compliance checks.

Proposed Legislative Bill Language

Summary: This bill creates a new fund and a tribal housing program, the Oregon Tribal Housing Block Grant Program (OTHBG), within Oregon Housing and Community Services (OHCS).

BUDGET NARRATIVE

Bill Language:

1) Appropriates $30 Million from State General funds to create a new account, the Oregon Tribal Housing Block Grant Program Fund (OTHBGF). The purpose of the fund will be to authorize the creation and allocation of the Oregon Tribal Housing Block Grant Program (OTHBG).
2) Oregon Housing and Community Services (OHCS) will administer the program and will allocate the funding as follows:

a) 90% on an entitlement basis for the nine federally recognized Native American tribes of the State of Oregon, in the form of multipurpose block grants to address at risk of or homelessness in tribal communities and to create or maintain housing and housing-related planning. Programs and projects can include, but not limited to; emergency shelter, project predevelopment, operating subsidies, staffing, administrative activities, construction, rehabilitation, or acquisition and rehabilitation of affordable housing units, homeownership programs or transitional housing and shelter projects, infrastructure improvements, as specified.

b) 10% administrative costs for staffing and program administration to Oregon Housing and Community Services

3) Requires recipients to submit an annual housing plan and report to OHCS to track use, expenditures, and outcomes.
4) Authorizes OHCS to hire staffing, adopt rules and guidelines to implement the OTHBG.
5) Authorizes the funds to be allocated for the following purposes:

a) Homelessness response and prevention programs, housing and housing-related program services for shelter, transitional housing and affordable housing projects (*e.g.,* home buyer assistance, homeowner rehabilitation, housing and credit counseling, rental or utility assistance, energy retrofits, wrap-around services, etc.)

b) Housing and community development project costs (*e.g.,* acquisition, new construction, reconstruction, rehabilitation, or conversion of affordable housing or shelter site preparation, etc.)

c) Management services for affordable housing (*e.g.,* loan processing, inspections, tenant services and selection, etc.)

d) technical assistance to eligible tribes and tribally designated housing entities for capacity building

e) Administration costs

6) Funds requires recipients to expend any program funds allocated at the beginning of each biennium to projects within 3 years, unless granted an extension by OHCS, as specified.
7) Requires moneys paid and deposited into the (OTHBGF) be continuously appropriated on a biennial basis starting July 1, 2025.

Staffing Impact

Business Operations Manager 2, Permanent Full Time
Compliance Specialist 3, Permanent Full Time
Loan Specialist 2, Permanent Full Time
Operations & Policy Analyst 4, Permanent Full Time
Program Analyst 2, Permanent Full Time
Program Analyst 4, Permanent Full Time

Quantifying Results

Outcomes

All tribal grantees are required to submit a comprehensive annual report at the end of each fiscal year. This report must detail the projects undertaken, goals set, and the extent to which these goals were achieved. The report should include quantitative and qualitative data, outlining successes, challenges, and lessons learned. These reports will allow for a high-level understanding of where funding is going and be more efficient for the tribes, while reducing administrative burdens for the tribes and OHCS. The annual reports will also be used to highlight qualitative and quantitative outcomes.

To ensure continuous progress and provide necessary support, including training and technical assistance, tribes will initially meet with the Oregon Housing and Community Services (OHCS) staff on a quarterly basis. These meetings will serve as a platform for tribal representatives to discuss ongoing projects, seek advice, and receive guidance on upcoming initiatives. After the first biennium, the frequency of these meetings will be adjusted to twice a year, allowing for a more streamlined yet effective communication process. Programmatic and fiscal compliance will be monitored bi-annually. This monitoring will involve a thorough review of both the programmatic elements of the tribal housing initiatives and their financial management. The aim is to ensure that all funded projects are aligned with the stipulated guidelines and ensure appropriate spend-down timelines. OHCS and tribes will work together to identify the most ideal reporting platform. The governor's priorities, such as housing production and homelessness will have significant alignment with tribal housing priorities, but with special focus on sovereignty and tribal specific goals.

Racial Equity Strategy

The intent of this block grant is to address deep inequalities that the Federally recognized tribes of Oregon face when it comes to housing and funding opportunities from OHCS. OHCS will use tribal housing plans to help measure and gauge success, while also being sensitive to the fact that tribes are unique, sovereign entities that prioritize tribal equity and supporting their members, families and communities. As part of the annual reporting tribes will report both qualitative and quantitative data, including information on tribal members, their families and their surrounding communities.

Administration

Tribes often face multiple barriers when it comes to contracting. This includes rural locations, hesitation from contractors to work on reservations, increased costs and limited number of contractors. Some tribes have their own construction or maintenance teams, many do not. OHCS will continue to allow tribes to follow their own contracting rules and procurement processes, which may include utilizing and allowing preferences for Native owned businesses. This is in alignment with Federal positions on tribal housing work.

Revenue Sources

General Fund: $30,000,000

Other Fund:
Transfer in from General Fund: $30,000,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 529 - HH Tribal Housing Block Grants

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	30,000,000	-	-	-	-	-	30,000,000
Transfer from General Fund	-	-	30,000,000	-	-	-	30,000,000
Total Revenues	**$30,000,000**	**-**	**$30,000,000**	**-**	**-**	**-**	**$60,000,000**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	943,446	-	-	-	943,446
Empl. Rel. Bd. Assessments	-	-	378	-	-	-	378
Public Employees' Retire Cont	-	-	198,502	-	-	-	198,502
Social Security Taxes	-	-	72,174	-	-	-	72,174
Paid Family Medical Leave Insurance	-	-	3,774	-	-	-	3,774
Worker's Comp. Assess. (WCD)	-	-	222	-	-	-	222
Mass Transit Tax	-	-	5,661	-	-	-	5,661
Flexible Benefits	-	-	222,642	-	-	-	222,642
Total Personal Services	**-**	**-**	**$1,446,799**	**-**	**-**	**-**	**$1,446,799**
Services & Supplies							
Instate Travel	-	-	9,504	-	-	-	9,504
Employee Training	-	-	8,550	-	-	-	8,550
Office Expenses	-	-	17,107	-	-	-	17,107
Telecommunications	-	-	5,702	-	-	-	5,702
Data Processing	-	-	6,970	-	-	-	6,970
Employee Recruitment and Develop	-	-	1,290	-	-	-	1,290
Other Services and Supplies	-	-	29,400	-	-	-	29,400
Expendable Prop 250 - 5000	-	-	25,800	-	-	-	25,800

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 529 - HH Tribal Housing Block Grants

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	15,000	-	-	-	15,000
Total Services & Supplies	**-**	**-**	**$119,323**	**-**	**-**	**-**	**$119,323**
Special Payments							
Intra-Agency Gen Fund Transfer	30,000,000	-	-	-	-	-	30,000,000
Other Special Payments	-	-	18,000,000	-	-	-	18,000,000
Total Special Payments	**$30,000,000**	**-**	**$18,000,000**	**-**	**-**	**-**	**$48,000,000**
Total Expenditures							
Total Expenditures	30,000,000	-	19,566,122	-	-	-	49,566,122
Total Expenditures	**$30,000,000**	**-**	**$19,566,122**	**-**	**-**	**-**	**$49,566,122**
Ending Balance							
Ending Balance	-	-	10,433,878	-	-	-	10,433,878
Total Ending Balance	**-**	**-**	**$10,433,878**	**-**	**-**	**-**	**$10,433,878**
Total Positions							
Total Positions							6
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**6**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 529 - HH Tribal Housing Block Grants

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							5.28
Total FTE	-	-	-	-	-	-	**5.28**

_____ Agency Request
2025-27 Biennium

_____ Governor's Budget
Page _____

_____ Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

POS116 - Net Package Fiscal Impact Report ***Central Services***

2025-27 Biennium
Agency Request Budget

Cross Reference Number: 91400-070-00-00-00000
Package Number: 529

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700010	1441637		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	21	3	8,658	181,818	90,098	271,916	1	0.88
2700011	1441638		MMS X7084 A P	BUSINESS OPERATIONS MANAGEI	33X	PF	21	3	8,658	181,818	90,098	271,916	1	0.88
2700012	1441639		MMN X0863 A P	PROGRAM ANALYST 4	31	PF	21	3	8,254	173,334	87,629	260,963	1	0.88
2700013	1441640		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
2700014	1441641		OAS C5248 A P	COMPLIANCE SPECIALIST 3	29	PF	21	3	6,866	144,186	79,151	223,337	1	0.88
2700015	1441642		OAS C1003 A P	LOAN SPECIALIST 3	30	PF	0	3	7,206	0	0	0	0	0.00
2700015	1441642		OAS C1002 A P	LOAN SPECIALIST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**943,446**	**497,692**	**1,441,138**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**943,446**	**497,692**	**1,441,138**	**6**	**5.28**

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request
Total Other Funds Limited						
Lottery Bonds		0565				
Disaster Recovery & Resiliency	3400	0565	$ 53,130,000			$ -
Interest Income		0605				
Interest - Disaster Recovery & Resiliency	3400	0605	$ 600,781			
Interest-Central Services	3400	0605	$ 910,512	$ 178,607	$ 2,928,000	$ 2,928,000
Donations		0905				
Oregon Housing Needs Assistance Donations	3400	0905	$ 569,330			
Other Revenues		0975				
Misc Revenues - Central Services	3400	0975	$ 20,056	$ 6,972	$ 6,240	$ 6,240
Transfer In - Intrafund	3400	1010	$ 21,878,085	$ 35,725,586	$ 38,014,776	$ 46,658,798
Transfer In From General Fund		1060				
EDI: POP 529	3400	1060				$ 30,000,000
Wildfire Relief	3400	1060	$ 27,101,190			
Transfer in From OHA (Oregon Health Authority)		1443				
1115 Waiver - Admin (Central Service) Positions	3400	1443		$ 346,576	$ 346,576	$ 477,300
Transfer Out - Intrafund	3400	2010	$ (53,114,461)	$ (206,937)	$ (206,937)	
Transfer Out to DAS	3400	2107	$ (2,901,285)			
Total Other Funds Limited	3400		$ 48,194,207	$ 36,050,804	$ 41,088,655	$ 80,070,338
Federal Funds Limited						
Federal Funds Revenue		0995				
Department of Housing & Urban Development	6400	0995	$ 9,844,821	$ 10,534,002	$ -	$ -
Transfer In - Intrafund	6400	1010				$ 6,468,855
Total Federal Funds Limited	6400		$ 9,844,821	$ 10,534,002	$ -	$ 6,468,855

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

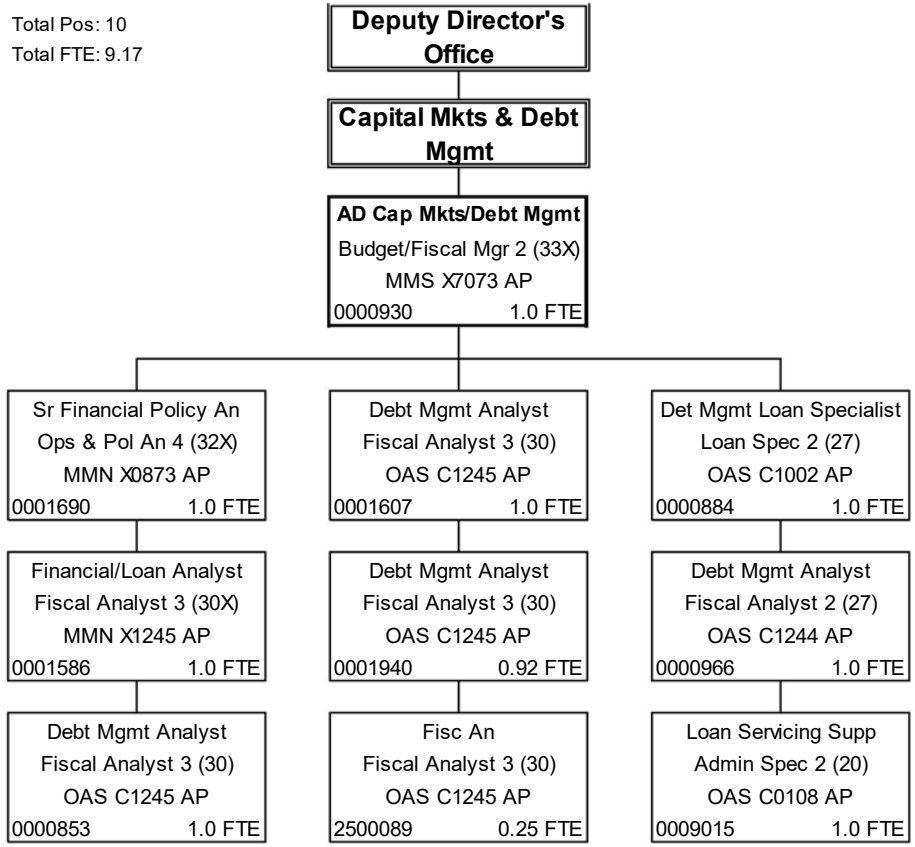
2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Lottery Bonds	53,130,000	-	-	-	-	-
Interest Income	1,511,293	178,607	178,607	2,928,000	-	-
Donations	569,330	-	-	-	-	-
Other Revenues	20,055	6,972	6,972	6,240	-	-
Transfer In - Intrafund	21,878,085	35,725,586	38,014,776	46,658,798	-	-
Transfer from General Fund	27,101,190	-	-	30,000,000	-	-
Tsfr From Oregon Health Authority	-	346,576	346,576	477,300	-	-
Transfer Out - Intrafund	(53,114,461)	(206,937)	(206,937)	-	-	-
Tsfr To Administrative Svcs	(2,901,285)	-	-	-	-	-
Total Other Funds	**$48,194,207**	**$36,050,804**	**$38,339,994**	**$80,070,338**	**-**	**-**
Federal Funds						
Federal Funds	9,844,821	10,534,002	11,231,494	-	-	-
Transfer In - Intrafund	-	-	-	6,468,855	-	-
Total Federal Funds	**$9,844,821**	**$10,534,002**	**$11,231,494**	**$6,468,855**	**-**	**-**

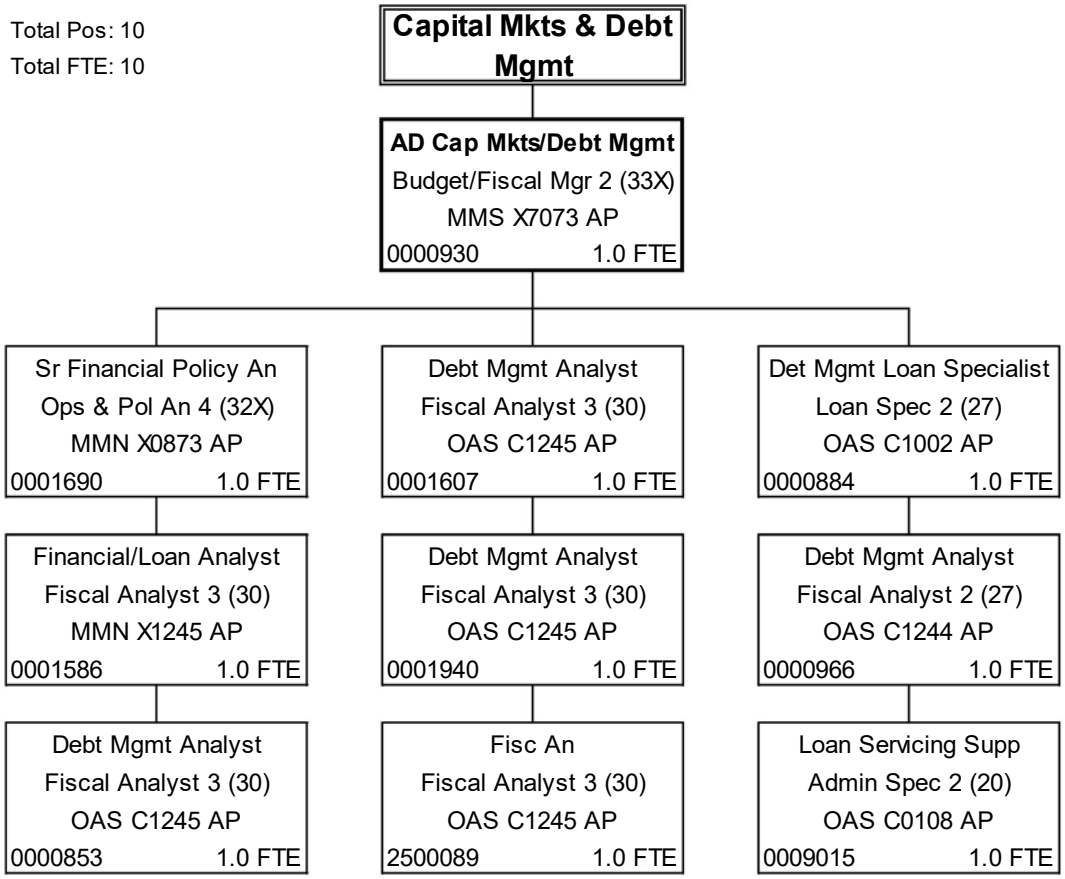
Bond Activities and Debt Service



Bond Activities and Debt Service 2023-25 Organizational Chart

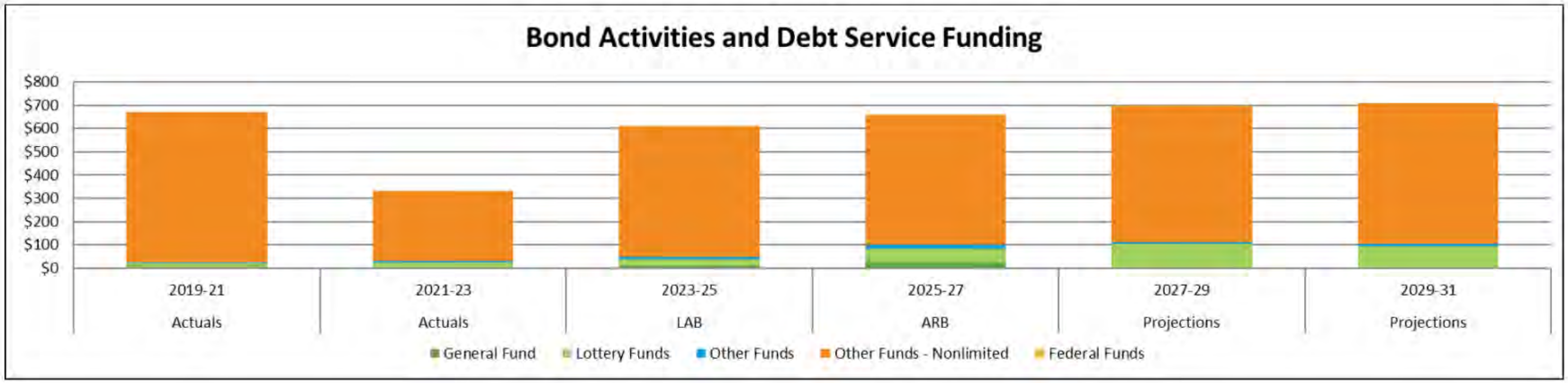


Bond Activities and Debt Service 2025-27 Organizational Chart



Bond Activities and Debt Service Executive Summary

Long Term Focus Area: **Healthy and Safe Communities, A Thriving Statewide Economy**
Program Contact: **Matthew Harris, Caleb Yant**



Program Overview

Oregon Housing and Community Services' (OHCS) bond-financed loan programs provide safe and affordable rental housing to low-income Oregonians and provide opportunities for first-time homebuyers to finance their mortgages at below-market interest rates. Bond related activities include disbursement of bond proceeds to finance multifamily and single-family mortgage loans, bond issuance costs, administrative expenses related to outstanding debt, and asset-protection costs associated with foreclosures and acquired properties. OHCS Debt Service activities represent expenditures that repay investors and other parties' obligations owed on the outstanding debt issued by the agency to finance various loan program activities.

Program Funding Request

The funding for 2025-27 includes eight positions (8.0 FTE) and related Services and Supplies, non-limited Other Funds for program and debt service costs, General Fund and Lottery Funds for debt service on bonds issued in prior biennia, and costs of issuance for additional General Obligation and Lottery bonds requested in policy packages.

Bond Activities and Debt Service						
	19-21 Actuals	21-23 Actuals	23-25 LAB	25-27 ARB	27-29 Projections	29-31 Projections
General Fund	$ 23,047,217	$ 3,008	$ 217,107	$ 545,341	$ 580,682	$ 618,641
General Fund Debt Service		$ 66,822,093	$ 126,667,431	$ 262,926,589	$ 315,199,570	$ 309,786,072
Lottery Funds	$ 21,752,234	$ 25,217,808	$ 29,707,030	$ 61,450,352	$ 105,522,920	$ 95,359,093
Other Funds	$ 3,402,461	$ 5,090,016	$ 11,294,872	$ 14,862,191	$ 7,220,751	$ 7,762,157
Other Funds - Nonlimited	$ 646,515,631	$ 300,450,015	$ 558,273,134	$ 558,273,134	$ 581,390,497	$ 605,480,459
Other Funds Nonlimited Debt Service		$ 352,875,542	$ 324,175,922	$ 139,750,437	$ 144,627,940	$ 144,624,166
Other Funds Debt Svc Ltd		$ 33,223	$ 1,425,554		$ 30,000	$ 30,000
Federal Funds	$ 2,588	$ 3,164		$ -	$ -	$ -
Total Funds	**$ 694,720,131**	**$ 750,494,869**	**$ 1,051,761,050**	**$ 1,037,808,044**	**$ 1,154,572,360**	**$ 1,163,660,588**
Positions	7	8	10	10	10	10
FTE	6.50	8.00	9.17	10.00	10.00	10.00

Program Description

OHCS' Debt Management Team is responsible for all activities related to the debt issuance and on-going administration of the department's various bond programs. This includes ensuring compliance with all federal tax regulations, state laws, bond covenants and other contractual requirements related to the tax-exempt bonds issued by OHCS, including all reporting and continuing disclosure requirements related to these bonds. The Debt Management Team is also responsible for investment activities related to all funds in these various bond programs and oversees all loan servicing activities, including loan payment processing, foreclosure, mortgage insurance claims processing and disposition of acquired properties for the mortgage loans financed by the department's various bond programs.

Bond-Related Activities provide the mechanism to expend funds related to OHCS bond financed loan programs. OHCS sells tax-exempt bonds to investors and uses the proceeds to finance multifamily and single-family mortgage loans.

For multifamily housing bonds, projects financed with tax-exempt bonds must meet either of the following requirements: 1) 40 percent of the project's units at rents that would be affordable to persons at 60 percent of area-median income or less; or 2) 20 percent of the project's unit at rents that would be affordable to persons at 50 percent of area-median income or less. For single-family housing bonds, this includes borrower eligibility requirements that generally restrict the program to owner-occupied properties, first-time homebuyers with incomes that do not exceed area median income, and purchase price limits established by the federal government.

OHCS' residential (single-family) loan program utilizes a network of local banks and mortgage companies located throughout Oregon to reserve, underwrite and originate mortgage loans for eligible borrowers. Participation by these lenders is critical to the success of the residential loan program. OHCS uses bond proceeds to purchase loans from these lenders which remain in OHCS' single-family loan portfolio.

Debt Service expenditures represent the repayment of amounts borrowed from investors, the proceeds from which provide the funding for OHCS' Bond-Related Activities. These expenditures represent the largest portion of OHCS's budget each biennium.

OHCS sells tax-exempt bonds to investors and uses the proceeds to finance multifamily and residential (single-family) mortgage loans. Investors play a key role in the success of this program. Since interest earned from these bonds is generally exempt from federal income tax, investors are willing to accept lower interest yields on these investments. This results in reduced borrowing costs, which are passed on to borrowers in the form of below-market interest rates on their loans.

As of July 15, 2024, OHCS had the following amounts of direct revenue bonds and Elderly and Disabled Housing Bonds outstanding:

Indenture	Outstanding Bonds (as of July 15, 2024)
Mortgage Revenue Bonds (Single-Family Mortgage Program)	$1,002,445,000
Housing Revenue Bonds (Single-Family Mortgage Program)	$0
Multifamily Housing Revenue Bonds	$18,060,000
Total Direct Revenue Bonds	$1,020,505,000
Elderly and Disabled Housing Bonds	$19,030,000
Total State of Oregon General Obligation Bonds	$19,030,000
Total Outstanding Bonds (excluding Pass Through Revenue Bonds)	**$1,039,535,000**

Program Justification

OHCS bond activities help ensure all Oregonians have access to decent housing which meets their basic needs and allows them to reach their full potential by providing the funding mechanism that creates affordable housing for low to median income Oregonians. The program unit also protects OHCS bond programs and the reputation of all State of Oregon bond programs by managing the agency's debt service obligations. A default on OHCS' debt service obligations would likely result in an immediate ratings downgrade, which not only would preclude the agency from being able to issue future debt, but more importantly, would potentially cause the agency to violate various covenants in bond documents and other related agreements, creating additional liability and other serious financial conditions or result in costly litigation for these bond programs and the agency.

Program Performance

The primary performance measure for Bond Related Activities is the number of affordable housing units financed for multifamily and single-family housing. The following table illustrates performance for the past ten fiscal years:

	2008	2009	2010	2011	2012	2013	2014	2015	2017-19	2019-21	2021-23	2023-25 Projected
Single Family Units	1,850	836	171	383	520	360	394	334	1,743	1,046	985	1,374
Multifamily Units *	79	323	0	144	239	0	0	0	0	0	0	0
Total	1,929	1,159	171	527	759	360	394	334	1,743	1,300	1,300	1,374

**Excludes multifamily units financed with proceeds of pass-through revenue ("conduit") bonds.*

For single-family housing, the data above is based on the number of loans purchased from program lenders. For multifamily housing, figures are based on loans closed in each fiscal year.

Enabling Legislation and Program Authorization

OHCS' bond-financed loan programs are authorized throughout ORS Chapter 456. In addition, Article XI-I (2) of the Oregon Constitution authorizes that bonds used to finance multifamily housing for elderly and disabled persons be issued as general obligation bonds of the State of Oregon, and establishes a limit of Elderly and Disabled Housing Bonds that may be outstanding at any given time in an amount equal to or not to exceed 0.5 percent of true cash value of all taxable property in the State (as of January 1, 2023, this amount is about $5.116 billion).

ORS 456.661 establishes a limit for all outstanding direct revenue bonds issued by OHCS in an amount not to exceed $2.5 billion. ORS 456.692 exempts pass-through revenue bonds issued by OHCS from the outstanding debt limitation established by ORS 456.661. Specific legislation passed each biennium establishes OHCS' biennial new issuance limits by debt category and allocates federal "private activity bond" authority to the agency for the following two calendar years. Debt service payments related to OHCS bond-financed loan programs are considered Other Funds – Non-Limited for budgetary purposes.

Funding Streams

Proceeds from the sale of OHCS bonds provide the funding stream for purchasing or financing loans and funding bond indenture required reserves. All of OHCS' bond-financed loan programs are self-supporting activities; as such, all debt service expenditures are funded solely from borrower's payments received on loans financed under each indenture, interest earnings on invested indenture funds and reserves, proceeds from the sale of acquired properties and any recoveries from mortgage insurance related to these foreclosed properties. No other state or federal revenues are received to support the debt service payments or other costs of these programs. Although restricted

by federal tax law and bond indenture restrictions, income earned over and above amounts needed to cover debt service and program administrative expenses can be used to pay the general operating expenses of the agency. Loan purchases/financing, bond issuance costs and asset protection are Other Funds (Non-Limited) expenditures and administrative expenses are Other Funds (Limited) in the OHCS budget.

Successful financing of multifamily housing projects with tax-exempt bond proceeds usually requires the leveraging of multiple sources of capital. In addition to the proceeds of tax exempt bonds, most multifamily housing projects utilize other funding sources such as 4% housing tax credits, state and federal grants, federal housing subsidies, local property tax abatement, subordinated debt or other funding sources from local governments, deferred developer's fees, and other capital contributions. For conduit bond issues, lenders are also often able to take advantage of the Oregon Affordable Housing Tax Credit (OAHTC), a lenders tax credit, which helps them effectively lower the interest offered to borrowers.

This program unit also has limitation for costs of issuance and debt service on general obligation and lottery bonds issued on OHCS' behalf by the Department of Administrative Services. OHCS receives the proceeds from these bonds but does not perform any of the work to manage these debts other than as required by the Department of Administrative Services.

Comparison of 2025-27 Funding Proposal to 2023-25 Funding

The Other Funds budget, including Limited, Non-Limited, and Debt Service, is stable compared to the 2023-25 budget. One additional position is requested in 2025-27 due to capacity constraints as OHCS continues to issue high levels of conduit bonds and potentially new multifamily direct revenue bonds. Lottery Funds Debt Service and General Fund Debt Service are adjusted for bonds issued in previous biennia and additional bonds proposed in 2025-27.

Bond Activities and Debt Service Description

The Capital Markets and Debt Management section supports the organization by executing on a variety of municipal bond and secondary capital market financial transactions. This section ensures OHCS retains its bond indenture ratings while providing critical funding to agency programs on top of state and federal appropriations.

Investors play a key role in the success of this program. Since interest earned from these bonds is generally exempt from federal income tax, investors are willing to accept lower interest yields on these investments. This results in reduced borrowing costs, which are passed on to borrowers in the form of below-market interest rates on their loans.

OHCS uses two different approaches to finance multifamily housing projects with revenue bond loan programs. One approach involves the issuance of direct revenue bonds in which OHCS underwrites multifamily housing projects and directly finances these projects with bond proceeds. These loans remain in OHCS' multifamily loan portfolio.

The other approach involves the issuance of pass-through ("conduit") revenue bonds. These bonds are issued as "no obligation" debt of OHCS and the State of Oregon, who are simply providing borrowers with access to lower financing rates in the tax-exempt market. Most conduit revenue bonds are sold as private placements to large commercial banks. As the bond purchaser, these banks underwrite the projects and negotiate specific transaction terms with the borrower. The success of this program is largely dependent upon the capacity of commercial banks that operate in Oregon to participate as lenders.

Expenditures related to OHCS' bond-financed loan programs include the following:

- Disbursement of lendable bond proceeds to purchase single-family loans and finance multifamily housing loans from non-conduit bond issues, as well as amounts disbursed to borrowers as down payment assistance generated from certain single-family bond structures.
- Bond issuance costs that include all charges for professional services (bond underwriters, attorneys, financial advisors, trustees, etc.) incurred when bonds are issued to assure compliance with all state, federal and investor requirements.
- Administrative expenses related to outstanding debt (trustee fees, State Treasury assessments, legal and financial advisory services, bond liquidity and remarketing fees, etc.) that are necessary to assure compliance with all covenants to bond holders and federal tax law requirements for the entire period that bonds remain outstanding.
- Asset protection expenses that include all costs associated with acquiring and maintaining foreclosed properties necessary to preserve OHCS' claims to mortgage insurance proceeds, keep properties in marketable condition and prevent properties from becoming blights on the communities in which they are located.

The success of new loan production in tax-exempt bond financed programs is largely affected by general economic conditions, and current financial markets. The extended period of historically low conventional mortgage interest rates has continued to make financing affordable housing at below-market rates with tax-exempt bond programs difficult.

For multifamily housing projects financed through OHCS bond programs, reduced borrowing costs to developers and federal tax law affordability requirements result in decreased monthly rents for qualified tenants, as well as affordable housing opportunities for vulnerable populations, such as elderly and disabled persons.

Single-family loans financed through OHCS bond programs provide qualified first-time homebuyers the opportunity to move from being renters to homeowners. When persons advance through the housing continuum into home ownership, it helps to free up existing multifamily housing stock, thereby increasing affordable housing opportunities for all Oregonians.

Both multifamily and single-family loan production also stimulates economic activity in communities and statewide. Some economic models suggest that for every $1 million of bond proceeds used to finance multifamily or single-family loans, between 8.6 and 14.6 direct and indirect jobs are created or saved statewide. This includes jobs in construction, banking, real estate, and other related services.

Current market conditions require more complexity in bond structures that often impact the size and timing of issuance. Even with the housing crisis and Great Recession, OHCS has continuously accepted single family loan reservations since November 20213.

Multifamily loan production had increased substantially during the 2019-21 biennium. Since the inception of OHCS' multifamily housing pass-through revenue bond ("conduit") program in 2000, the program has continued to be a popular financing tool for borrowers who might have otherwise used one of OHCS' non-conduit multifamily bond programs. This is presently the financing tool of choice for most borrowers who finance multifamily housing through OHCS.

Bond Debt Service

These loan programs provide safe and affordable rental housing to low-income Oregonians and provide opportunities for first-time homebuyers to finance their mortgages at below-market interest rates.

To qualify for federal tax-exemption, these bonds are subject to various federal requirements. For multifamily housing bonds, projects financed with tax-exempt bonds must meet either of the following requirements: 1) 40% of the project's units at rents that would be affordable to persons at 60% of area-median income or less; or 2) 20% of the project's units at rents that would be affordable to persons at 50% of area-median income or less. For single-family housing bonds, this includes borrower eligibility requirements that generally restrict the program to owner-occupied properties, first-time homebuyers with incomes that don't exceed area median income, and purchase price limits established by the federal government. These federal tax requirements also include many provisions that affect the structure of bonds and can impact the timing and amount of debt service payments.

Expenditures related to OHCS' Debt Service activities include the following:

- Regular scheduled principal and interest payments on all of the OHCS' outstanding direct revenue bonds and Elderly and Disabled Housing Bonds (which are self-supporting State of Oregon general obligation bonds). This does not include any debt service payments for any of OHCS' outstanding pass-through revenue bonds ("conduits"), as these represent "no-obligation" debt of OHCS and the State of Oregon, the debt service from which is paid to investors directly from program borrowers.
- Payments of principal and related accrued interest related to early redemption of OHCS' outstanding direct revenue bonds and Elderly and Disabled Housing Bonds. These early redemptions of bonds can occur as the result of the refunding of current outstanding debt, prepayment of mortgage loans, excess bond-financed reserve (which occurs when outstanding bonds are paid down) and unexpended bond proceeds. Federal tax law related to housing bonds also has various restrictions which require bonds to be redeemed prior to maturity; these relate primarily to single-family loan prepayments received after ten years from the date of the original bond issue.
- Net interest payments owed to counterparties pursuant to interest-rate exchange agreements ("swaps"). Swaps are used by OHCS to effectively hedge interest rate risk related to the variable rate portion of the agency's outstanding debt. These agreements comply with strict swap policies of the State Treasury and OHCS, both of which closely monitor these swap activities on an on-going basis. These net interest payments are processed and made in conjunction with the regularly scheduled principal and interest payments for certain OHCS bonds issued under the indentures for Mortgage Revenue Bonds (Single-Family Mortgage Program).
- Arbitrage rebate or yield reduction payments owed to the federal government. Federal tax law generally requires that any investments earnings related to proceeds of tax-exempt bonds that exceed the federal tax bond yield of a specific bond issue be repaid to the U.S. Treasury. For investment earnings related to proceeds of tax-exempt bonds in specific funds and accounts not subject to arbitrage rebate requirements, other federal restrictions may still require payments to the U.S. Treasury notwithstanding the absence of an arbitrage liability.

OHCS Debt Service expenditures can vary greatly between years and are largely affected by general economic conditions and current financial markets. Debt service expenditures are impacted by both new bond issuance and early redemption of existing debt. During periods of low interest rates, economic refunding opportunities can result in higher debt service expenditures as existing debt is paid off and replaced with new, lower rate debt. Interest rate environments in which tax-exempt bond financing is favorable relative to conventional market rate financing can result in increased tax-exempt debt issuance, which increases debt service expenditures in current and future periods.

While Debt Service activities support OHCS' Bond Related Activities, it is important to note that debt service expenditures extend up to 40 years after the period in which units of affordable housing are financed.

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services

This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package include the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs

Phased-In programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level.

Phase-Out's are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-In for Bonds & Debt

- HPRL Analyst - $16k

Phase-Out's for the Bonds & Debt Division

- Other Funds
  - Capital Construction Bonds Cost of Issuance for Local Innovation & Fast Track & Permanent Supportive Housing - $4.3M
  - Lottery Backed Bonds Cost of Issuance - $526k

030 Inflation and Price List Adjustments

This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%
- Professional Services 6.8%
- Attorney General 23.26%
- State Government Service Charges 33%

050 Fund Shift

This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(1,070)	-	-	-	-	-	(1,070)
Total Revenues	**($1,070)**	-	-	-	-	-	**($1,070)**
Personal Services							
Pension Obligation Bond	6,782	-	(7,563)	-	-	-	(781)
Mass Transit Tax	795	-	657	-	-	-	1,452
Vacancy Savings	(8,647)	-	(85,694)	-	-	-	(94,341)
Total Personal Services	**($1,070)**	-	**($92,600)**	-	-	-	**($93,670)**
Total Expenditures							
Total Expenditures	(1,070)	-	(92,600)	-	-	-	(93,670)
Total Expenditures	**($1,070)**	-	**($92,600)**	-	-	-	**($93,670)**
Ending Balance							
Ending Balance	-	-	92,600	-	-	-	92,600
Total Ending Balance	-	-	**$92,600**	-	-	-	**$92,600**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 021 - Phase-in

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	15,585	-	-	-	-	-	15,585
Total Revenues	**$15,585**	-	-	-	-	-	**$15,585**
Services & Supplies							
Instate Travel	1,350	-	-	-	-	-	1,350
Employee Training	1,070	-	-	-	-	-	1,070
Office Expenses	2,430	-	-	-	-	-	2,430
Telecommunications	810	-	-	-	-	-	810
Data Processing	990	-	-	-	-	-	990
Employee Recruitment and Develop	160	-	-	-	-	-	160
Other Services and Supplies	3,675	-	-	-	-	-	3,675
Expendable Prop 250 - 5000	3,225	-	-	-	-	-	3,225
IT Expendable Property	1,875	-	-	-	-	-	1,875
Total Services & Supplies	**$15,585**	-	-	-	-	-	**$15,585**
Total Expenditures							
Total Expenditures	15,585	-	-	-	-	-	15,585
Total Expenditures	**$15,585**	-	-	-	-	-	**$15,585**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other Services and Supplies	-	-	(4,805,793)	-	-	-	(4,805,793)
Total Services & Supplies	**-**	**-**	**($4,805,793)**	**-**	**-**	**-**	**($4,805,793)**
Total Expenditures							
Total Expenditures	-	-	(4,805,793)	-	-	-	(4,805,793)
Total Expenditures	**-**	**-**	**($4,805,793)**	**-**	**-**	**-**	**($4,805,793)**
Ending Balance							
Ending Balance	-	-	4,805,793	-	-	-	4,805,793
Total Ending Balance	**-**	**-**	**$4,805,793**	**-**	**-**	**-**	**$4,805,793**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	108,984	-	-	-	-	-	108,984
Total Revenues	**$108,984**	**-**	**-**	**-**	**-**	**-**	**$108,984**
Services & Supplies							
Instate Travel	19	-	272	-	-	-	291
Out of State Travel	-	-	663	-	-	-	663
Employee Training	15	-	600	-	-	-	615
Office Expenses	34	-	665	-	-	-	699
Telecommunications	11	-	333	-	-	-	344
State Gov. Service Charges	108,767	-	(59,240)	-	-	-	49,527
Data Processing	14	-	1,540	-	-	-	1,554
Professional Services	-	-	193,771	-	-	-	193,771
Attorney General	-	-	8,314	-	-	-	8,314
Employee Recruitment and Develop	2	-	21	-	-	-	23
Dues and Subscriptions	-	-	39	-	-	-	39
Facilities Rental and Taxes	-	-	22,082	-	-	-	22,082
Agency Program Related S and S	-	-	49	-	-	-	49
Other Services and Supplies	51	-	4,819	-	-	-	4,870
Expendable Prop 250 - 5000	45	-	206	-	-	-	251
IT Expendable Property	26	-	413	-	-	-	439
Total Services & Supplies	**$108,984**	**-**	**$174,547**	**-**	**-**	**-**	**$283,531**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	108,984	-	174,547	-	-	-	283,531
Total Expenditures	**$108,984**	**-**	**$174,547**	**-**	**-**	**-**	**$283,531**
Ending Balance							
Ending Balance	-	-	(174,547)	-	-	-	(174,547)
Total Ending Balance	**-**	**-**	**($174,547)**	**-**	**-**	**-**	**($174,547)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	(80,091)	-	-	-	(80,091)
Total Services & Supplies	**-**	**-**	**($80,091)**	**-**	**-**	**-**	**($80,091)**
Total Expenditures							
Total Expenditures	-	-	(80,091)	-	-	-	(80,091)
Total Expenditures	**-**	**-**	**($80,091)**	**-**	**-**	**-**	**($80,091)**
Ending Balance							
Ending Balance	-	-	80,091	-	-	-	80,091
Total Ending Balance	**-**	**-**	**$80,091**	**-**	**-**	**-**	**$80,091**

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Policy Package # 508 OHCS Operational Supports

Package Description

Agency-wide, this package reauthorizes four limited duration positions for additional months in the 2025-27 biennium, restores 26 positions that were authorized as permanent but were associated with the Governor's Executive Orders on Homelessness and received one-time funding, shifts funding for three positions to support manufactured housing, and requests 16 new positions to support affordable rental housing, energy services, housing stabilization, and central support services

Purpose

Provide essential staffing support for on-going priority affordable housing, homeownership, and homelessness prevention services.

How Achieved

The second part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an intrafund transfer out to support a proportionate share of Pkg 508.

Staffing Impact

No additional position in this program for this package.

Quantifying Results

As OHCS works to be responsive to needs and to deliver resources and programs that ensure Oregonians are safely and stably housed, we know we cannot do so without right-sized staffing to meet the diverse needs we see and hear about. This package allows us to invest in our organizational health and ability to successfully meet the priorities of the Statewide Housing Plan (SWHP), particularly around centering racial justice and equity in policymaking, program design and implementation, community engagement, and service delivery, by ensuring we have the staff needed to operationalize our work.

Adequate staffing capacity across the agency allow equity goals to be achieved across agency work, including in central operations.

Revenue Sources

Nonlimited Other Fund:
Intrafund Transfer Out: ($79,772)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	(79,772)	-	(79,772)
Total Transfers Out	**-**	**-**	**-**	**-**	**($79,772)**	**-**	**($79,772)**
Ending Balance							
Ending Balance	-	-	-	-	(79,772)	-	(79,772)
Total Ending Balance	**-**	**-**	**-**	**-**	**($79,772)**	**-**	**($79,772)**

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Policy Package # 509 Information Technology Support

Package Description -

This policy option package has three components. The Grant Management System, Customer Relationship Management Project and ProLink.

GMS: This policy option package will support modernization of grants management, improving the agency's ability to deliver funds, track and manage grants, and provide reports to track services and financial spending more effectively. A more comprehensive, modern grants management system would enable the agency to receive and deliver funds more effectively and efficiently, allowing us to provide service to our partners more easily. Current grant management processes are inconsistent and rely on a combination of complex spreadsheets and applications developed in-house. This package will allow OHCS to create and implement a system that addresses the challenges associated with delivering funds and ease our partners' burdens and challenges in reporting on their use of funds. The evolving scope and scale of grants management necessitate the adoption of a new system.

CRM: This policy option package will support modernization of customer management, improving the agency's ability to track all constituent support and interactions, coordinate between divisions improving the customer experience, and provide reports that will inform decision making, program development, and implementation. Due to significant increases in staffing and available resources without the infrastructure and technology to support them, the Customer Relationship Management (CRM) project seeks to provide OHCS with a solution to the various technological challenges and risks the agency currently faces. The goal of this project is to centralize recordkeeping and communication for agency staff, modernize data collection, and increase efficiency, accuracy, and quality of customer service. This modern platform will facilitate better data for analysis, improved productivity and reliability, and provide a unified user experience for staff, stakeholders, grantees, and community members.

ProLink: ProLink HFA is the established data system of record for the Affordable Rental Housing Division. The plan is to keep this system in full use while supporting improved functionality of ProLink HFA. This requires implementing needed system enhancements that will improve the user experience and data quality overall. This package will allow OHCS to continue the use of the ARH data systems and continue to address the challenges associated with delivering funds and monitoring partner performance while ensuring data integrity. The growing scale of funds delivery for affordable rental housing requires the maintenance and enhancement of our established data systems. This includes covering the known annual costs, intentional planning for known needed system enhancements and preparation for contingencies that may arise.

BUDGET NARRATIVE

Purpose

GMS: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that using disjointed grant management systems and spreadsheets is not equitable for partners across programmatic divisions of the agency, and OHCS needs to invest in resources to remove the barriers by streamlining grant management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency. It is crucial that we invest in systems that can adequately manage the increasing number and complexity of grants for the long term. New programs, including the emergency response effort, rapid organizational growth rate, and an increasing number of partner organizations to deliver grants in alignment with legislative direction, have highlighted the need to modernize and enhance how we manage the entire grant process.

Investment in an improved grant management system will allow us to implement a comprehensive system to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have skilled in-house development to provide much of our needs historically, but we must proactively mitigate risks associated with custom systems that use aging architecture. Unprecedented emergency response efforts have illustrated the need to be agile and adaptive. This package will enable OHCS to build resiliency in such circumstances.

CRM: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that disjointed communication processes are not equitable for partners or community members across programmatic divisions of the agency, and OHCS needs to invest in resources to help remove barriers by streamlining customer relationship management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency.

The current communication process involving individual emails, phone calls, and in-person meetings fails to address the needs of agency staff, grantees, and the community. Decentralized recordkeeping and limited transparency contribute to increased agency risk. Implementing a modern customer relationship management solution can improve efficiency and mitigate these challenges. It will help reduce administrative burden on staff, improve data accuracy, and ensure compliance with funding guidelines as well as:

- Manage and coordinate communication with grantees, stakeholders, and community members.
- Ensure accountability and alignment of communication relative to organizational priorities, with reliable, efficient, and timely customer service.
- Standardize recordkeeping across OHCS, helping drive transparency, ensuring compliance across programs, producing more timely and accurate communication, increasing access to informed communication, and helping comply with federal grant requirements, such as the Uniform Guidance (2 CFR 200), DATA Act, GONE Act and GREAT Act.

- Provide staff reminders via configurable real-time email alerts to respond to inquiries/requests.

ProLink: Continued investment in the established data system will allow us to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have obtained ProLink HFA following direction from a Secretary of State audit finding to reduce the use of ad hoc data tracking tools and custom systems that use aging architecture. Unprecedented emergency response efforts in affordable rental housing production have illustrated the need to be agile and adaptive. This package will enable OHCS to maintain resiliency in such circumstances.

How Achieved

GMS: OHCS will use existing funds from flexible resources and administrative allowances from program funds, if available, to develop this system. We are coordinating with Enterprise Information Services to determine costs, timing, and scope of the project. This package will enable many improvements in delivering essential housing-related grants to Oregonians in the next biennium and beyond, including:

Outreach and engagement opportunities – Communication could be significantly streamlined, allowing more diverse stakeholders to participate in various points of the granting process. Configurable portals would allow OHCS to collaborate more efficiently, and marketing tools would enable us to reach more Oregonians in less time.

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems. Easily configurable permissions would give stakeholders appropriate views into relevant data and statuses. A modern solution would provide more opportunities to track regulatory compliance obligations effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated with our core business processes.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more

customer-focused and collaborative. Adoption of a modern grants management system is aligned with the cloud-first and software as a service (SaaS) approach to new IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. *Completed:* Appropriate resource allocation for project management and project members. This includes the project intake process and prioritization and initial project planning.
2. *The following processes are in process or completed*.
    a. Business case, EIS Project Complexity matrix, indicating Level 3 project, and ITI have been completed.
    b. An EIS oversight analyst has been assigned to this project.
    c. Gathering and refining business requirements, including outreach to users external to OHCS, communicating and learning from other agencies who are/have been engaged in similar endeavors, and refining project scope. In process, partially complete. Anticipated completion Q1, 2025
3. A request for information (RFI) will be sent out to potential vendors by the end of the Q1, 2025.
4. Competitive solicitation to identify potential solutions to be issued Q2, 2025.
5. Selection and procurement of solution and implementation planning.
6. System implementation, testing, training, adoption, and system refinement/tuning. Our intention is to add Organizational Change Management services to speed the adoption of the system and new processes. We will use project support staff to aid in new process creation.

CRM: OHCS will use General funds to develop this system. We are coordinating with Enterprise Information Services to determine costs, timing, and scope of the project. This package will enable many improvements in delivering essential housing-related communication between Oregon Housing and Community Services and Oregonians in the next biennium and beyond, including:

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems. Easily configurable permissions would give internal stakeholders appropriate views into relevant data and statuses. A modern solution would provide more opportunities to track customer cases effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated our partners, constituents and internal staff to communicate in a coordinated and effective manner.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more customer-focused and collaborative. Adoption of a modern Customer relationship management system is aligned with the cloud-first and software as a service (SaaS) approach to new IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. Appropriate resource allocation for project management and project members. This includes the project intake process and prioritization and initial project planning which has been completed.
2. Business case, EIS Project Complexity matrix, indicating Level 3 project, have been completed.
    a. An EIS oversight analyst has been assigned to this project.
    b. Gathering and refining business requirements, including outreach to users external to OHCS, communicating and learning from other agencies who are/have been engaged in similar endeavors, and refining project scope. Anticipated completion Q3, 2025
3. A request for information (RFI) to be sent out to potential vendors.
4. Competitive solicitation to identify potential solutions.
5. Selection and procurement of solution and implementation planning.
6. System implementation, testing, training, adoption, and system refinement/tuning. Our intention is to add Organizational Change Management services to speed the adoption of the system and new processes. We will use project support staff to aid in new process creation.

ProLink:
Identified Tasks to start as soon as possible:

- Continued, ongoing use of ProLink HFA-Maintenance of the system for ongoing and improved serviceability.
- Compliance Audit Module Improvements-This module is currently designed to enter information following a compliance audit and tenant file review and then generate a report to be sent to owner/agents. It is our intent to submit a CR to ProLink to re-build and enhance this module to be more dynamic in function. This will remove the need for compliance staff to write a Word Doc report to be sent and then also follow up with data entry into ProLink. Modifying the module will allow compliance staff to enter all compliance audit details and tenant file findings and then generate the report. This will improve the overall process and improve efficiencies. In turn, the modification will allow accurate data input to the ProLink system for ongoing implementation of the risk assessment functions that are reliant on compliance and inspection data to be fully utilized. Currently waiting for budget and contract to move forward.
- Procorem Security Role Improvements – This correction will remove the bulk functionality from the Account Administrator role and add it to the appropriate business user role/s. Bulk functions such as template publishing and task management should be assigned to a "user role" and not an Account Admin. In the current state, users must be given Account Admin access in order to do this needed work. Account Administrator access should be reserved for system management and security, not for multiple end users. This modification to the roles-based architecture will provide a role with appropriate permissions to perform tasks at the correct level.
- Accounting-Loan functionality-ACH-NACHA Improvements – Accounting has expressed need for better functionality regarding loans and NACHA file processes. With the expected increase in ARH funding activity in the coming years, improved loan functionality and NAHCA file processes are greatly needed. We have a CR created for the work with all-in cost estimate provided from ProLink. We are currently waiting for budget and contract to move forward.
  Possible changes to the system include (TBD):
  - Add the following to loans menu
    - Draws / Disbursement
      - Track initial disbursement of loan amount
      - Date, check, wire info, etc.
      - Ideally coming from Dev Draws or PSH Activity Funding
    - Payments from borrower
      - Check, date paid, etc.
      - How payment was applied (principal / interest / late fees, etc.)
    - Amortization Schedule

        - Uses loan amount, term, rate, payment frequency, loan type, draws, and payments from borrower to calculate remaining schedule
        - Calc Balance Due, Period Accrued Interest, Interest Payment, Total Accrued Interest
        - Handle changes to decreased draw amounts, changed term, changed interest rate, changed ownership, prepayments, additional principal payments, early payoff, default, etc.
        - Track and handle forgivable loans
        - Track interest step rates (e.g. years 1-2 = 4%, years 3-5 = 5%, years 6+ = 7%)
    - Delinquent/Late fees
        - Calculation (e.g. after 15 days late, 5% late charge of delinquent amount, additional 1% for each late month thereafter)
    - Invoicing / Statements (optional since OHCS is currently using QuickBooks for AR billings)
        - Generate a report statement of due amount, current balance, etc.
    - Reports, Data Views, Workflow, SmartDox

- Compliance Physical Inspections Improvements (NSPIRE)- ProLink currently provides a fully functioning Inspection module with dynamic fields for conducting physical inspections of properties. The connection of the work in the field is less desirable as it utilizes the ProLink SmartDox functionality of excel spreadsheets and this process is cumbersome and adds labor to the inspectors work in the field. The compliance section inspectors need the use of an app- based, user friendly tool in the field. ProLink has not started the work of creating an app-based tool for inspections so far. However, since the April ProLink Conference and more HFAs including OHCS opting use the InspectCheck app for inspections, ProLink is actively thinking about collaborating with InspectCheck by implementing a direct connection between systems or creating their own app – whichever may be more cost effective. The internal ProLink data team will be working with the ProLink vendor to design the enhancements for the system.

We will make formal request to ProLink using the Change Request process for each improvement/enhancement needed. This will include scope research and costing estimates for each requested CR and project management by ProLink and Data Systems Team from start to implementation and ongoing system management.

The second part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an intrafund transfer out to support a proportionate share of Pkg 509.

Staffing Impact

No additional positions requested in this program.

Quantifying Results

GMS: A new grants management system will allow OHCS to integrate internal systems to better determine who we are serving, the services provided, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure grantee performance. In addition to internal efficiencies, the system will improve access to grants, uploading required documentation, and reporting for grantees.

CMR: The ombudsperson needs the ability to offer confidential case management for those who are eligible to apply for and/or are receiving services through OHCS. This will require the ombuds review interactions and documentation of other employees to conduct an accurate and fair review. The ombudsperson may also need to be able to quickly produce reports on findings and recommendations to the Governor's office each quarter as stated in ORS 182.500. OHCS has set a Key Performance Measure (KPM) for itself regarding Agency Customer Service: 80% of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall. This KPM was not met in 2022. A CRM would help make customer interactions much more efficient, effective, and aid in the internal alignment of staff.

ProLink: This data system will allow OHCS to maintain internal systems and data integrity to better determine who we are serving, the affordable rental housing needs, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure partner performance. In addition to internal efficiencies, the system will continue to improve informative data for all OHCS purposes associated with rental housing production and maintenance

Equity and Racial Justice Impact

GMS: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern grants management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. Our existing grants management solutions are not designed to facilitate these goals, especially in a manner that reflects their urgency and importance. We are not alone in these goals, and that is evidenced by the growing number of existing grants management software solutions which contain components specifically tooled to identify and address inequities among various demographics. Better grant monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier

to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

CMR: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern Customer relationship management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. The current customer support system lacks coordination, urgency, and emphasis on constituent needs. Better customer monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

ProLink: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. Maintaining and enhancing ProLink HFA data systems will continue to improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. This data system will also continue to improve accountability measures for grantees, allowing OHCS to identify and intervene if delivery of funds for affordable rental housing trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give continue to provide OHCS the needed system with improvements to do just that.

Revenue Sources

Other Funds:
Intrafund Transfer Out: ($16,210)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 509 - HH Information Technology Supports

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	(16,210)	-	(16,210)
Total Transfers Out	**-**	**-**	**-**	**-**	**($16,210)**	**-**	**($16,210)**
Ending Balance							
Ending Balance	-	-	-	-	(16,210)	-	(16,210)
Total Ending Balance	**-**	**-**	**-**	**-**	**($16,210)**	**-**	**($16,210)**

Policy Package #515: Rental Development: XI-Q for LIFT and PSH

Package Description

This POP proposes to continue funding the development of affordable rental housing and permanent supportive housing through Article XI-Q Bond investment. The agency requests $580 million total Article XI-Q bonds, of which $500 million will be allocated to the Local Innovation Fast Track (LIFT) program for affordable rental housing development and $80 million of which will be used for development funding through the Permanent Supportive Housing (PSH) program. These investments will come from the general fund for debt service of Article XI-Q bonds.

Purpose

The need for housing and the capacity among affordable developing providers are high, so this POP proposes to expand available funding. The Article XI-Q Bond investment for affordable rental housing production proposed in this POP aligns with Pillar 5 of the Governor's Housing Production Framework: "Funding and Programs Supporting Housing Production, Ongoing Funding for Housing Development: A. Continue to maximize LIFT funding, low-income housing tax credits, and private activity bond allocations for affordable rental and homeownership development." LIFT program funding will continue to be the single most critical piece of the agency's efforts to quickly distribute resources for the development of more housing to meet the goals laid out in this framework as well as the existing goals laid out in Executive Order 23-04.

Additionally, the Article XI-Q Bond investment for PSH development, coupled with proposals for services and rent assistance funding, comprise a package that addresses the complex needs of unhoused persons who are unable to remain stably housed without these supports. This program and the resources for it help to house some of the most challenging to house Oregonians through a nationally recognized, evidence-based model. The State delivers this complex bundling of resources through a coordinated process at OHCS. This package of proposals aligns with Pillar 2 of the Governor's Housing Production Framework: "Core Program Improvements, Permanent Supportive Housing."

How Achieved

All funding for affordable rental housing is provided through the Oregon Centralized Application (ORCA), which makes OHCS' funding process more efficient for both the agency and our development partners. In addition, the availability of Private Activity

Bonds in the 2025-27 biennium means OHCS will once again have access to 4% LIHTC, which is often paired with XI-Q Bond funding to maximize the impact of Federal resources that the state receives.

The XI-Q Bond investment for PSH development will be delivered in coordination with the funding for supportive services and rent assistance that OHCS offers to ensure that tenants are being served in the holistic manner that the model calls for with as much fidelity as possible.

For the Bond Activities and Debt Service program unit this reflects funds need for cost of issuance and debt service payments associated with this bond request.

Staffing Impact

No additional staff requested in this package.

Quantifying Results

Outcomes

From 2016 through 2023, OHCS delivered a total of $717,347,755 in LIFT funding across 6,723 units of affordable rental housing, for an average of $106,701 in LIFT per unit.[1] With a major caveat that costs are increasing across the board and that it will likely impact per unit projections, the proposed $500 million in LIFT for rental housing and projecting the same average cost per unit forward OHCS could support the development of approximately 4,500 total units of housing in the biennium. With the $80 million proposed Article XI-Q Bond resources dedicated to PSH development which have higher per unit costs in general, OHCS anticipates that approximately 500 units of PSH could be developed.

Racial Equity Strategy

This POP will help address disparities in housing outcomes, including housing cost burden and homelessness, that exist for most communities of color in Oregon.

Applicants seeking funding for rental development, including the funding proposed in this POP, will do so through the ORCA, which includes requirements and questions related to the Affirmative Fair Housing Marketing Plan; Diversity, Equity, and Inclusion

[1] Affordable Rental Housing Dashboard | Tableau Public

Agreement; equity and racial justice strategies; MWESB strategies; and engagement and community needs. This means all projects seeking this funding will need to meet these racial equity-related requirements.

Additionally, the ORCA involves funding set-asides and technical assistance for culturally specific organizations and Tribes, as well as rural development by nonprofits. The ORCA prioritizes these entities because they have not received an equitable percentage of resources from OHCS and other funders in the past, and they often must create projects with less capital, thinner margins, and greater risks due to the needs in their tenant communities.

Accountability to Racially Equitable Outcomes
The ORCA collects more data on race and ethnicity for all funding applicants compared to previous funding rounds in several ways: a clearer process to identify as a culturally specific organization; an option for applicants to note whether their project is owned by a culturally specific organization or BIPOC-led entity; clear MWESB requirements; an enhanced Diversity, Equity, and Inclusion Agreement; a question that asks about racial equity-specific organizational development; and an Affirmative Fair Housing Marketing Plan that asks applicants to identify communities of color and other populations least likely to apply for housing and create strategies to ensure people from those communities apply to live in their housing.

Additionally, the Affordable Rental Housing Division will be collecting continuous feedback on all aspects of the ORCA and will iterate the ORCA as OHCS, and development teams continue to gain experience with it.

Administration
All applicants seeking capital funding through the ORCA will be required to meet regional MWESB requirements for percentage of contracted work to these types of entities, as well as answer a set of questions about their strategies to ensure they do so. If applicants have failed to meet MWESB requirements in the past, they will be required to work with an MWESB consultant. Additionally, applicants must answer a set of questions relating to equity and racial justice strategies, and one of the strategies they can select from a list of options relates to ownership by a culturally specific organization or BIPOC-led organization.

Revenue Sources

General Fund: $27,282,722

Other Funds:
General Obligation Bonds: $4,190,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 515 - HH Rental Development: XI-Q for LIFT and PSH

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	27,282,722	-	-	-	-	-	27,282,722
General Fund Obligation Bonds	-	-	4,190,000	-	-	-	4,190,000
Total Revenues	**$27,282,722**	**-**	**$4,190,000**	**-**	**-**	**-**	**$31,472,722**
Services & Supplies							
Other Services and Supplies	-	-	4,190,000	-	-	-	4,190,000
Total Services & Supplies	**-**	**-**	**$4,190,000**	**-**	**-**	**-**	**$4,190,000**
Debt Service							
Principal - Bonds	7,375,000	-	-	-	-	-	7,375,000
Interest - Bonds	19,907,722	-	-	-	-	-	19,907,722
Total Debt Service	**$27,282,722**	**-**	**-**	**-**	**-**	**-**	**$27,282,722**
Total Expenditures							
Total Expenditures	27,282,722	-	4,190,000	-	-	-	31,472,722
Total Expenditures	**$27,282,722**	**-**	**$4,190,000**	**-**	**-**	**-**	**$31,472,722**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 518 Homeownership Development: LIFT and HDIP

Package Description

This package supports two Homeownership Development programs that seek to increase the supply of affordable homes for purchase in Oregon: a) an allocation of $100M in Article XIQ Bonds for the Local Innovations and Fast Track (LIFT) Homeownership program; and b) an allocation of $50M in general funds for the Homeownership Development Incubator Program (HDIP). Collectively, we expect that these two programs will lead to the construction of nearly 1000 new affordable homes for purchase.

Purpose

According to the Oregon Housing Needs Analysis, Oregon needs to increase the housing supply by 550,000 units over the next 20 years to keep pace with housing needs. Affordable units for purchase are an essential component of a healthy housing stock. Affordable homeownership promotes community stability and continuity, as homeowners are more likely to stay in one place longer, fostering stronger, more cohesive neighborhoods. By offering a pathway to economic mobility and stability, affordable homeownership reduces the burden on rental markets and homelessness services, creating a more balanced and resilient housing ecosystem. Taking a multifaceted approach to tackling the state's housing shortage ensures that people at different stages of their housing journey have access to appropriate and sustainable housing options. Increasing the supply of affordable homeownership opportunities that are designed to meet community needs will reduce disparities in homeownership and wealth rates among people of color in Oregon.

Both LIFT and HDIP seek to spur greater density in urban areas, support development in rural areas, and increase housing stock in a way that is informed by local communities. LIFT Homeownership supports the construction of new housing that typically remains permanently affordable. Due to restrictions of Article XI-Q bonds used for LIFT Homeownership, a general fund resource is needed to ensure broader access to homeownership development opportunities. HDIP supports housing development on tribal land, encourages generational wealth building among communities that have been historically excluded from homeownership, and invests in new and innovative models of homeownership development.

How Achieved

LIFT Homeownership: The objective of the LIFT Homeownership Program is to build new affordable homes for low-income households. With a focus on increasing housing supply, LIFT funds can only be used for new construction and homes must be ready for sale within 36 months of receiving a funding reservation. Utilizing Article XI-Q bond funding as a source for housing development, LIFT requires the state to have an ownership or operational interest in any real property developed. For homeownership opportunities, this means that projects must use a shared equity model such as a community land trust (CLT), condo, or leasehold property.

Homeownership Development Incubator Program: HDIP increases the supply of affordable homes for purchase and supports homeownership among communities that have been underrepresented as homeowners in Oregon through the following funding tracks:

1. Grant Funds for Tribal and Sovereign Nations for the development of affordable homes for purchase and other homeownership-related projects;
2. Pre-development & Capacity Building (PDCB) grants to build the capacity of organizations that are seeking to establish or scale operations and increase the pipeline of developers receiving OHCS funding;
3. Development Subsidies to finance the affordability gap for new construction of affordable homes or the conversion of existing structures into new affordable homes for purchase. These awards fund innovative models of homeownership that don't qualify for LIFT, seek to build generational wealth, and serve households with incomes up to 120% AMI; and
4. LIFT Supplemental Grants to provide further subsidy for culturally specific, small, emerging and rural developers accessing LIFT funds.

For the Bond Activities and Debt Service program unit this reflects funds need for cost of issuance and debt service payments associated with this bond request.

Staffing Impact

OHCS is requesting a Homeownership Development Technical Assistance & Operations Analyst (OPA3) to provide high-touch technical assistance and support to applicants and potential applicants- particularly culturally specific and tribal developers- to increase access to OHCS Homeownership Development programs. This position will develop the process for technical assistance and support the development and maintenance of key operational systems and processes for Homeownership Development.

Operations & Policy Analyst 3, Permanent Full Time

Quantifying Results

Outcomes

This investment package aligns with the Governor's housing production goals and contributes to long-term housing stability and homelessness prevention.

LIFT: Since 2018, OHCS has completed six LIFT Homeownership NOFA cycles. It's allocated nearly $90M in LIFT funds to support the construction of 59 projects that will result in 894 affordable homes that will house an estimated 2,235 low-income Oregonians. Of the LIFT homes that are complete and have homeowners, the majority are female-headed households with children.

Homeownership is currently redesigning LIFT HO in consultation with DOJ and a LIFT partner working group. We believe the upcoming restructure will reduce barriers for nonprofit developers and construction lenders and facilitate greater access to LIFT, setting the stage for larger program growth. With the assumption of an average per unit request of $150,000, we expect to subsidize the construction of 666 new affordable homes for purchase with $100M in LIFT. This will create homes for an estimated 1,665 Oregonians.

HDIP: Through $40M legislative funding for HDIP in the 2021-2023 biennium, OHCS funded five tribal homeownership projects, 17 non-tribal homeownership development projects, distributed 14 PDCB grants, and provided market cost offset funds to 11 LIFT projects that faced unexpected costs due to the COVID-19 pandemic. This prior HDIP funding will lead to 318 new affordable homes by 2026, and more down the line due to longer term efforts completed through the PDCB grants.

OHCS estimates that this general fund investment will lead to the development of over 300 new affordable homes within three years. At least 6 tribes will receive funding to create an estimated 31 new homes and support an additional 20 tribal members to become homeowners. Additionally, OHCS will fund 20 unique organizations to scale homeownership development operations and/or conduct pre-development work to start the process of getting shovel-ready so they qualify for development funding. This seed funding will broaden the state's network of culturally specific and emerging homeownership developers.

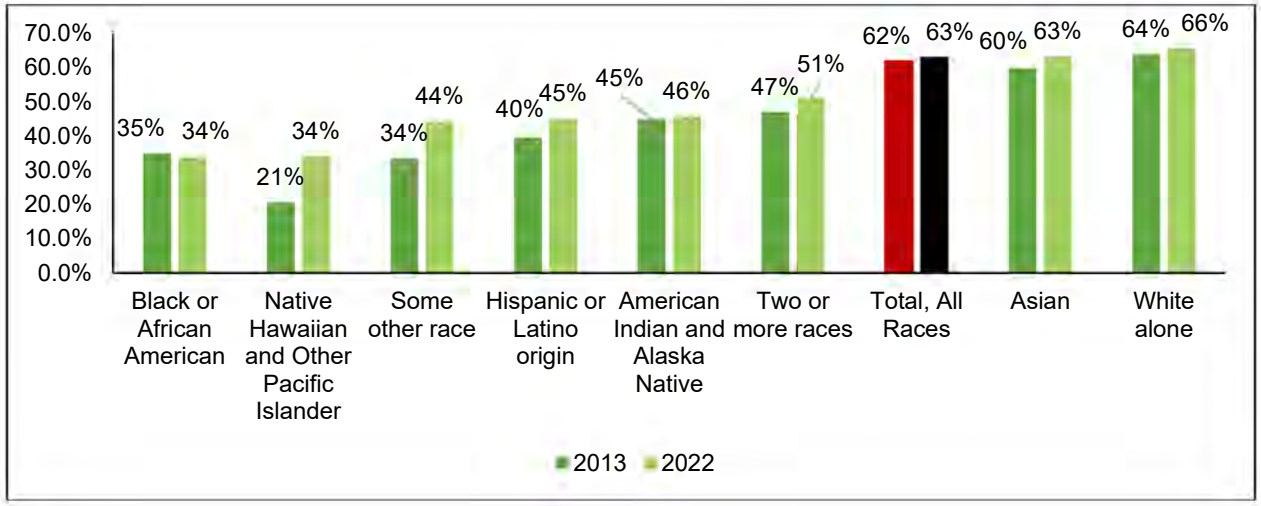
Together, this LIFT and HDIP investment will create nearly 1000 new affordable homes for purchase within three years, the majority of which will remain affordable in perpetuity.

Racial Equity Strategy

What are the racial disparities in the population that are intended to be served through this program (e.g., racial disparities in substance use treatment access). How will this policy package, including the implementation of the policy package, address these disparities and equitably serve Oregonians?

Racial disparities in homeownership rates across Oregon are vast. Since 2013, the gap between Black and American Indian and Alaskan Native homeownership rates and white homeownership rates has widened. Homeownership rates among other race and ethnicities remain far below white homeownership rates (see chart below).

Housing costs have steadily been on the rise in Oregon. In 2023, the typical home in Oregon costs around $528,000 which is 24% more than the US average, and 11% (or $52,000) higher than pre-pandemic sales prices. With interest rates at an all-time high, housing affordability is further out of reach for many Oregonians, particularly Oregonians of color.



OHCS' Homeownership Development programs—LIFT and HDIP—seek to eliminate gaps in homeownership rates in Oregon. Using a targeted universalism approach, our current goal is a 66% homeownership rate in Oregon across all races and ethnicities. OHCS' Homeownership Development programs work to achieve this through a multi-faceted approach:

- Set-asides for Culturally Specific Developers. Culturally Specific developers reflect the communities they seek to serve and have lived experience and expertise in the needs of these communities. While developers must comply with Fair Housing laws, developers that take a culturally specific approach are best positioned to reach and support communities that have been under-represented as homeowners in Oregon.
- HDIP Tribal Funding. With HDIP general funds, we will have a non-competitive set-aside for Tribal Homeownership projects. The parameters of this set aside were structured according to feedback from the tribes and will support development of homeownership opportunities for Tribal members.

- Technical Assistance: OHCS has received feedback from culturally specific, small, and rural developers that navigating OHCS funding is a barrier. Through this investment, we will have staff dedicated to supporting these developers to plan their homeownership pipeline, apply, and utilize OHCS Homeownership Development, making our programs more accessible and inclusive.
- Pre-development funding: Traditionally, by the time a developer is ready to apply for OHCS Homeownership Development funding, they have already invested substantial capital in the project to ensure that it is shovel-ready. This can be a barrier for culturally specific, small, and rural developers. Through HDIP general funds, OHCS will be able to offer resources to culturally specific, small, and rural developers to scale their capacity and cover the costs of pre-development needed before they can apply for LIFT or other development funding. This too will make our programs more accessible and inclusive.
- Minimum requirements for equity and community engagement: Homeownership Development projects must meet minimum criteria in six different categories, including equity and community engagement. In this category, applicants must demonstrate an active commitment to diversity equity and inclusion. The applicant also must detail plans to engage and support community members and potential homebuyers throughout every stage of the pre- and post-purchase process.

Accountability to Racially Equitable Outcomes
OHCS tracks Homeownership Development racial equity outcomes using the following data points:

- Number of culturally specific developers funded
- Number of projects that have been informed by and are centered around a culturally specific community
- Number of homes that have been informed by and are centered around a culturally specific community
- Racial and demographic make-up of homeowners
- MWESB contracting in terms of dollars spent and percentage of contractors on a project

With additional staff we will be able to expand our racial equity tracking. Additional data points may include (but aren't limited to):

- Culturally specific developers that received OHSC technical assistance and conversion to successful development applicants
- Family wealth created through the affordable homeownership opportunity
- Additional OHCS resources leveraged to reduce sales price and increase equity built in homes
- Overall progress in reducing racial disparities in homeownership in Oregon

Administration
As mentioned above, there will be set asides for culturally specific developers as well as support and evaluation criteria to ensure that all development is done in a culturally responsive way. Additionally, developers are expected to meet MWESB goals for their region. They are evaluated on their MWESB strategy and OHCS collects data on MWESB contracting and spending.

Revenue Sources

General Fund Debt Service: $4,713,769

Other Funds:

General Obligation Bonds: $910,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 518 - HH Homeownership Development: LIFT and HDIP

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	4,713,769	-	-	-	-	-	4,713,769
General Fund Obligation Bonds	-	-	910,000	-	-	-	910,000
Total Revenues	**$4,713,769**	-	**$910,000**	-	-	-	**$5,623,769**
Services & Supplies							
Other Services and Supplies	-	-	910,000	-	-	-	910,000
Total Services & Supplies	-	-	**$910,000**	-	-	-	**$910,000**
Debt Service							
Principal - Bonds	1,275,000	-	-	-	-	-	1,275,000
Interest - Bonds	3,438,769	-	-	-	-	-	3,438,769
Total Debt Service	**$4,713,769**	-	-	-	-	-	**$4,713,769**
Total Expenditures							
Total Expenditures	4,713,769	-	910,000	-	-	-	5,623,769
Total Expenditures	**$4,713,769**	-	**$910,000**	-	-	-	**$5,623,769**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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Essential and Policy Package Fiscal Impact Summary - BPR013

Policy Package # 519 Preservation – Rental Risk of Loss, Expirations and Physical/Financial

Package Description

The State of Oregon is experiencing a housing crisis and has mobilized historic levels of state resources to address the profound, ongoing need for affordable rental housing. As we continue developing new affordable housing at an unprecedented pace, it is essential and cost-effective to ensure we preserve and maintain the current affordable housing stock.

Preserving existing rent-restricted housing that is affordable and well-maintained over the long term, is as important as building new affordable housing. This package request proposes an increase to the State's investment in preservation of affordable housing to better meet the scale of current preservation needs, keeping thousands of rental housing units affordable and well maintained for decades to come.

Purpose

This request is based on OHCS' best estimate of the known preservation need, based upon data about projects that could lose affordability restrictions or federal project-based rent assistance in the next few years, and the best information we have about projects at risk of loss for other reasons. The $350 million request does not include manufactured home park preservation, which is reflected in a separate POP.

How Achieved

OHCS' ongoing preservation strategy aims to help its partners plan for three distinct sets of challenges related to the affordability of subsidized multifamily rental properties, to match the growing demand for preservation resources throughout the state of Oregon:

- Projects with expiring federal rent assistance

Projects eligible under this category will require an extension or renewal of long-term project-based federal rent assistance contracts. Based upon the most recent estimation, there remain 47 relevant projects and 1,363 relevant units across the state, that are at risk of losing their federal rent assistance over the next 5 years. Federal rent assistance is one of the most valuable homeless prevention tools the federal government provides and losing these developments also results in losing the rent assistance forever.

- Portfolio Stabilization

In addition to affordable units under federal contract, there are additional affordable housing programs which currently support an estimated 33 projects and 2,289 estimated units, which are projected to expire in the next 5 years. The requested dedicated preservation funding prioritizes projects and units outside of federal project-based sources that are at risk of imminent loss.

- Affordable properties at risk of loss due to urgent physical or financial challenges

Eligible projects under this program are properties that require urgent repair needs or have experienced operational losses which can't be addressed through existing reserves or cash flow, and which often threatens the housing stability and/or health of tenant families. Known projects statewide with significant deferred rehab and/or operational challenges include but are not limited to:

- ✓ 30 known public housing authority-owned properties overdue for rehab, and/or planned for recapitalization as part of the HUD RAD program, totaling nearly 1,500 units.
- ✓ 90 known aging affordable properties owned by nonprofit partners with serious rehab needs, totaling nearly 5,000 units.

OHCS documents the range and extent of subsidized affordable housing in Oregon and maintains availability of such data through the updated preservation dashboard on the OHCS preservation website, and the Oregon Affordable Housing Inventory.

For the Bond Activities and Debt Service program unit this reflects funds needed for cost of issuance and debt service payments associated with this bond request.

Staffing Impact

No additional staff requested in this package.

Quantifying Results

Outcomes

Equity and Racial Justice (ERJ) is a core priority in all OHCS programs, as expressed in the Statewide Housing Plan, which directs OHCS to "Advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity." By its nature, Preservation focuses on protecting existing vulnerable tenants. Therefore, OHCS Preservation efforts will continue to incorporate sustained and thoughtful attention to ERJ as a high priority.

Accountability to Racially Equitable Outcomes
The 2024 Preservation Framework focuses resources on the most vulnerable tenants, including those with severe housing burdens, and those who identify as a racial or ethnic minority, disabled, or elderly. Baseline data around recent performance in these areas are now being tracked. With the advent of the ORCA process, comes a new "managed Queue" approach, which collects improved owner and tenant data to better understand the full range of potential preservation needs. In short, this new protocol collects more information on specific urgent rehabilitation needs, impact to vulnerable populations, and prioritizes stakeholders that meet the definition of OHCS culturally specific organizations (CSOs) and culturally responsive organizations (CROs).

1. Impact on tenants: measuring and tracking how Preservation efforts benefit the housing stability of BIPOC tenants.
2. Supporting and prioritizing CSOs and culturally responsive organizations CROs: making sure that organizations rooted in and serving BIPOC communities have equitable access to OHCS Preservation resources and are prioritized.

Administration
These additional resources will allow more projects to move through the ORCA process and receive OHCS capital resources, which have MWESB requirements that all projects must meet.

Revenue Sources

Lottery Fund Debt Service: $19,712,893

Other Funds:
Lottery Revenue Bonds: $2,750,058

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 519 - HH Preservation - Exp + Physical and Fin Needs

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Lottery Bonds	-	-	2,750,058	-	-	-	2,750,058
Transfer In Lottery Proceeds	-	19,712,893	-	-	-	-	19,712,893
Total Revenues	-	**$19,712,893**	**$2,750,058**	-	-	-	**$22,462,951**
Services & Supplies							
Other Services and Supplies	-	-	2,750,058	-	-	-	2,750,058
Total Services & Supplies	-	-	**$2,750,058**	-	-	-	**$2,750,058**
Debt Service							
Principal - Bonds	-	4,950,000	-	-	-	-	4,950,000
Interest - Bonds	-	14,762,893	-	-	-	-	14,762,893
Total Debt Service	-	**$19,712,893**	-	-	-	-	**$19,712,893**
Total Expenditures							
Total Expenditures	-	19,712,893	2,750,058	-	-	-	22,462,951
Total Expenditures	-	**$19,712,893**	**$2,750,058**	-	-	-	**$22,462,951**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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Policy Package #520 Preservation - Manufactured Park

Package Description

Provide resources to Manufactured Parks at risk of loss. OHCS would work with a third party to support efforts to purchase parks through a mission-based nonprofit or a resident cooperative. Manufactured Parks are an important source of naturally occurring affordable housing and need to be preserved wherever possible.

Purpose

Manufactured home parks are one of the most prevalent sources of naturally occurring affordable housing in the state, but they are often unregulated and driven by market forces that can lead to sale and redevelopment without support. Manufactured home parks are particularly vulnerable as the homeowner does not own the land that their home is on, yet their home is generally not mobile. Therefore, if a park owner decides to sell the land, the homeowner is extremely vulnerable. These resources allow OHCS to support interventions that result in park cooperatives or sales to non-profit mission-based owners that seek to maintain the property for parks. Often interventions include infrastructure upgrades and other health and safety interventions.

How Achieved

OHCS has financed the acquisition of manufactured home parks by residents of the park through nonprofits that have worked through technical assistance and a cooperative model or ownership by a mission-based nonprofit that leads to longer term affordability with greater regulation and restrictions in place to ensure the park remains affordable. This POP would provide resources specifically for this purpose, ensuring expansion of this model and greater preservation of these critical assets statewide.

For the Bond Activities and Debt Service program unit this reflects funds need for cost of issuance and debt service payments associated with this bond request.

Staffing Impact

No additional staff requested in this package.

Quantifying Results

Outcomes
This package will help expand OHCS's ability to fund the preservation of a critical and often overlooked affordable housing stock to ensure it remains available, accessible, and affordable to low-income families.

Racial Equity Strategy
By investing OHCS dollars into these properties that currently have no state regulation, oversight, or restrictions, we will be better able to track what disparities exist in these types of properties and require both the high level and specific requirements around equitable access that we do for all of our funding sources.

Accountability to Racially Equitable Outcomes
Our agency collects baseline demographic information for all of our programs that have affordability restrictions and compliance components. This includes a requirement to report race and ethnicity of tenants. By expanding our funding for MHPs, OHCS will better be able to understand, track, and evaluate outcomes related to tenant demographics in these communities to an extent that is challenging for this universe of property types given the lack of existing compliance or restrictions in place.

Administration
These dollars would be distributed through our general ORCA process, which incorporates standards around MWESB contracting and has standards and incentives around working with culturally specific and responsive organizations, as well as set aside resources for CSOs and nonprofits developing in rural areas.

Revenue Sources

Lottery Fund Debt Service: $1,236,467

Other Fund:
Lottery Revenue Bonds: $290,753

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 520 - HH Preservation - Manufactured Parks

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Lottery Bonds	-	-	290,753	-	-	-	290,753
Transfer In Lottery Proceeds	-	1,236,467	-	-	-	-	1,236,467
Total Revenues	-	**$1,236,467**	**$290,753**	-	-	-	**$1,527,220**
Services & Supplies							
Other Services and Supplies	-	-	290,753	-	-	-	290,753
Total Services & Supplies	-	-	**$290,753**	-	-	-	**$290,753**
Debt Service							
Principal - Bonds	-	310,000	-	-	-	-	310,000
Interest - Bonds	-	926,467	-	-	-	-	926,467
Total Debt Service	-	**$1,236,467**	-	-	-	-	**$1,236,467**
Total Expenditures							
Total Expenditures	-	1,236,467	290,753	-	-	-	1,527,220
Total Expenditures	-	**$1,236,467**	**$290,753**	-	-	-	**$1,527,220**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request
Lottery Funds						
Interest Income (Investment Income)	4430	0605	$ 198,178			
Transfer from Department of Admin Services (DAS)	4430	1107	$ 25,144,423	$ 30,406,918	$ 26,899,652	$ 40,500,992
Transfer in from Intrafund	4430	1010	$ 862,853			
Transfer in Lottery Proceeds: POP 519	4430	1040				$ 19,712,893
Transfer in Lottery Proceeds: POP 520	4430	1040				$ 1,236,467
Total Lottery Funds	4430		$ 26,205,454	$ 30,406,918	$ 26,899,652	$ 61,450,352
Other Funds						
Fines & Forfeitures		0505				
Multifamily Housing Revenue Bond Fees	3400	0505				
General Fund Obligation Bonds		0555				
ARTICLE XI-Q GF Obligations Bonds: LIFT & PSH	3400	0555		$ 4,280,000	$ 4,280,000	$ 5,100,000
Lottery Bonds		0565				
Debt Management Lottery Backed Revenue Bonds	3400	0565		$ 525,793	$ 525,793	$ 3,040,811
Interest Income		0605				
Interest - Bond Activities & Debt Service	3400	0605	$ 56,338	$ 12,948	$ 79,200	$ 79,200
Interest - Bond Activities & Debt Service	3430	0605	$ 7			
Other Revenues		0975				
Misc Revenues - Bond Activities & Debt Service	3400	0975	$ 80	$ -	$ -	$ -
Transfer In - Intrafund	3400	1010	$ 9,185,000	$ 8,376,529	$ 8,376,529	$ 6,493,340
Transfer in From DAS	3430	1107	$ 33,216			
Transfer Out - Intrafund	3400	2010	$ (1,437,023)	$ (347,462.00)	$ (347,462.00)	
Total Other Funds Limited	3400		$ 7,804,395	$ 12,847,808	$ 12,914,060	$ 14,713,351
Total Other Funds Debt Service Limited	3430		$ 33,223		$ -	$ -

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request
Other Funds Non-Limited						
Fines & Forfeitures						
Marinas & Manufactured Community Fines	3200	0505	$ 335			
Single Family Mortgage Revenue Bond Fees	3200	0505	$ 1,130			
Dedicated Fund Obligation Bonds		0560				
23-25 Pres	3200	0565		$ 50,000,000	$ 50,000,000	
Revenue Bonds		0570				
Single Family Mortgage Revenue Bonds	3200	0570	$ 295,925,000	$ 500,000,000	$ 500,000,000	
Interest Income						
Interest - Bond Activities & Debt Service	3200	0605	$ 71,279,511	$ 89,600,000	$ 89,671,250	$ 89,736,000
Housing Div Loan Repayments						
Debt Service Programs	3200	0930	$ 235,245,512	$ 315,000,000	$ 124,920,000	$ 124,920,000
Other Revenues		0975				
Misc Revenues - Bond Activities & Debt Service	3200	0975	$ 4,911	$ 5,000,000		
Transfer In - Intrafund	3200	1010	$ 24,862,410			
Transfer In - Intrafund	3230	1010	$ 352,875,542	$ 324,175,922	$ 324,175,922	$ 139,750,437
Transfer Out - Intrafund	3200	2010	$ (383,935,394)	$ (335,175,922)	$ (335,175,922)	$ (150,744,128)
Total Other Funds Non-Limited Revenue	3200		$ 243,383,414	$ 624,424,078	$ 429,415,328	$ 63,911,872
Total Other Funds Debt Service Non-Limited	3230		$ 352,875,542	$ 324,175,922	$ 324,175,922	$ 139,750,437
Total Other Funds Non-Limited			$ 596,258,956	$ 948,600,000	$ 753,591,250	$ 203,662,309
Federal Funds Limited						
Federal Funds Revenue	6400	0995	$ 3,164			
Total Federal Funds Limited	6400		$ 3,164	$ -	$ -	$ -

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-080-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Lottery Funds						
Interest Income	198,178	-	-	-	-	-
Transfer In - Intrafund	862,853	-	-	-	-	-
Transfer In Lottery Proceeds	-	-	-	20,949,360	-	-
Tsfr From Administrative Svcs	25,144,423	30,406,918	29,544,065	40,500,992	-	-
Total Lottery Funds	**$26,205,454**	**$30,406,918**	**$29,544,065**	**$61,450,352**	**-**	**-**
Other Funds						
General Fund Obligation Bonds	-	4,280,000	4,280,000	5,100,000	-	-
Lottery Bonds	-	525,793	525,793	3,040,811	-	-
Interest Income	56,345	12,948	1,409,502	79,200	-	-
Other Revenues	80	-	-	-	-	-
Transfer In - Intrafund	9,185,000	8,376,529	8,376,529	6,493,340	-	-
Tsfr From Administrative Svcs	33,216	-	-	-	-	-
Transfer Out - Intrafund	(1,437,023)	(347,462)	(347,462)	-	-	-
Total Other Funds	**$7,837,618**	**$12,847,808**	**$14,244,362**	**$14,713,351**	**-**	**-**
Federal Funds						
Federal Funds	3,164	-	-	-	-	-
Total Federal Funds	**$3,164**	**-**	**-**	**-**	**-**	**-**
Nonlimited Other Funds						
Fines and Forfeitures	1,465	-	-	-	-	-
Dedicated Fund Oblig Bonds	-	50,000,000	50,000,000	-	-	-
Revenue Bonds	295,925,000	500,000,000	500,000,000	-	-	-
Interest Income	71,279,510	89,600,000	89,600,000	89,736,000	-	-
Housing Div Loan Repayments	235,245,512	315,000,000	315,000,000	124,920,000	-	-
Other Revenues	4,911	5,000,000	5,000,000	-	-	-

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-080-00-00-00000**

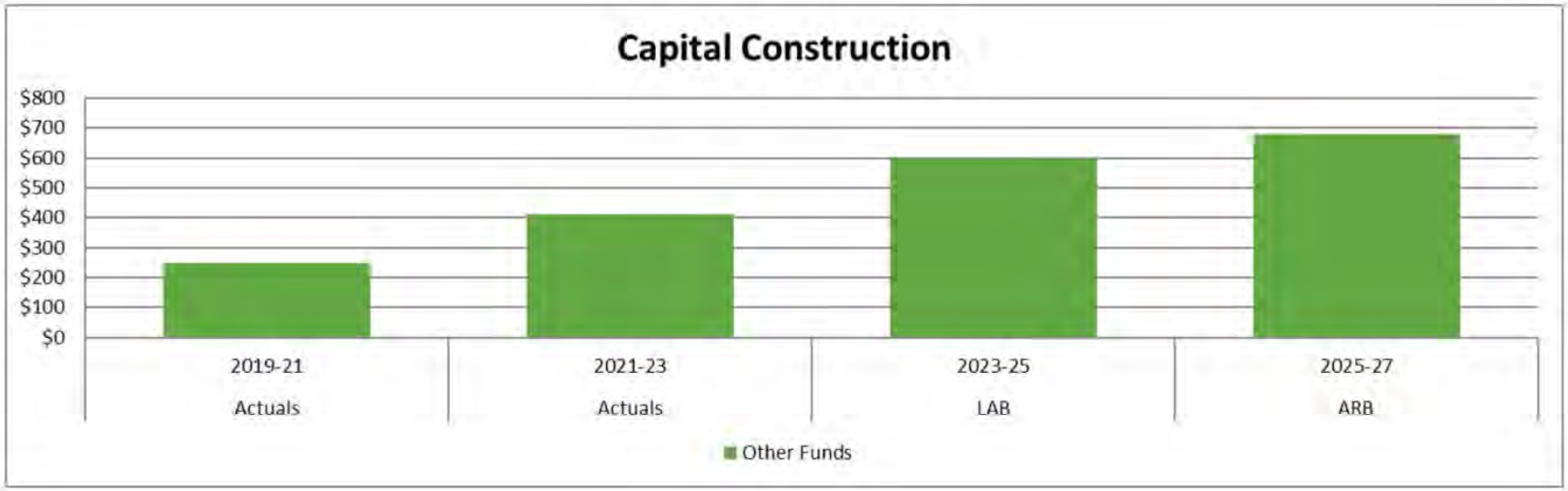
Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Nonlimited Other Funds						
Transfer In - Intrafund	377,737,952	324,175,922	324,175,922	139,750,437	-	-
Transfer Out - Intrafund	(383,935,394)	(335,175,922)	(335,175,922)	(150,744,128)	-	-
Total Nonlimited Other Funds	**$596,258,956**	**$948,600,000**	**$948,600,000**	**$203,662,309**	**-**	**-**

Capital Construction



Capital Construction Executive Summary

Long Term Focus Area: **Healthy and Safe Communities, A Thriving Statewide Economy**
Program Contact: **Caleb Yant, Deputy Director**



Program Overview

The Capital Construction program unit was created in 2015 to receive $40 million in proceeds from Article XI-Q bonds to create the Local Innovation and Fast Track (LIFT) housing program. This was subsequently added to in 2017 with $80 million, and then expanded in 2019 to fund both LIFT Affordable Rental and Homeownership development along with and the Permanent Supportive Housing (PSH) affordable rental housing initiative for those experiencing chronic homelessness. Both programs were funded in 2019-21, 2021-23, 2023-25 and additional investments are requested in 2025-27.

The LIFT Program's objective is to build new affordable housing and homeownership opportunities for low-income households, especially families. LIFT Affordable Rental Housing resources are offered as loans to finance the creation of new affordable rental housing units through the Affordable Rental Housing Divisions new Centralized Application process. The resources to develop PSH units are also offered through this Centralized Application with a focus on serving those experiencing chronic homelessness by providing a housing unit, rent assistance and tenant support services to ensure ongoing housing affordability and tenancy. Affordable

Homeownership development is funded with LIFT resources along with the more flexible Homeownership Development Incubator Program (HDIP) aiming to increase the supply of affordable homes for purchase by Oregonians with low to moderate incomes across the state.

Program Funding Request

The 2023-25 Legislatively Adopted Budget provides $600 million in General Obligation bonds to continue the LIFT program and $80 million in the PSH program.

Capital Construction				
	19-21 Actuals	21-23 Actuals	23-25 LAB	25-27 ARB
Other Funds	$ 250,000,000	$ 410,000,000	$ 600,000,000	$ 680,000,000
All Funds	**$ 250,000,000**	**$ 410,000,000**	**$ 600,000,000**	**$ 680,000,000**
Positions	0	0	0	0
FTE	0.00	0.00	0.00	0.00

Program Description

LIFT allows Oregon Housing and Community Services (OHCS) and its partners to add to the supply of affordable housing, especially for historically underserved communities. At a time when Oregon has a significant shortage of affordable housing across the state, this additional source of housing funds is a significant investment in response to the need. Permanent Supportive Housing provides rent-assisted housing with tenancy supports to vulnerable households experiencing chronic homelessness.

Key to these programs is leveraging the use of the Article XI-Q bond funding for housing development; these funds require the state meet constitutional requirements related to the ownership or operations of the property. OHCS has found success in strategies that invest these funds as loans with corresponding operating controls in conjunction with distinct operational oversight authorities.

Program Justification

Development of affordable rental housing and homeownership programs helps ensure that all Oregonians have access to decent housing which meets their basic needs. It allows them to reach their full potential by increasing the availability of affordable rental housing and ensuring existing affordable rental housing stock is safe and decent, as well as reducing the housing cost burden for qualified tenants.

Program Performance

LIFT program results will be measured and assessed for performance. Currently identified outcome metrics for the LIFT program are:

- Increase in affordable housing inventory; measured by the number of new units built.
- More affordable rental housing units available in rural communities.

- More affordable rental housing units available that serve communities of color.
- More affordable homeownership units available in rural communities
- More affordable homeownership units available that serve communities of color
- Implement innovative and replicable cost containment strategies; measured through comparison of projects funded with LIFT proceeds to traditional multifamily housing costs, such as RS Means.

Permanent Supportive Housing will be measured by the number of new PSH units available to those experiencing chronic homelessness, as referred through local coordinated entry systems. This collaboration will ensure that the state's most vulnerable people, living without housing, are provided safe, decent, and sanitary housing. Fundamental to all program efforts is a lens toward equity and racial justice, ensuring that housing opportunities reflect the populations that have been historically under-represented in our public system supports.

Enabling Legislation and Program Authorization

ORS 458.485 – Local Innovation and Fast Track Housing

Funding Streams

Proceeds from the sale of Article XI-Q General Obligation bonds provide the funding for the LIFT program and the Permanent Supportive Housing initiative. General Fund is appropriated to OHCS in order to make regular debt service payments on outstanding bonds, shown in the Bond Activities and Debt Service program unit.

Comparison of 2025-27 Funding Proposal to 2023-25 Funding

OHCS's funding for 2025-27 increases funding approved in 2023-25 from $60 million to $680 million.

Capital Construction Program Description

The Capital Construction program unit was created for proceeds from Article XI-Q General Obligation bonds to create the Local Innovation and Fast Track (LIFT) housing program. In the 2015-17 biennium, $40 million in bond proceeds were used for this program, and in the 2017-19 biennium another $80 million was approved. In the 2019-2021 biennium OHCS began receiving funding for the Permanent Supportive Housing initiative as well.

The LIFT Program's objective is to build new affordable housing for low-income households, especially families. Using this funding source allows OHCS and its partners to add to the supply of affordable housing, in particular for historically underserved communities. At a time when Oregon has a significant shortage of affordable housing across the state, this additional source of housing funds is a significant investment in response to the need. Key to LIFT program design is identifying an effective way to use the Article XI-Q bond funding for housing development. These funds require the state to own or operate any real property development that uses this resource. OHCS typically does not have an ownership stake in developments the department finances, and this type of funding was challenging to use in housing development investments made by the state.

In the 2017 legislative session, House Bill 3175 modified the program and allowed it to also be used for home ownership. OHCS set aside 20 percent of the $80 million bond proceeds to develop homeownership opportunities, with the remaining 80 percent to develop rental housing opportunities. Both programs have grown and expanded capacity to respond to development capacity, the requests for these programs in 2025 are separated for the two uses: affordable rental housing and homeownership. Additional asks for the Homeownership Development Incubator Program (HDIP) seeks to increase developers' capacity to build and boost the supply of affordable homes for purchase available to low- to moderate-income Oregonians.

In 2019, the Oregon Legislature approved $50 million in development capital to support the OHCS Permanent Supportive Housing (PSH) Initiative. This Initiative specifically creates stable housing for those experiencing chronic homelessness across Oregon. PSH is a specific delivery of housing that combines the affordable housing unit, rent assistance, and tenancy support services to ensure ongoing housing affordability and stability. In delivering this program, OHCS built a strong linkage to training and technical assistance that is necessary to make sure this complex structure is effectively designed and put into operation. This program is built on technical assistance and training with annual cohorts of development teams (including owner, developer, property manager, service provider, and person with lived experience) participate in a five month “PSH Institute” to have the necessary skills to be successful developing and operating a project that serves permanent supportive housing for chronically homeless households.

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services

This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package include the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs

Phased-in programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level.

Phase-outs are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-Out's for the Capital Construction Division

- Other Funds
  - Local Innovation Fast-Track Housing Programs - $440M
  - Permanent Supportive Housing - $160M

030 Inflation and Price List Adjustments

This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%
- Professional Services 6.8%
- Attorney General 23.26%
- State Government Service Charges 33%

050 Fund Shift

This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Capital Construction
Cross Reference Number: 91400-089-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Other Capital Outlay	-	-	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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Essential and Policy Package Fiscal Impact Summary - BPR013

Policy Package #515: Rental Development: XI-Q for LIFT and PSH

Package Description

This policy package proposes to continue funding the development of affordable rental housing and permanent supportive housing through Article XI-Q Bond investment. The agency requests $580 million total Article XI-Q bonds, of which $500 million will be allocated to the Local Innovation Fast Track (LIFT) program for affordable rental housing development and $80 million of which will be used for development funding through the Permanent Supportive Housing (PSH) program. These investments will come from the general fund for debt service of Article XI-Q bonds.

Purpose

The need for housing and the capacity among affordable developing providers are high, so this policy package proposes to expand available funding. The Article XI-Q Bond investment for affordable rental housing production proposed in this policy package aligns with Pillar 5 of the Governor's Housing Production Framework: "Funding and Programs Supporting Housing Production, Ongoing Funding for Housing Development: A. Continue to maximize LIFT funding, low-income housing tax credits, and private activity bond allocations for affordable rental and homeownership development." LIFT program funding will continue to be the single most critical piece of the agency's efforts to quickly distribute resources for the development of more housing to meet the goals laid out in this framework as well as the existing goals laid out in Executive Order 23-04.

Additionally, the Article XI-Q Bond investment for PSH development, coupled with proposals for services and rent assistance funding, comprise a package that addresses the complex needs of unhoused persons who are unable to remain stably housed without these supports. This program and the resources for it help to house some of the most challenging to house Oregonians through a nationally recognized, evidence-based model. The State delivers this complex bundling of resources through a coordinated process at OHCS. This package of proposals aligns with Pillar 2 of the Governor's Housing Production Framework: "Core Program Improvements, Permanent Supportive Housing."

How Achieved

All funding for affordable rental housing is provided through the Oregon Centralized Application (ORCA), which makes OHCS' funding process more efficient for both the agency and our development partners. In addition, the availability of Private Activity

Bonds in the 2025-27 biennium means OHCS will once again have access to 4% LIHTC, which is often paired with XI-Q Bond funding to maximize the impact of Federal resources that the state receives.

The XI-Q Bond investment for PSH development will be delivered in coordination with the funding for supportive services and rent assistance that OHCS offers to ensure that tenants are being served in the holistic manner that the model calls for with as much fidelity as possible.

Staffing Impact

No additional staff requested in this package.

Quantifying Results

Outcomes

From 2016 through 2023, OHCS delivered a total of $717,347,755 in LIFT funding across 6,723 units of affordable rental housing, for an average of $106,701 in LIFT per unit.[1] With a major caveat that costs are increasing across the board and that it will likely impact per unit projections, the proposed $500 million in LIFT for rental housing and projecting the same average cost per unit forward OHCS could support the development of approximately 4,500 total units of housing in the biennium. With the $80 million proposed Article XI-Q Bond resources dedicated to PSH development which have higher per unit costs in general, OHCS anticipates that approximately 500 units of PSH could be developed.

Racial Equity Strategy

This policy package will help address disparities in housing outcomes, including housing cost burden and homelessness, that exist for most communities of color in Oregon.
Applicants seeking funding for rental development, including the funding proposed in this policy package, will do so through the ORCA, which includes requirements and questions related to the Affirmative Fair Housing Marketing Plan; Diversity, Equity, and Inclusion Agreement; equity and racial justice strategies; MWESB strategies; and engagement and community needs. This means all projects seeking this funding will need to meet these racial equity-related requirements.

Additionally, the ORCA involves funding set-asides and technical assistance for culturally specific organizations and Tribes, as well as rural development by nonprofits. The ORCA prioritizes these entities because they have not received an equitable percentage of

[1] Affordable Rental Housing Dashboard | Tableau Public

resources from OHCS and other funders in the past, and they often must create projects with less capital, thinner margins, and greater risks due to the needs in their tenant communities.

Accountability to Racially Equitable Outcomes
The ORCA collects more data on race and ethnicity for all funding applicants compared to previous funding rounds in several ways: a clearer process to identify as a culturally specific organization; an option for applicants to note whether their project is owned by a culturally specific organization or BIPOC-led entity; clear MWESB requirements; an enhanced Diversity, Equity, and Inclusion Agreement; a question that asks about racial equity-specific organizational development; and an Affirmative Fair Housing Marketing Plan that asks applicants to identify communities of color and other populations least likely to apply for housing and create strategies to ensure people from those communities apply to live in their housing.

Additionally, the Affordable Rental Housing Division will be collecting continuous feedback on all aspects of the ORCA and will iterate the ORCA as OHCS, and development teams continue to gain experience with it.

Administration
All applicants seeking capital funding through the ORCA will be required to meet regional MWESB requirements for percentage of contracted work to these types of entities, as well as answer a set of questions about their strategies to ensure they do so. If applicants have failed to meet MWESB requirements in the past, they will be required to work with an MWESB consultant. Additionally, applicants must answer a set of questions relating to equity and racial justice strategies, and one of the strategies they can select from a list of options relates to ownership by a culturally specific organization or BIPOC-led organization.

Revenue Sources

Other Fund Capital Construction:
General Obligation Bonds: $580,000,000

A corresponding policy package #515 in the Bond Activities and Debt Service program reflects the General Funds needed to support debt service payments associated with this bond request.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 515 - HH Rental Development: XI-Q for LIFT and PSH

Cross Reference Name: Capital Construction
Cross Reference Number: 91400-089-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	580,000,000	-	-	-	580,000,000
Total Revenues	-	-	**$580,000,000**	-	-	-	**$580,000,000**
Capital Outlay							
Other Capital Outlay	-	-	580,000,000	-	-	-	580,000,000
Total Capital Outlay	-	-	**$580,000,000**	-	-	-	**$580,000,000**
Total Expenditures							
Total Expenditures	-	-	580,000,000	-	-	-	580,000,000
Total Expenditures	-	-	**$580,000,000**	-	-	-	**$580,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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Essential and Policy Package Fiscal Impact Summary - BPR013

Policy Package # 518 Homeownership Development: LIFT and HDIP

Package Description

This package supports two Homeownership Development programs that seek to increase the supply of affordable homes for purchase in Oregon: a) an allocation of $100M in Article XIQ Bonds for the Local Innovations and Fast Track (LIFT) Homeownership program; and b) an allocation of $50M in general funds for the Homeownership Development Incubator Program (HDIP). Collectively, we expect that these two programs will lead to the construction of nearly 1000 new affordable homes for purchase.

Purpose

According to the Oregon Housing Needs Analysis, Oregon needs to increase the housing supply by 550,000 units over the next 20 years to keep pace with housing needs. Affordable units for purchase are an essential component of a healthy housing stock. Affordable homeownership promotes community stability and continuity, as homeowners are more likely to stay in one place longer, fostering stronger, more cohesive neighborhoods. By offering a pathway to economic mobility and stability, affordable homeownership reduces the burden on rental markets and homelessness services, creating a more balanced and resilient housing ecosystem. Taking a multifaceted approach to tackling the state's housing shortage ensures that people at different stages of their housing journey have access to appropriate and sustainable housing options. Increasing the supply of affordable homeownership opportunities that are designed to meet community needs will reduce disparities in homeownership and wealth rates among people of color in Oregon.

Both LIFT and HDIP seek to spur greater density in urban areas, support development in rural areas, and increase housing stock in a way that is informed by local communities. LIFT Homeownership supports the construction of new housing that typically remains permanently affordable. Due to restrictions of Article XI-Q bonds used for LIFT Homeownership, a general fund resource is needed to ensure broader access to homeownership development opportunities. HDIP supports housing development on tribal land, encourages generational wealth building among communities that have been historically excluded from homeownership, and invests in new and innovative models of homeownership development.

How Achieved

LIFT Homeownership: The objective of the LIFT Homeownership Program is to build new affordable homes for low-income households. With a focus on increasing housing supply, LIFT funds can only be used for new construction and homes must be ready for sale within 36 months of receiving a funding reservation. Utilizing Article XI-Q bond funding as a source for housing development, LIFT requires the state to have an ownership or operational interest in any real property developed. For homeownership opportunities, this means that projects must use a shared equity model such as a community land trust (CLT), condo, or leasehold property.

Homeownership Development Incubator Program: HDIP increases the supply of affordable homes for purchase and supports homeownership among communities that have been underrepresented as homeowners in Oregon through the following funding tracks:

1. Grant Funds for Tribal and Sovereign Nations for the development of affordable homes for purchase and other homeownership-related projects;

2. Pre-development & Capacity Building (PDCB) grants to build the capacity of organizations that are seeking to establish or scale operations and increase the pipeline of developers receiving OHCS funding;

3. Development Subsidies to finance the affordability gap for new construction of affordable homes or the conversion of existing structures into new affordable homes for purchase. These awards fund innovative models of homeownership that don't qualify for LIFT, seek to build generational wealth, and serve households with incomes up to 120% AMI; and

4. LIFT Supplemental Grants to provide further subsidy for culturally specific, small, emerging and rural developers accessing LIFT funds.

Staffing Impact

OHCS is requesting a Homeownership Development Technical Assistance & Operations Analyst (OPA3) to provide high-touch technical assistance and support to applicants and potential applicants- particularly culturally specific and tribal developers- to increase access to OHCS Homeownership Development programs. This position will develop the process for technical assistance and support the development and maintenance of key operational systems and processes for Homeownership Development.

Operations & Policy Analyst 3, Permanent Full Time

Quantifying Results

Outcomes

This investment package aligns with the Governor's housing production goals and contributes to long-term housing stability and homelessness prevention.

LIFT: Since 2018, OHCS has completed six LIFT Homeownership NOFA cycles. It's allocated nearly $90M in LIFT funds to support the construction of 59 projects that will result in 894 affordable homes that will house an estimated 2,235 low-income Oregonians. Of the LIFT homes that are complete and have homeowners, the majority are female-headed households with children.

Homeownership is currently redesigning LIFT HO in consultation with DOJ and a LIFT partner working group. We believe the upcoming restructure will reduce barriers for nonprofit developers and construction lenders and facilitate greater access to LIFT, setting the stage for larger program growth. With the assumption of an average per unit request of $150,000, we expect to subsidize the construction of 666 new affordable homes for purchase with $100M in LIFT. This will create homes for an estimated 1,665 Oregonians.

HDIP: Through $40M legislative funding for HDIP in the 2021-2023 biennium, OHCS funded five tribal homeownership projects, 17 non-tribal homeownership development projects, distributed 14 PDCB grants, and provided market cost offset funds to 11 LIFT projects that faced unexpected costs due to the COVID-19 pandemic. This prior HDIP funding will lead to 318 new affordable homes by 2026, and more down the line due to longer term efforts completed through the PDCB grants.

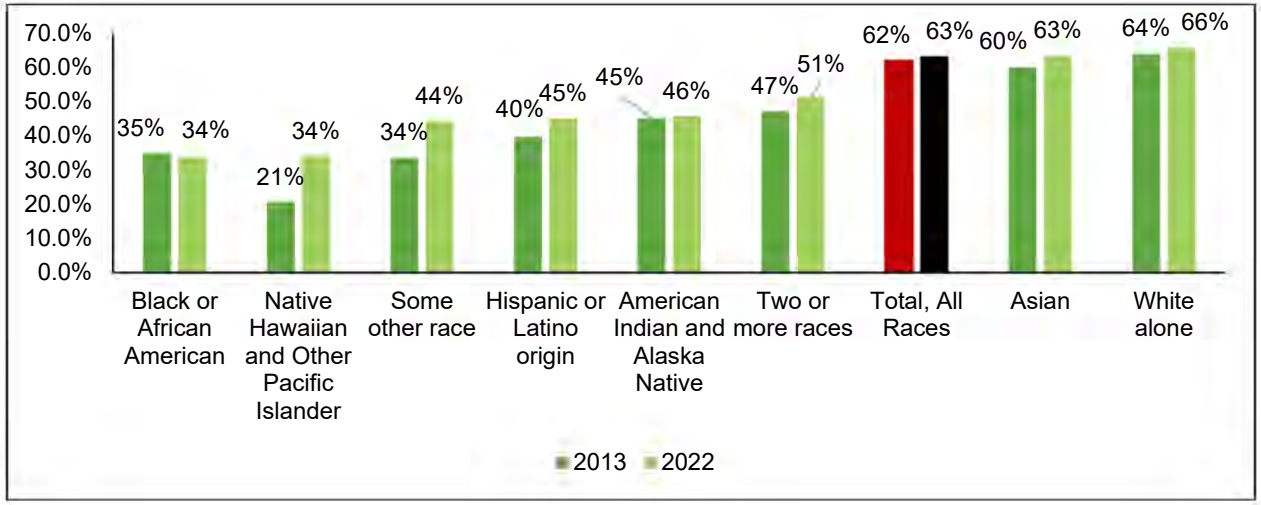
OHCS estimates that this general fund investment will lead to the development of over 300 new affordable homes within three years. At least 6 tribes will receive funding to create an estimated 31 new homes and support an additional 20 tribal members to become homeowners. Additionally, OHCS will fund 20 unique organizations to scale homeownership development operations and/or conduct pre-development work to start the process of getting shovel-ready so they qualify for development funding. This seed funding will broaden the state's network of culturally specific and emerging homeownership developers.

Together, this LIFT and HDIP investment will create nearly 1000 new affordable homes for purchase within three years, the majority of which will remain affordable in perpetuity.

Racial Equity Strategy

Racial disparities in homeownership rates across Oregon are vast. Since 2013, the gap between Black and American Indian and Alaskan Native homeownership rates and white homeownership rates has widened. Homeownership rates among other race and ethnicities remain far below white homeownership rates (see chart below).

Housing costs have steadily been on the rise in Oregon. In 2023, the typical home in Oregon costs around $528,000 which is 24% more than the US average, and 11% (or $52,000) higher than pre-pandemic sales prices. With interest rates at an all-time high, housing affordability is further out of reach for many Oregonians, particularly Oregonians of color.



OHCS' Homeownership Development programs—LIFT and HDIP—seek to eliminate gaps in homeownership rates in Oregon. Using a targeted universalism approach, our current goal is a 66% homeownership rate in Oregon across all races and ethnicities. OHCS' Homeownership Development programs work to achieve this through a multi-faceted approach:

- Set-asides for Culturally Specific Developers. Culturally Specific developers reflect the communities they seek to serve and have lived experience and expertise in the needs of these communities. While developers must comply with Fair Housing laws, developers that take a culturally specific approach are best positioned to reach and support communities that have been under-represented as homeowners in Oregon.
- HDIP Tribal Funding. With HDIP general funds, we will have a non-competitive set-aside for Tribal Homeownership projects. The parameters of this set aside were structured according to feedback from the tribes and will support development of homeownership opportunities for Tribal members.
- Technical Assistance: OHCS has received feedback from culturally specific, small, and rural developers that navigating OHCS funding is a barrier. Through this investment, we will have staff dedicated to supporting these developers to plan their homeownership pipeline, apply, and utilize OHCS Homeownership Development, making our programs more accessible and inclusive.

- Pre-development funding: Traditionally, by the time a developer is ready to apply for OHCS Homeownership Development funding, they have already invested substantial capital in the project to ensure that it is shovel-ready. This can be a barrier for culturally specific, small, and rural developers. Through HDIP general funds, OHCS will be able to offer resources to culturally specific, small, and rural developers to scale their capacity and cover the costs of pre-development needed before they can apply for LIFT or other development funding. This too will make our programs more accessible and inclusive.
- Minimum requirements for equity and community engagement: Homeownership Development projects must meet minimum criteria in six different categories, including equity and community engagement. In this category, applicants must demonstrate an active commitment to diversity equity and inclusion. The applicant also must detail plans to engage and support community members and potential homebuyers throughout every stage of the pre- and post-purchase process.

Accountability to Racially Equitable Outcomes

OHCS tracks Homeownership Development racial equity outcomes using the following data points:

- Number of culturally specific developers funded
- Number of projects that have been informed by and are centered around a culturally specific community
- Number of homes that have been informed by and are centered around a culturally specific community
- Racial and demographic make-up of homeowners
- MWESB contracting in terms of dollars spent and percentage of contractors on a project

With additional staff we will be able to expand our racial equity tracking. Additional data points may include (but aren't limited to):

- Culturally specific developers that received OHSC technical assistance and conversion to successful development applicants
- Family wealth created through the affordable homeownership opportunity
- Additional OHCS resources leveraged to reduce sales price and increase equity built in homes
- Overall progress in reducing racial disparities in homeownership in Oregon

Administration

As mentioned above, there will be set asides for culturally specific developers as well as support and evaluation criteria to ensure that all development is done in a culturally responsive way. Additionally, developers are expected to meet MWESB goals for their region. They are evaluated on their MWESB strategy and OHCS collects data on MWESB contracting and spending.

Revenue Sources

Other Funds Capital Construction:
General Obligation Bond: $100,000,000

A corresponding policy package #518 in the Bond Activities and Debt Service program reflects the General Funds needed to support debt service payments and cost of issuance associated with this bond request.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 518 - HH Homeownership Development: LIFT and HDIP

Cross Reference Name: Capital Construction
Cross Reference Number: 91400-089-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	100,000,000	-	-	-	100,000,000
Total Revenues	**-**	**-**	**$100,000,000**	**-**	**-**	**-**	**$100,000,000**
Capital Outlay							
Other Capital Outlay	-	-	100,000,000	-	-	-	100,000,000
Total Capital Outlay	**-**	**-**	**$100,000,000**	**-**	**-**	**-**	**$100,000,000**
Total Expenditures							
Total Expenditures	-	-	100,000,000	-	-	-	100,000,000
Total Expenditures	**-**	**-**	**$100,000,000**	**-**	**-**	**-**	**$100,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request
Other Funds Capital Construction						
General Fund Obligation Bonds		0555				
Capital Construction	3020	0555	$ 411,685,000	$ 600,000,000	$ 600,000,000	$ 680,000,000
Interest Income		0605				
Interest - Capital Construction	3020	0605	$ 12,349,100	$ -	$ 38,880,000	
Transfer Out - Intrafund	3020	2010	$ (1,685,000)			
Total Other Funds Capital Construction	3020		$ 422,349,100	$ 600,000,000	$ 638,880,000	$ 680,000,000

BUDGET NARRATIVE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-089-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
General Fund Obligation Bonds	411,685,000	600,000,000	600,000,000	680,000,000	-	-
Interest Income	12,349,100	-	-	-	-	-
Transfer Out - Intrafund	(1,685,000)	-	-	-	-	-
Total Other Funds	**$422,349,100**	**$600,000,000**	**$600,000,000**	**$680,000,000**	**-**	**-**

BUDGET NARRATIVE

Agency: 914000
Agency #: Oregon Housing & Community Services

Provide amounts of agency financing needs for the 2025-27 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction / Acquisition Projects				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Major Construction	$ -	$ -	$ -	
Equipment/Technology Projects over $500,000				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Equipment/Technology	$ -	$ -	$ -	
Debt Issuance for Loans and Grants				
General Fund Repayment	$ 680,000,000	$	$ 680,000,000	GF
Lottery Funds Repayment		375,000,000	375,000,000	LF
Other Funds Repayment		50,000,000	50,000,000	OF
Federal Funds Repayment			-	FF
Total for Loans and Grants	$ 680,000,000	$ 425,000,000	$ 1,105,000,000	
Total All Debt Issuance				
General Fund Repayment	$ 680,000,000	$ -	$ 680,000,000	GF
Lottery Funds Repayment	-	375,000,000	375,000,000	LF
Other Funds Repayment	-	50,000,000	50,000,000	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2025-27	$ 680,000,000	$ 425,000,000	$ 1,105,000,000	

BUDGET NARRATIVE

Agency: 914000
Agency #: Oregon Housing & Community Services

Provide amounts of agency financing needs for the 2027-29 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction / Acquisition Projects				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Major Construction	$ -	$ -	$ -	
Equipment/Technology Projects over $500,000				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Equipment/Technology	$ -	$ -	$ -	
Debt Issuance for Loans and Grants				
General Fund Repayment	$ 680,000,000	$	$ 680,000,000	GF
Lottery Funds Repayment		375,000,000	375,000,000	LF
Other Funds Repayment		50,000,000	50,000,000	OF
Federal Funds Repayment			-	FF
Total for Loans and Grants	$ 680,000,000	$ 425,000,000	$ 1,105,000,000	
Total All Debt Issuance				
General Fund Repayment	$ 680,000,000	$ -	$ 680,000,000	GF
Lottery Funds Repayment	-	375,000,000	375,000,000	LF
Other Funds Repayment	-	50,000,000	50,000,000	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2027-29	$ 680,000,000	$ 425,000,000	$ 1,105,000,000	

BUDGET NARRATIVE

Agency: 914000

Agency #: Oregon Housing & Community Services

Provide amounts of agency financing needs for the 2029-31 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction / Acquisition Projects				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Major Construction	$ -	$ -	$ -	
Equipment/Technology Projects over $500,000				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Equipment/Technology	$ -	$ -	$ -	
Debt Issuance for Loans and Grants				
General Fund Repayment	$ 680,000,000	$ -	$ 680,000,000	GF
Lottery Funds Repayment		375,000,000	375,000,000	LF
Other Funds Repayment		50,000,000	50,000,000	OF
Federal Funds Repayment			-	FF
Total for Loans and Grants	$ 680,000,000	$ 425,000,000	$ 1,105,000,000	
Total All Debt Issuance				
General Fund Repayment	$ 680,000,000	$ -	$ 680,000,000	GF
Lottery Funds Repayment	-	375,000,000	375,000,000	LF
Other Funds Repayment	-	50,000,000	50,000,000	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2029-31	$ 680,000,000	$ 425,000,000	$ 1,105,000,000	

Special Reports



Enterprise IT Project Prioritization | 2025-27

			CRM
		TAL PROJECT SCORE (0-100)	65
CRITERIA	WEIGH	SCORING GUIDE	
Technology and Strategic Alignment	**35%**	**WEIGHTED SUBTOTAL**	**23**
Alignment to Strategic Plans • Does this investment adhere to the Governor's Strategic Plan (Action Plan: User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight)? • Does this investment align with and support the vision, goals, and guiding principles outlined in the EIS Strategic Framework, Cloud Forward: A Framework for Embracing the Cloud in Oregon, Oregon's Data Strategy: Unlocking Oregon's Potential, and the Modernization Playbook? • Does this investment align with and support the State of Oregon, Diversity, Equity, and Inclusion (DEI) Action Plan: A Roadmap to Racial Equity and Belonging, the sponsor's agency-specific Racial Equity Plan, and ethical use of date—investing in data justice and representation, visibility, and ethics to serve all Oregonians? • Does this investment optimize service delivery to the public and/or internally by modernizing agency-specific and cross-agency systems? • Does this investment align with and support the agency's IT and business strategic plans, including strategies for modernizing legacy systems? • Does this investment fulfill a legislative mandate, enable compliance with current State or Federal law, or address specific audit findings?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2

Technology Best Practices and Priorities • Does this investment align with and support the following enterprise information technology priorities? - ***Information Security*** **.** Improving the security and resilience of the state's systems - ***Modernization*** . Optimizing service delivery through resilient, adaptive, secure, and customer-centered digital transformation - ***A Better Oregon Through Better Data*** **.** Leveraging data as a strategic asset—improving data analysis, data quality, information-sharing, decision-making, and ethical use. - ***Cloud Forward*** . Enabling Oregon to conduct 75% of its business via cloud-based services and infrastructure • Does this investment align with IT best practices (e.g., cloud-first, modular implementation, agile practices, configuration over customization, open systems, transparency and privacy by design, security principles, and other modern hosting technologies)? • For system modernizations that include data or data systems, has the agency evaluated the current data being collected, its overall quality, and a migration approach if relevant? • Has there been evaluation of the data contained within the system to see if changes need to be made to the data collection itself?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2
Business and People-Centered Approach	**25%**	**WEIGHTED SUBTOTAL**	**22**

People-Centered Approach • Does this investment put people first—the people who rely on essential services and those working to provide those services? • Does this investment help to eradicate racial and other forms of disparities in state government? • Does this investment improve equitable access to services, programs, and resources, or make the agency's overall service portfolio more accessible or usable for diverse populations? • Does the agency intend to strengthen public involvement through transformational community engagement, access to information, and decision-making opportunities? • Does this investment reduce or eliminate administrative burdens* that have created barriers to access or reinforced existing inequalities for historically underserved and underrepresented communities? • Has the agency utilized the Racial Equity Toolkit within the DEI Action Plan in assessing and planning the project? • If the investment is for agency use, does it improve the agency users' experience?	**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3
Business Process Transformation • Does this investment contribute to business process improvement/transformation? • Does this investment improve service delivery to customers, partners, or other stakeholders? • Has the agency done public engagement, outreach, or an internal evaluation to identify which populations are most highly impacted (positively and negatively) by these business process changes (e.g., considering populations without home internet in creating a digital application process)? • Have measurable business outcomes and benefits been established, including the return on investment if applicable?	**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3

Investment Risk • Would inaction impact systems or solutions that support critical business functions? • Would inaction increase risk to continuity of services to customers, particularly vulnerable or underserved populations? • Are there community impacts of not undertaking this project? • Has the agency identified an inequity or imbalance in service provision that this initiative would resolve? • Is there increased risk if investment is not addressed during this budget cycle (e.g., security, safety, legal, funding source, or any other related risk)? • Does the investment address non-compliance of federal or state requirement, audit finding, or mandate? • Does this investment address an identified and documented highly probable agency risk?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2
gency Readiness and Solution Appropriatene	**40%**	**WEIGHTED SUBTOTAL**	**20**
Organizational Change Management (OCM) • Does the investment significantly impact operations throughout the organization? • Does the agency have, or intend to acquire, OCM resources with the skillsets and experience for the size and complexity of the project? • Does the agency plan to address and mitigate impact or adoption risks through a change management plan or intend to follow a formal OCM methodology? • Has the agency identified community engagement or community involvement as a component of the change management process? • Is external outreach or training planned to implement this change with constituents?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2

BUDGET NARRATIVE

Solution Scale and Approach • Has the agency engaged customers, partners, and communities to understand and structure the business problem, benefits, and outcomes? • Does the investment fully address the agency's business problem, benefits and outcomes? • Is the solution of the appropriate size and scale? • Does this investment adhere to principles in *EIS Cloud Forward* (p.4) or *Modernization Playbook* (p.6), etc.? • Will the agency continue to engage customers and communities to inform design, approach, and usability of the solution?	**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2
Capacity • Has the agency considered skillsets and capacity requirements needed to effectively resource this initiative? • Does the agency have resources with the necessary skillsets and knowledge, or can the agency acquire the resources? • Will this investment impact the agency's ability to deliver on its core business functions? • Has the agency considered capacity for various non-technical resources, including organizational change management, project management, business analysis, testing, communication and community engagement activities? • Does the agency or project environment foster an inclusive workplace culture and promote equitable hiring, retention, and promotion practices?	**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	1

Governance and Project Management Processes • Does the agency have formal IT governance in place that will oversee this investment? • Does the investment have executive sponsorship and steering committee in place? • Does the agency employ adequate project governance structure and practices to oversee vendor/contract management, change control, quality control and quality assurance, and data management and usage? • For projects that impact data or data systems, is there a data governance body or other body responsible for data management that is engaged in the process? Is there an agency data lead who is engaged as part of the project? • Are agency DEI staff involved in the IT Governance and prioritization process? • Does the agency intend to involve customer or partner representation on project forums (i.e. steering committees, advisory boards, etc.)? • Has the agency established processes for community outreach, feedback, engagement, or advice in accordance with the Racial Equity Framework and DEI Action Plan? • Does the agency have, or intend to acquire, project management resources with the skillsets and experience for the size and complexity of the project? • Does the agency use mature project management	**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	1

References:

*Administrative burdens include learning costs, such as finding out whether one is eligible for a program; compliance costs, such as burdensome paperwork and documentation; and psychological costs, such as the stress and stigma that people feel when interacting with government programs. Health Affairs, Herd, P., Moynihan, D. (2020, October 2). *How*

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Business Case for
Grants Management System

Oregon Housing & Community Services,

Agency Wide

May 30, 2024

Authorizing Signatures

The person(s) signing this section is attesting to reviewing and approving the business case as proposed.

Agency Head or Designee	
Caleb Yant	**(Date)**
Signature	
Agency Executive Sponsor	
	(Date)
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Liana Webb	**(Date)**
Signature	

Revision History

Author	Date	Version	Comments
Timothy Ryen & Geoff Hilgemann	5/25/2022	0.1	Original draft
Jennifer Grentz	5/17/2024	0.2	Resolved comments and updated for 25-27 Leg Session
Jennifer Grentz	5/21/2024	0.3	Updated from internal review; prepared for sponsor review
Jennifer Grentz	5/22/2024	1.0	Final version for signature

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Executive Summary

BUDGET NARRATIVE

Budget: Current estimates for project costs for the total project budget are:

Table 1 Budget estimates

Software Licensing	$1,500,000
Contracts/Services	$1,000,000
Implementation/Training	$2,500,000
Support Agreement	$200,000
Total	$5,200,000

1.0 Overview and Background

1.1 Background

The grants management processes at OHCS are disjointed, cumbersome, and provide a non-intuitive experience for staff, who depend on these systems for their daily work. The current business processes often rely on manual spreadsheet management (i.e., Excel, Smartsheet) or inhouse developed systems and require staff to spend substantial time and attention manually re-entering data into several systems that do not sync. This is an impediment to productivity and customer service. These current processes place OHCS at a disadvantage when administering grants, and current standards for data integrity and reporting are behind today's standards. Access to data and reporting on statistics, tracking, and reporting on Key Performance Metrics, and ensuring reporting requirements from awardees are completed is limited and often requires manual processing.

1.2 Scope Statement

The OHCS mission to provide stable and affordable housing and engage leaders and develop an integrated statewide policy that addresses poverty and provide opportunities for Oregonians. This project will replace and modernize the existing systems and processes used across OHCS for grants administration. The Grants Management System project covers all the processes included in the procurement, configuration, testing, training and change management of a new grants management solution. This will include the following activities and deliverables:

- Implementation of the new solution(s).
- All activities related to the release of the Request for Proposal/Request for Quote to procure the solution(s) and select an implementation vendor.
- Performing all verification testing for the new system – business functions, user acceptance, integration, regression, and security.
- Project specific change management.

- Technology and business process training for OHCS staff.
- Grants management system guidelines and policies.
- Project related communications.

The scope of the project does not include:

- Change management and business process support for employees external to OHCS.
- Business process training for processes outside of OHCS or the grants management system.
- Implementation of any tools not related to OHCS' grants management workflows.

1.3 Roles and Responsibilities

This section lists and defines the core project team.

Table 2 Roles and Responsibilities

Role	Resource	Summary
Project Sponsor	TBD	Controls project funds and is the final decision maker.
Project Lead/Chief Information Officer	Liana Webb	Primary business representative; contributes to daily strategic direction; provides technology management oversight.
IT Project Manager	TBD	
Project Manager	Jennifer Grentz	Supports the ITPM in planning, executing, monitoring, and controlling the project.
Organizational Change Manager*	TBD	Leads efforts to work with all affected users and leadership to support culture change and ensure they are prepared for the significant impact any new processes will make on their day-to-day work and facilitate the adoption of new systems and solutions.
Business Analysts	Tim Ryen Mariah Acton	Primarily responsible for the requirements gathering process and participating in implementation activities to ensure the chosen solution fully meets the designated requirements.
Systems Analyst	Sheridan Bailey	Assists in requirements gathering process for system and technical requirements. Can assist in effort for SOW and project artifact generation. Participates in implementation activities to ensure the chosen solution fully meets the designated requirements, including testing, training, and

		deliverable review. Analyzes and defines current tools and technology to aid in the solution selection.

**Funding for an OCM consultant was requested in the 23-25 full session.*

1.4 Services for Procurement

OHCS is requesting funds for independent quality management services and organizational change management and will contract with iQMS and OCM vendors in spring of 2025. An overview of their roles and responsibilities is detailed below:

- Independent Quality Management Services (iQMS) This vendor will provide planning and quality control deliverables, and continuous periodic reports throughout the lifetime of the project. Key deliverables include:
    - Initial Risk Assessment
    - Quality Standards Report
    - Quality Control Checklists
    - Quality Management Plan
    - Baseline Quality Management Services Work Plan
    - Lessons Learned Report
    - Quality Control Review Report
    - Periodic Quality Status Reports
    - Quarterly Quality Assurance (QA) Status Reports
- Organizational Change Management: Leads efforts to work with all affected users and leadership to support culture change and ensure they are prepared for the significant impact any new processes will make on their day-to-day work and facilitate the adoption of new systems and solutions. Key deliverables will include:
    - Organizational Change Management Plan
    - Change Readiness Assessment
    - Change Impact Assessment
    - Quarterly Readiness Assessment Reports
    - Communication Plan
    - Training Plan

2.0 Overview and Objectives

2.1 Current State

To assist in identifying the current state of grants management and reporting, the project team created and executed an information gathering survey and met with several divisions across the agency. This initial work helped provide a deeper understanding of the business users current processes and needs as they relate to the lifecycle of grants management and administration.

An initial survey was sent to selected staff. This information, combined with the GMS team's continued efforts to review documentation, interview stakeholders, and identify requirements has produced the information in the table below. This information supports the need for a modern technology solution.

Table 3 Survey Observations

Area	Observations
Technology	• 23 different systems are used across divisions and roles to complete day-to-day grants management and administration work. • Lack of an application portal. • No integration between current systems.
Process Automations	• There are many manual processes. • Automation for data entry, workflow triggers, and communication with applicants and grantees are priorities for users.
Modernization	• Survey respondents noted pain points with current workflows, including lack of functionality and inconsistent user experience. • Reporting and dashboarding capabilities are needed.
Trainings and Process Documentation	• Consistent training across the agency for grants administration

2.2.1 Current Systems

The software tools used by OHCS' grants administration divisions and staff range from inhouse developed applications to spreadsheets and tables. There are limitations to all these solutions, and they have created the disjointed, cumbersome, and an often-unproductive experience for users. Many processes are manual, which increases costs, and reduces productivity, performance, efficiency, and the quality of service provided to Oregon agencies, applicants, and grantees. An overview of the systems is included below[1]:

Table 4 OHCS Grants Systems In Use

System	Functionality	Supportability	Security	Performance	Stability
OPUS	🟡	🟡	🟡	🔴	🟡
DISH	🟡	🟡	🟡	🔴	🟡
Smartsheet	🟡	🟢	🔴	🔴	🟢
Excel	🟡	🟢	🔴	🔴	🟢
Word	🟡	🟢	🔴	🔴	🟢
IDIS	🟡	🟡	🟡	🔴	🟡
Procorem	🟡	🟢	🟡	🔴	🟢

[1] Functionality: is the system meeting business needs?
Supportability: is OHCS able to support the system and/or receive adequate vendor support?
Security: can the system meet OHCS' level of security requirements?
Performance: how does the system help staff complete their work quickly and efficiently?
Stability: how susceptible is the system to downtime and failures?
Red: high risk | **Amber**: medium risk | **Green**: low or no risk

2.2 Opportunity for Change

As illustrated above, OHCS employees use several systems to perform their normal day-to-day job functions. Because these systems are not inter-related, staff are required to take multiple steps to complete simple or routine tasks. With increasing workloads, including the expansion of resources, growth and diversification of grantees, and rise in programmatic offerings, the lack of a modern solution exponentially reduces efficiencies and increases the potential for errors. In addition, applicants must submit multiple applications for grants and experience inconsistent processes from OHCS divisions. This creates inefficiencies and productivity issues that can be addressed and resolved.

We have an opportunity to make a difference in how OHCS administers grants and handles some case management work through the successful execution of this project. Merely replacing current systems is not a viable solution. This modernization involves the adoption of new technologies, and upgrading systems and software to meet the modern day needs of the business. This project will involve developing new capabilities as well as taking the opportunity to redefine and reevaluate organizational processes. To maximize this effort, OHCS' requirements must be defined and developed with the experience of the core project team.

Upon the successful execution of this project, OHCS will implement a new solution that includes an applicant portal, case management, reporting and communication workflows by using a modern, streamlined, cloud-based system. This will not only increase staff satisfaction with new and improved technology to complete

their work but will also lead to improved business processes, enhanced productivity, and better customer service.

2.3 Future State

As envisioned by OHCS leadership and the GMS team, this project will contribute to agency goals by:

- Delivering a comprehensive solution that supports the OHCS mission and needs.
- Streamlining or modifying business processes and improving efficiencies.
- Improving the user experience by providing an integrated solution that is easy to use.
- Reducing data silos, manual processes and increasing collaboration across divisions.
- Ensuring stakeholder participation from planning through roll out, empowering them to be a part of and ready for the solution.
- Having a training plan in place so staff will know how to use the new solution to do their work.

OHCS intends to develop a formal RFP or RFQ with clearly defined requirements that will fulfill the current and foreseeable future grants administration needs at OHCS. OHCS will implement a technology solution that unifies the user experience, provides the agency with a suite of reports and data analytics, and equips OHCS for continued success. The selected solution will significantly enhance interactions with grantee organizations, such as Community Action Agencies, Continuums of Care, and community development organizations. It will allow for greater collaboration internally and externally, improve the ability to measure grantee performance, and better fulfill reporting obligations.

3.0 Measurable Business Benefits

A successful implementation requires a solution that delivers a modern system to support all aspects of the grants administration lifecycle and improve access to reports and data. The table below identifies benefits that will be achieved and their measurement for success.

Table 5 Measurable Benefits

Benefit	Measurement
Improved user experience by providing an integrated solution for OHCS' grants technology tools and an interface that is intuitive and easy to use	• Increase in number of grants administration staff reporting satisfaction with the technology tools. • Reduction in information request and response time between divisions.
Improved applicant interface	• Improvement in the ability to apply for grants across the agency. • Application processes with agency divisions are consistent.

Increased process automations	• Increase in the number of grants administration staff reporting agreement with the statement "I can automate most of our routine activities using current tools". • Reduction in the number of grants administration staff reporting agreement with the statement "I spend a significant amount of time performing administrative tasks manually".
Improved data transparency and auditing capabilities	• Reduction in time required for review and retrieval of audit information. • Increase in the number of automated reminders. • Creation of a single source of truth as the need to store duplicate data in multiple systems is reduced.
More efficient and robust reporting capabilities and metrics	• Increased visibility into workloads, grant outcomes, and trends. • Increase in the ability to configure and run reports.
Streamlined, standardized end-to-end business processes	• Reduction in manual processes. • Increase in the ability to create custom tasks and assign them internally or externally. • Increase in productivity through the ability to monitor workflow processes.
Advance equity and racial justice	• Increased ability to capture demographics to analyze potential disparities. • Increase in data analytics to monitor key indicators of disparities in funding. • Ability to focus on both the demographics of the grantees, leadership, and the demographics of the populations served.
Improved communication across divisions through a solution with communication capabilities to support shared workflows	• Decrease in system processing time as queries and functions will be housed in one solution. • Reduction in data storage as duplicate data will be stored in a single location. • Increase in automated processes provides real-time coordination between divisions and staff.
Integrations with partner systems	• Increase in integrations with partner systems.

Smaller digital footprint	• Combine eight (8) systems into one.
Data integrity	• Data is consolidated into one central system. • Reduction in duplicate records/information. • Standardized naming conventions.
Increased stakeholder satisfaction	• Increase in overall satisfaction from staff with the new solution over previous processes. • Increase in satisfaction from external partners with new solution.
Successful Organizational Change Management	• Increase in enthusiasm to adopt the new solution. • Staff report confidence in their ability to translate knowledge and skills from training into their day-to-day use of the solution. • Staff know where to access training materials.

4.0 Assumptions and Constraints

4.1 Assumptions

- The quantity of grants administered and awarded will increase based on historical data and current trends.
- OHCS will continue to use Microsoft products (Outlook, Word, Teams, PowerPoint, Excel, and SharePoint).
- OHCS leadership maintains an active interest and engagement with the project, its objectives, and success.
- The project will obtain full funding as requested to meet project objectives.
- OHCS stakeholders will be engaged and participate fully throughout the project's lifecycle.
- This is a Stage Gate project and will follow the Enterprise Information Services (EIS) Stage Gate process.
- The selected system(s) will meet current and future business and IT security requirements.
- Business processes will change to avoid customizations and reduce system complexity.
- There will be an annual subscription for the solution.

4.2 Constraints

4.3 Requirements

- Compatible with MS Office and SharePoint Online.
- Compatible with Microsoft Edge, Google Chrome & Firefox.
- 24/7 support availability.
- Education & training for onboarding & after implementation.
- Support storage and indexing of applicant records.
- Workflow management.
- Auto-schedule deadlines.
- Contac information management.
- Filter/sort by custom fields.
- Automated/customizable reminders.
- Autofill forms.
- Create/use document templates.

5.0 Alternatives

The objective of the project is to procure an integrated solution that satisfies the agency's grants administration needs. The following are possible alternatives, including the recommended approach.

Table 6 Alternatives Summary

Alternative	Cost	Benefit	Risk	Schedule
Commercial Off the Shelf Solution (COTS)	$	Most beneficial	Low risk	Medium timeline
Expand Existing Tools	$$	Not beneficial	Medium risk	Medium timeline
In-House Custom-Built Solution	$$$	Medium benefit	High risk	Long timeline
Do Nothing	$$$	Not beneficial	High risk	Short timeline

5.1 Alternative #1: Commercial Off the Shelf Solution (COTS)

Through conducted market research, OHCS is confident that a single solution or unified toolset exists that will meet the needs of the grants administration process. Funding for the resources necessary to prepare for implementation was requested and received as part of the 2023-25 Legislative Session, and the GMS project is initiating the Stage Gate process with Enterprise Information Services (EIS) by submitting an Information Technology Investment (ITI) form, Initial Complexity Assessment, Charter, and a Business Case for the project. The team will work closely with procurement to post a Request for Information and determine the procurement approach.

5.2 Alternative #2: Expand Existing Tools

5.3 Alternative #3: In-House Custom-Built Solution

5.4. Alternative #4: Do Nothing

6.0 Conclusion

team is ready to launch the Grants Management System Project with next steps that include a formal procurement process during the 25/27 biennium to acquire the solution.

Glossary

Term	Definition
Department Information System for Housing (DISH)	The database for housing development including multifamily grants, tax credits, and loans. Single family projects such as CDBG Housing Rehabilitation, Housing Centers, HOME ADDI Downpayment Assistance and HOME Homeowner Rehabilitation are also stored in DISH, as well as the Community Incentive Fund projects.
iQMS	Independent Quality Management Service: An assurance system to meet stakeholders' needs which is: systems-based; people-based; process-based with emphasis and continuous improvements in all spheres to ensure and sustain educational quality and value efficiencies and effectiveness.
Modernization	The practice of leveraging technology to meet expanding business needs and goals to exist and compete in today's digital environment.
OPUS	An internally designed and maintained data collection system.
Procorem	Cloud-based collaboration tool.
Prolink	The company that provides and supports the Procorem solution.
Solution	A system or collection of systems that satisfies the overall objective(s) of the project.
System	A collection of software and/or application functionalities working together to produce an outcome. This may be a Commercial Off the Shelf (COTS) System, or an integrated custom system. For example, a system may be comprised of a single COTS technology or many COTS technologies working together to produce a set of functionalities.

Business Case for
Customer Relationship Management System

Oregon Housing & Community Services,

Agency Wide

BUDGET NARRATIVE

May 21, 2024

Authorizing Signatures

The person(s) signing this section is attesting to reviewing and approving the business case as proposed.

Agency Head or Designee	
Caleb Yant	**(Date)**
Signature	
Agency Executive Sponsor	
Amy Nehl	**(Date)**
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Liana Webb	**(Date)**
Signature Liana Webb	31 May 2024

Revision History

Author	Date	Version	Comments
Tim Ryen & Aleia Fletcher	5/23/2024	0.1	Original draft

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Executive Summary

BUDGET NARRATIVE

As Oregon's housing finance agency, communication is essential to upholding and maintaining a strong, credible reputation to best serve the needs of Oregonians. will continue to be the core of much of OHCS' operations. This business case demonstrates and provides the context for the challenges OHCS faces in the absence of a technology solution to centralize communication and recordkeeping in day-to-day administration.

Start and End Estimate: July 2025 – June 2027
Project Duration: 2 years

Budget: Current estimates for project costs for the total project budget are:

Software Licensing	$1.25M (5-year total)
Implementation/Training	$750K
Total	$2M

Preliminary budget estimates are derived from market research from a previous project that reviewed the CRM, Microsoft Dynamics. Further market research and a formal solicitation will provide more clarity on budgetary figures, following potential legislative approval.

1.0 Overview and Background

1.1 Background

According to Kotler and Keller (2016), customer relationship management (CRM) software consists of managing and personalizing customer data, encompassing all aspects of customer and business interactions to increase customer loyalty and provide quality customer service. Within government, federal, state, and local government partners, Continuums of Care (CoCs), nonprofit entities, Community Action Agencies (CAAs), and more may constitute as customers. As discussed by Pang and Norris (2002), government has launched efforts to improve serving the public and increase customer service efficiency, particularly for operations with proximity to the public. Through CRM tools, government may leverage technology by utilizing automated phone systems with support for transferring calls and inquiries; implementing websites, portals, and payment systems to allow customers to address needs; utilizing business intelligence and data analytics to garner insights and patterns on customers; and overall ensure customization of goods and services (Pang & Norris, 2002).

Unfortunately, a centralized Customer Relationship Management (CRM) platform does not currently exist at OHCS. Communication at OHCS is disjointed, siloed, cumbersome, and inconsistent between grantees, agency partners, community members, teams, and departments. Without a centralized system of record for communication combined with extensive agency growth of over 50% since 2019, staff lacks access to informed systems of record, losing critical agency institutional knowledge regarding grantees, agency partners, staff, and the community. Without access to a CRM, all parties have suffered via decreased quality customer service, due to the lack of internal coordination, collaboration, and efficiency.

Existing business processes rely on individual emails and phone calls; if recordkeeping exists, these may include manual spreadsheet management (i.e., Excel, Smartsheet) or other inefficient in-house tracking systems,

1.2 Scope Statement

1.3 Requirements

- Assign inquiries to staff based on subject matter expertise/role via request type,
- Ability to search for customers in database,
- Control access to confidential information via role-based access control (RBAC) permissions,
- View and print reports,
- Identify trends,
- Flexible and intuitive system,
- Consistent navigation through system,
- Supports current web browser versions and window sizes,
- Event driven triggers/notifications,
- Customer portal,
- Support administrators and agencywide staff,
- Compliant with state & federal accessibility laws,
- Redundant servers & systems located in the United States,
- Complies with State or Oregon data security standards,
- Compatible with MS Office (including Outlook), SharePoint Online, and grant management solution (preferred),
- Compatible with Microsoft Edge, Google Chrome & Firefox,
- 24/7 support availability,
- Education & training for onboarding & after implementation,
- Support storage and indexing of applicant records,
- Workflow management,
- Auto-schedule deadlines,
- Contact information management,
- Filter/sort by custom fields/categories,
- Automated/customizable reminders,
- Autofill forms, and
- Create/use document/correspondence templates.

2.0 Overview and Objectives

2.1 Current State

To assist in identifying the current state of customer relationship management, the project team has initially worked with Public Affairs and Ombudsperson staff to elicit the business requirements for an agencywide CRM to enhance communication, coordination, and collaboration while improving overall customer experience. This initial work helped provide a deeper understanding of the business users' current processes and needs as they relate to the communication among staff, agencies/grantees, and the community. Additional elicitation work is required to ensure all impacted business areas are represented in the requirements. At present, the subsections below provide a current state description that illustrates the need for an agencywide CRM.

Area	Observations
Technology	• Lack of centralized communication leads to duplicative efforts by staff. • Inability to access communication records increases agency risk.
Process Automations	• Most processes are manual and siloed. • Records are currently not being centrally created or maintained. • Communication records are not immediately accessible to all agency staff to make informed decisions, decreasing staff's efficiency. • Automation for data entry, workflow triggers, and communication with grantees, the public, and amongst staff are priorities for users.
Modernization	Noted pain points with current workflows include: • Moving from manual disparate tracking systems to a centralized solution. • Lack of incidence tracking and resolution. • Lack of workflow management. • Undefined escalation paths. • Lack of coordination in communication, • Lack of knowledge agencywide/inability to communicate risk regarding community partners, • Inconsistent user experience, • Inefficiencies due to customers contacting more than one agency staff member. • Reporting and dashboarding capabilities may be helpful to perform case management and highlight trends in communication.

Area	Observations
	• Capabilities to track communication and send automated reminders would increase efficiency for staff and quality customer service.
Trainings and Process Documentation	• Consistent training across the agency for CRM. • Develop policies and procedures for CRM use.

2.1.2 Current Systems & Processes

OHCS staff utilizes individual emails and phone calls, tracking these on occasion through siloed, inhouse developed applications like spreadsheets. Limitations exist to these current systems, lacking in staff accessibility and creating information silos, resulting in a disjointed, cumbersome, and inefficient experience for staff and customers alike. Processes are primarily manual, increasing cost while reducing productivity, performance, efficiency, and the quality of service provided to Oregon agencies, applicants, and grantees.

Figure 1 below illustrates the current state, in which a customer may raise a concern to a variety of initial contact points, all of which are siloed in their downstream processes.

Figure 1

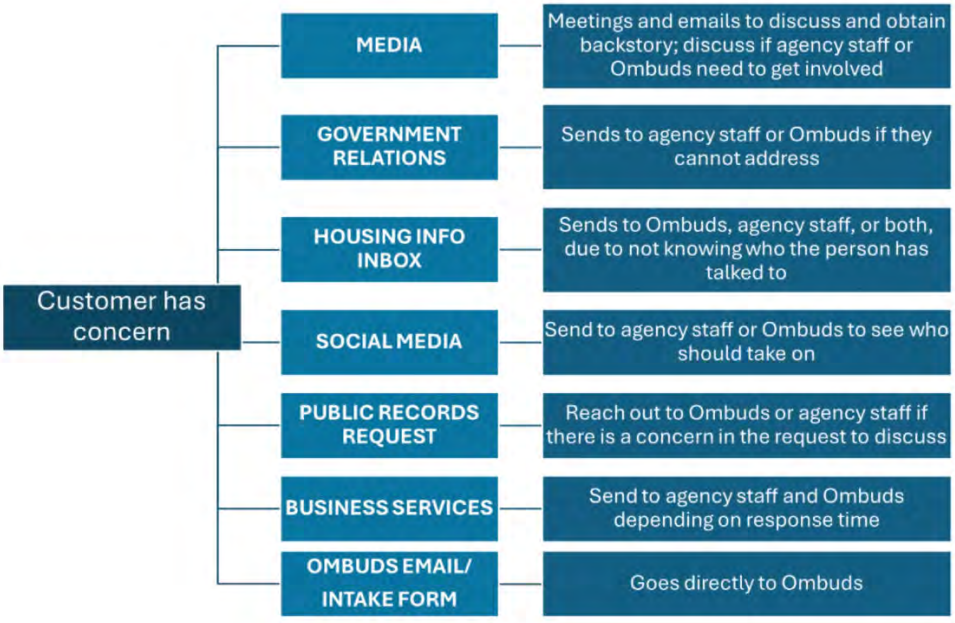


Figure 2 and Figure 3 represent recurring chaotic and disjointed real world scenarios, resulting in decreased quality customer service, customer satisfaction, and overall efficiency, which could be improved through the implementation of a CRM. As described in detail in Figure 2 and Figure 3, the current state is insufficient to handle customer inquiries, provide quality customer service, maintain and refer to critical records, and allow staff the ability to perform duties effectively, increasing risk of damaging agency reputation.

Figure 2

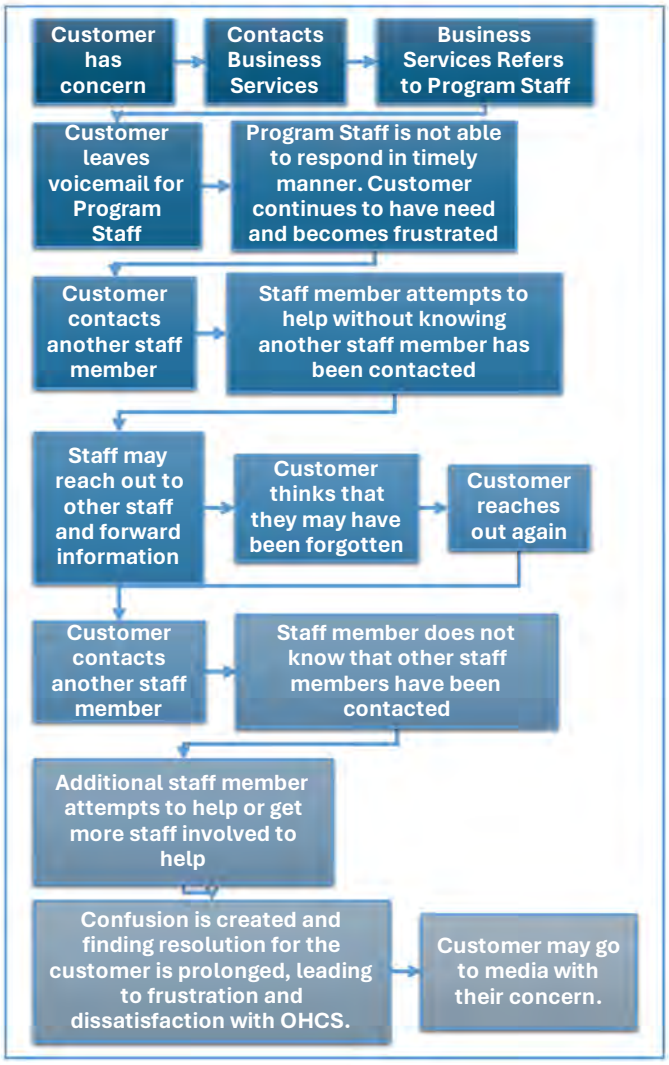
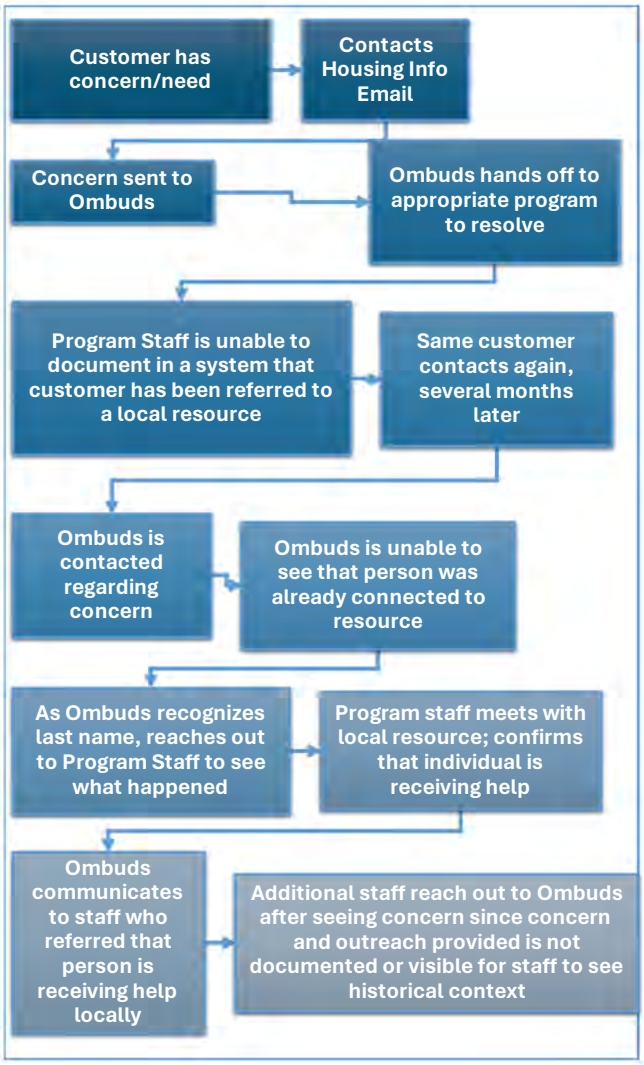


Figure 3



2.2 Opportunity for Change & Business Drivers

As discussed above, OHCS employees do not have access to a centralized CRM to record, track, and monitor communication. Because communication is not centralized and without access to a historical record, staff lack the ability to make informed decisions. With increasing workloads, the lack of a modern solution exponentially reduces efficiencies, decreases staff agency to efficiently perform their duties, and increases the potential for errors. In addition, a lack of centralized communication inhibits customer service, as a customer may have to contact multiple personnel to resolve an inquiry. A lack of a CRM also results in the potential of staff providing inconsistent, unreliable information. A CRM would address and resolve existing inefficiencies and productivity issues through centralizing communication and recordkeeping throughout the agency, aligning with industry best practices for government to ensure customers accuracy and timely delivery of services (Kumar, 2009).

We have an opportunity to make a difference in how OHCS communicates with stakeholders and the public. A CRM will enable staff to more effectively handle communication and case management, breaking existing silos within the agency by increasing the accessibility of information via the successful execution of this project. As no current system is presently in place to allow the accessibility of information, a CRM must be considered as a viable opportunity to improve communication, increase efficiency, and reduce agency risk. This modernization involves the adoption of new technologies, upgrading systems and software to meet the modern day needs and standards of the business. This project will involve developing new capabilities as well as taking the opportunity to redefine and reevaluate organizational processes. To maximize this effort, OHCS' requirements must be defined and developed with the experience of the core project team.

Table 1 - Business Drivers

Business Driver	Description
Business Driver 1: New Ombudsperson role	• The ombudsperson needs the ability to offer confidential case management for those that are eligible to apply for and/or are receiving services through OHCS. This will require that the ombuds review interactions and documentation of other employees to conduct an accurate and fair review. • The ombudsperson may also need to be able to quickly produce reports on findings and recommendations to the Governor's office each quarter as stated in ORS 182.500.
Business Driver 2: Need for optimized customer service to meet agency KPM	• OHCS has set a Key Performance Measure (KPM) for itself regarding Agency Customer Service: 80% of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall. This KPM was not met in 2022. • A CRM would help make customer interactions much more efficient and effective, and aid in the internal alignment of staff.

Business Driver	Description
Business Driver 3: Increased direct contact with constituents/citizens	• Due to increase in direct services, emergency/disaster response, and Governor's priorities, we are seeing an increase in complaints, issues, public records requests, and general housing resource requests.
Business Driver 4: Disparate processes and systems need unification	• Multiple staff members may be working with the same person on the same issue, and we lack insight into issues and relationships as a whole. Unification is needed to ensure continuity of communication, efficient customer service.

2.3 Future State

As envisioned by OHCS leadership, this project will contribute to agency goals by:

- Delivering a comprehensive solution that supports the OHCS mission and needs,
- Streamlining or modifying business processes and improving efficiencies,
- Improving the user experience by providing an integrated solution that is easy to use,
- Reducing information and data silos, manual processes, and increasing collaboration and access to information across divisions,
- Ensuring stakeholder participation from planning through roll out, empowering them to be a part of and ready for the solution, and
- Having a training plan in place so staff will know how to use the new solution to do their work.

OHCS intends to develop a formal RFP or RFQ with clearly defined requirements that will fulfill the current and foreseeable future CRM needs at OHCS. OHCS will implement a technology solution that unifies the user experience, provides the agency with a suite of reports and data analytics, and equips OHCS for continued success.

The selected solution will significantly enhance interactions with grantee organizations, such as Community Action Agencies, Continuums of Care, and community development organizations, along with the community at-large. It will allow for greater collaboration internally and externally, increase access to information sharing, improve the ability to provide quality customer service, and better serve constituents and grantees alike.

3.0 Measurable Business Benefits

A successful implementation requires a solution that delivers a modern system to support all aspects of the communication lifecycle, enabling information sharing agencywide and also allowing access to reports and data. The table below identifies benefits that will be achieved and their measurement for success.

BUDGET NARRATIVE

Benefit	Measurement
Improved user experience by providing an integrated solution for OHCS' communication tools and an interface that is intuitive and easy to use	• Increase in accessible information agencywide and staff reporting satisfaction with the technology tools. • Reduction in information request, communication redundancy, and response time between divisions.
Improved information sharing	• Increase staff's access to historical communication, ensuring agency does not lose institutional knowledge. • Increase staff's efficiency to provide reliable customer service.
Increased process automations	• Increase in the number of agency staff reporting agreement with the statement "I can automate most of our routine activities using current tools". • Reduce the number of agency staff reporting agreement with the statement "I spend a significant amount of time performing administrative tasks manually".
Improved data transparency and auditing capabilities	• Reduce time required for review and retrieval of audit information. • Increase in the number of automated reminders. • Create a centralized recordkeeping system, decreasing the need to store duplicate data in multiple systems.
More efficient and robust reporting capabilities and metrics	• Increase visibility into workloads, communication, and trends. • Increase in the ability to configure and run reports.
Streamlined, standardized end-to-end business processes	• Reduce manual processes and duplicative efforts by staff. • Increase in the ability to efficiently create custom tasks and assign them internally or externally. • Increase in productivity through the ability to monitor workflow processes.
Advance equity and racial justice	• Increase equity through improved information-sharing, leading to enhanced customer service to best serve those in need. • Increase in data analytics to monitor potential communication gaps and identify trends. • Analyze demographics to ensure equity, evaluating the time from response to completion.

Benefit	Measurement
Improved communication across divisions through a solution with communication capabilities to support shared workflows	• Decrease in system processing time as communication will be housed in one solution. • Reduce data storage as duplicate data will be stored in a single location. • Increase in automated processes provides real-time coordination between divisions and staff. • Increase recordkeeping, ensuring historical/institutional knowledge is maintained and leveraged. • Increase the sharing of consistent, reliable information to grantees and the community.
Data integrity	• Data is consolidated into one central system. • Reduce duplicate records/information.
Increased stakeholder satisfaction	• Increase in overall satisfaction from staff with the new solution over previous processes. • Increase in satisfaction from external partners and the community with new solution.
Successful Organizational Change Management	• 100% adoption by agency staff. All customer interactions will be entered, tracked, and managed within the solution. End users report confidence in their ability to process contacts, improving the access and reliability of information agencywide via day-to-day use of the solution. • Business users know where to access training materials and maintain historical knowledge.

4.0 Assumptions and Constraints

4.1 Assumptions

- The quality of communication will improve based on increased access to recordkeeping.
- OHCS will continue to use Microsoft products (Outlook, Word, Teams, PowerPoint, Excel, and SharePoint). There is potential for integration or interface between these products and the desired solution.
- The need for an agencywide Grants Management System does not negate the need for a standalone CRM. Not all Customer Relationship Mgmt. activities would be captured inside a Grants Management System. However, there may be value in having an interface between these two systems to share contact record information and associated data.

- OHCS leadership maintains an active interest and engagement with the project, its objectives, and success.
- The project will obtain full funding as requested to meet project objectives.
- OHCS stakeholders will be engaged and participate fully throughout the project's lifecycle.
- This is a Stage Gate project and will follow the Enterprise Information Services (EIS) Stage Gate process.
- The selected system(s) will meet current and future business and IT security requirements.
- Business processes will change to avoid customizations and reduce system complexity.
- There will be annual ongoing maintenance costs for the solution.
- Subscription for the solution will contain sufficient Service Level Agreements and allow for negotiated future configurations.
- There may not be one solution that meets all the agency's requirements.
- The selected solution will replace (in part or in whole) some existing systems, such as spreadsheets currently used to manage customer relationships.

4.2 Constraints

- The system solution must be compatible with existing OHCS, Federal and State government systems.
- Existing customer relationship data is not formatted or standardized in a way that would lend itself to ingestion into a new system easily. If ingestion of existing data is desired, the cost would need to be compared against the potential value.
- Business processes will need to adapt to fit the solution.

5.0 Alternatives

The objective of the project is to procure an integrated solution that satisfies the agency's customer relationship management needs. The following are possible alternatives, including the recommended approach.

Alternative	Cost	Benefit	Risk	Schedule
Commercial Off the Shelf Solution (COTS)	$	High potential Benefit	Low risk	Medium timeline
Commercial Off the Shelf Solution (COTS) with Case Management Services	$$	High potential Benefit	High risk	Medium timeline
In-House Custom-Built Solution	$$$	Medium benefit	High risk	Long timeline
Do Nothing	$$$	Not beneficial	High risk	Short timeline

5.1 Alternative #1: Commercial Off the Shelf Solution (COTS)

5.2 Alternative #2: COTS with Case Management Services

5.3 Alternative #3: In-House Custom-Built Solution

5.4. Alternative #4: Do Nothing

6.0 Conclusion

BUDGET NARRATIVE

This project aligns with the State of Oregon Diversity Equity and Inclusion Plan's racial equity goal to "Improve equitable access to services, programs and resources, including education, health, housing, human services, environmental justice, criminal justice and economic opportunities," by ensuring OHCS' technology systems are modern, secure, accessible, and serve the needs of those who serve on behalf of all Oregonians. It also aligns with the State Enterprise Information Services' (EIS) strategies on Cloud computing, data security, enhanced governance, and utilization of data as a strategic decision-making tool, by showing clear intent to procure or reconfigure system replacements that meet these requirements.

Based on the cost, benefits, risks, and schedule detailed above, OHCS recommends approval of alternative 1, COTS solution, to be funded through General Funds at an estimated program cost of $2,000,000. Pending funding approval, the project team is ready to launch the CRM Project with next steps that include a formal procurement process during the 25/27 biennium to acquire the solution.

Upon the successful execution of this project, OHCS will implement a new solution that potentially includes an applicant portal, case management, reporting and communication workflows by using a modern, streamlined, cloud-based system. This will increase not only staff satisfaction but customer satisfaction, assisting with building and maintaining critical relationships, with new and improved technology to complete their work leading to improved business processes, enhanced productivity, increased access to information, and better customer service.

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Kotler, P., & Keller, K. L. (2016). A framework for marketing management (6th ed.). Pearson Education.

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Glossary

Term	Definition
Customer Relationship Management (CRM)	Software that consists of managing and personalizing customer data, encompassing all aspects of customer and business interactions to increase customer loyalty and provide quality customer service.
Modernization	The practice of leveraging technology to meet expanding business needs and goals to exist and compete in today's digital environment.
Solution	A system or collection of systems that satisfies the overall objective(s) of the project.
System	A collection of software and/or application functionalities working together to produce an outcome. This may be a Commercial Off the Shelf (COTS) System, or an integrated custom system. For example, a system may be comprised of a single COTS technology or many COTS technologies working together to produce a set of functionalities.

BUDGET NARRATIVE

Policy Group	Agency Name	IT Project Name	PPM Idea/ Project ID	PPM Idea/Project Name	Mandate	Short Description	Start Date	End Date	Policy Option Package Request (Y/N)	POP #	Total Budget $ (PPM)	Total Cost	Previous Biennium (2023 -2025) GF Cost	Previous Biennium (2023 -2025) OF Cost	Previous Biennium (2023 -2025) LF Cost	Previous Biennium (2023 -2025) FF Cost	Current Biennium (2025-2027) GF Cost	Current Biennium (2025-2027) OF Cost	Current Biennium (2025-2027) LF Cost	Current Biennium (2025-2027) FF Cost	Future Biennia (2027 - and ongoing) GF Cost	Future Biennia (2027 - and ongoing) OF Cost	Future Biennia (2027 - and ongoing) LF Cost	Future Biennia (2027 - and ongoing) FF Cost
Transportation and Economic Development	OHCS	Grants Management	Transportation and Economic Development	OHCS	Grants Management	This project will provide a single solution to administer grants from application to review and award; it will improve reporting and facilitate better data for analysis, increase productivity and reliability, and result in a unified user experience for both staff and applicants.	2024-03-01	2025-05-01	Yes	509	$ 1,015,000	$ 1,015,000	$ -	$ -	$ -	$ -	$ 115,000	$ -	$ -	$ -	$ 900,000	$ -	$ -	$ -
Transportation and Economic Development	OHCS	Customer Relationship Management	Transportation and Economic Development	OHCS	Customer Relationship Management	Implementation of a Customer Relationship Management system allowing for: Improved engagement with partners, unified recordkeeping and service for staff, and data for continous improvement efforts; culminating enhanced service to the community and constituents of OHCS.	2024-05-01	2027-12-31	Yes	509	$ 2,000,000	$ 1,250,000					$ 1,250,000							
Transportation and Economic Development	OHCS	ProLink HFA	Transportation and Economic Development	OHCS	ProLink HFA	ProLink HFA is the established data system of record for the Affordable Rental Housing Division. The plan is to keep this system in full use while supporting improved functionality of ProLink HFA. This requires implementing needed system enhancements that will improve the user experience and data quality overall. This package will allow OHCS to continue the use of the ARH data systems and continue to address the challenges associated with delivering funds and monitoring partner performance while ensuring data integrity. The growing scale of funds delivery for affordable rental housing requires the maintenance and enhancement of our established data systems. This includes covering the known annual costs, intentional planning for known needed system enhancements and preparation for contingencies that may arise.	2025-01-01	2027-12-31	Yes	509		$ 3,415,690						$ 2,184,476				$ 1,231,214	

2023 Key Performance Measures for Review

KPM 1 - Percentage of homeless households who exited into permanent housing and retained that housing for six months or longer.

How are we doing?
From July 1, 2022 through June 30, 2023, 94% of households who exited into permanent housing after receiving state homeless assistance funds had retained their housing for six months. There were a total of 8,947 households who exited to permanent housing and 8,833 of them retained housing after six months. This is above the target of 80%.

Factors Affecting our Results?
Shifting program attention from emergency shelters toward a "housing first" model, which prioritizes putting people into permanent housing immediately, has been ongoing for the past few years and may contribute to meeting this goal. There were also incredible and historic investments made in Eviction Prevention Programs following the boost of initial funding for COVID-19 rental assistance programs, as well as continued significant increases in funding for rapid re-housing programs that transition people to long-term housing and assistance.

In 2022 OHCS shifted the methodology to measure this KPM to improve the data. Prior to 2022, Community Action Agencies used data collected from 6-month follow-up client contacts. In 2022 the method shifted to measuring “return to homeless” data reported in Homeless Management Information Systems (HMIS). The 2022 method queries all clients who exit into Permanent Housing from a Street Outreach, Emergency Shelter, Transitional Housing, Safe Haven, or a Permanent Housing program in the date range, 6-months prior to the report date range. Of those clients, the measure reports on how many of them did not return to homelessness as indicated in the HMIS system. A return is an entry into a Street Outreach, Emergency Shelter, Transitional Housing, Safe Haven or a new entry into a Permanent Housing program. This method matches the HUD System Performance Measure 2. The results indicated that only 6% of the households that were enrolled and exited into permanent housing returned less than 6 months after exiting the program. This leads us to infer that the remainder of households who did not re-enter the system have remained stably housed, with some caveats mentioned below.

While this improved methodology allows us to estimate this KPM for more people, it does have its limitations. A household could have entered another HMIS iteration, funded by non-OHCS program dollars, and we would not be able to see that they received services through a non-OHCS funded program. We only receive data in HMIS on programs that OHCS funds.

KPM 2 - Of all crisis energy payments, the percentage of payments made to prevent power disconnections. Crisis payments include those for preventing disconnection of service or restoring service which was shut off.

How are we Doing?

From July 1, 2022 through June 30, 2023, 91% of households receiving crisis energy assistance received payment for the prevention of power disconnections. This is above the target of 90%.

Factors Affecting our Results?
There has been a concerted effort by the state and our community action partners to get restoration numbers down and prevention numbers up – and in fact, they have gone from 82% of crisis payments in FY11 up to a high point of 96% in FY21. Measuring the prevention of disconnections compared to restorations is an established and well-researched method of understanding the effectiveness and efficiency of energy assistance programs. Disconnections are expensive for families, for utility companies, and it is expensive to restore services. Prevention is a much better strategy.

KPM 3 – Percentage of regulated multifamily housing units funded with grants, tax credits, and bonds, that will be affordable to households earning at or below 50% of the area median income.

How Are We Doing? From July 1, 2022 through June 30, 2023, 1,492 units, or 31% of rental units approved for funding, will be affordable to households with income at or below 50% of the area median income. This is below our goal of 50%.

Factors Affecting Our Results?

The majority of our funding sources serve households earning at or below 60% of AMI, and in fiscal year 2023 several programmatic policies, including points in competitive LIFT and 9% LIHTC funding and continued investment in Permanent Supportive Housing (PSH) development for chronically homeless individuals, and gave further preference to serving lower incomes. As a result, we approved a number of projects that focused on housing for people with income at or below 50% of AMI. These figures include the rehabilitation and preservation of public housing properties in addition to other preservation and new construction of projects that include project-based rent assistance, which ensure that households only pay 30% of their income towards rent. This fiscal year just 16% of the units funded either preserved or created project-based assistance, which is well below the 32% of units with project-based rental assistance (PBRA) approved last fiscal year.

There were several factors affecting these results. The overall increase in costs to fund projects this fiscal year led to fewer projects overall being funded, and this particularly impacted both the preservation and new construction of properties with PBRA, since as overall costs went up, it was more difficult to provide expensive, deep subsidies to projects, and developers had a more difficult time securing PBRA for new developments. There were also fewer dollars for the preservation of properties with PBRA from HUD and RD in the 9% LIHTC program, and those limited dollars went to a number of properties without PBRA this year.

Finally, there has been an improvement in the methodology for capturing project-based assistance in units, which has likely resulted in this number being lower than in past years. In past years, it is possible that we occasionally double counted units with project-based assistance, if that project-based assistance was also counted as a unit affordable to households at or below 30% AMI. That has been corrected.

KPM 4 – Percentage of affordable rental housing units funded that provide rental opportunities for low-income individuals with physical or mental disabilities.

How Are We Doing? From July 1, 2022 through June 30, 2023, 345 units, or 7% of rental units approved for funding, will be set-aside for individuals with physical, developmental, or mental disabilities. This meets our goal of 7%.

Factors Affecting Our Results?
There were several properties approved this fiscal year that set-aside units for those with mental, developmental, or physical disabilities. Not reflected in these numbers are 220 additional units that will be Permanent Supportive Housing (PSH). While these units are not directly set-aside for persons with disabilities, the populations they are designed to target do also have disabilities. For example, anyone who is served with our Permanent Supportive Housing resources would be chronically homeless – which is a population defined both by the duration and recurrence of homelessness in addition to having co-occurring disabilities. Housing for those with disabilities like these often require intensive services be provided in order to make the projects successful and ensure tenants remain stable within their housing. It is only with these specifically dedicated PSH resources that we are able to serve these populations with higher needs. In addition, we work with our partners at Oregon Health Authority (OHA) and Oregon Department of Human Services (ODHS) for the HUD 811 Project-based Rent Assistance (PRA) program. This program is funded through a grant from the US Dept. of Housing and Urban Development and pays project-based rent assistance for persons who are living with a mental illness or an intellectual/developmental disability. The rent assistance is matched with services through OHA and ODHS, who are also responsible for the referral of prospective program participants.

KPM 5 – ***Construction costs per square foot for: newly constructed housing units developed through grant and tax credit programs; and construction costs per square foot for rehabilitated housing units developed through grant and tax credit programs, as compared to national RS Means data.***

How Are We Doing? From July 1, 2022 through June 30, 2023, the average cost per square foot of new construction properties that completed construction during that period was $279.92, or 121.5% of the combined 2022 and 2023 national average construction costs per square foot as reported by RS Means data ($230.35). This is above the target of 100%, which is a negative result. For properties that were preserved and went through significant rehabilitation, the average cost per square foot of that rehabilitation was $217.36, which is 199% of the combined 2022 and 2023 national average rehabilitation costs per square foot as reported by RS Means data ($109.11). This is above the target of 100%, which is a negative result.

Factors Affecting Our Results? Many requirements can increase costs in the development or rehabilitation of affordable housing, including but not limited to: paying workers prevailing wages, building to LEED standards, site work, design standards, the fluctuating costs and availability of materials, and locational factors. In addition, for many of our older projects needing rehabilitation, namely preservation properties, we are finding the need to invest in large systems upgrades necessary for tenant health and safety that would be less likely to have seen reflected in a normal market rehab that would be more aligned with the national average rehabilitation costs from RS Means. For example, preserving The Joyce property required a complete building seismic upgrade, replacement of all building systems, a new elevator, and upgrading the building to current codes, thus making the cost per square foot significantly above average the average according to RS Means which is primarily tied to cosmetic and interior renovations. Furthermore, we are using national RS Means data because statewide data is not available, but Oregon construction costs tend to be higher than the national average, especially in urban areas.

KPM 6 – ***Percentage of affordable rental housing units funded with 9% Low Income Housing Tax Credits or HOME program funds that will be developed in high opportunity areas. High opportunity areas are defined as census tracts that meet two of the following three criteria: low poverty rate, below average unemployment rate, high ratio of jobs to labor force.***

How Are We Doing? From July 1, 2022 through June 30, 2023, 70% of units funded with 9% Low Income Housing Tax Credits or HOME program funds through a competitive process scored at least 3 out of 5 points in the updated location opportunity and environmental factors section of OHCS's 2022 Qualified Allocation Plan. This is above the target of 40%.

Factors Affecting Our Results? The definition of high opportunity areas provided in this KPM is no longer being used or tracked by OHCS. In 2022 the Agency's Qualified Allocation Plan was updated after robust stakeholder engagement and approval by our Housing Stability Council. New construction developments can now receive up to five points in the Location Opportunity & Environmental Factors section which includes the following criteria: 1 point if Project is not in a USDA food desert; 1 point if Project has access to Parks & Public Space; 1 point if Project is in a census tract where 50% or more of households earned more than 100% of the area median income and the poverty rate is less than or equal to 20%; 1 point for access to School/Education/Library/Workforce Training; 1 point for projects in urban areas if in a Transit-Oriented Development or within a half mile of fixed transit stop OR 1 point for projects in rural areas with access to transit options. There is also a maximum of negative 2 points for Projects sited in Balance of State – Urban and Rural and negative 3 points for Projects sited in Metro and Non-Metro HOME PJs that are in tracts with greater health risks due to environmental factors compared to the rest of the State, as defined by the Environmental Protection Agency's Environmental Justice Screening and Mapping Tool.

KPM 7 – Percent increase in the number of affordable rental housing units that will be developed in rural areas. Rural areas are defined as: communities with population 15,000 or less outside of the Portland Urban Growth Boundary in counties with Metropolitan Statistical Areas (Benton, Clackamas, Columbia, Deschutes, Jackson, Josephine, Lane, Marion, Multnomah, Polk, Washington, and Yamhill Counties) and communities with 40,000 population or less in the balance of the state.

How Are We Doing? From July 1, 2022 through June 30, 2023, 21% of rental units approved for funding were in rural areas. The number of units funded in rural areas was 1,153 in FY 2022 and increased 0.25% to 1,156 in FY 2023. This is below the target of a 5% increase, and below the target of 25% of the units being in rural areas.

Factors Affecting Our Results? While we did not meet our target of a 5% increase of units funded in rural areas of the state this year, we have met our Statewide Housing Plan goal of increasing OHCS-funded housing in Oregon's rural areas by 75% one year ahead of schedule. From July 1, 2014 through June 30, 2019 we had only funded 1,454 units in rural areas. Four years out of the five-year period of the Statewide Housing Plan is now over and we funded 4,116 units in rural areas over that time period, for an increase of 183% over the prior five-year period. This shows a real commitment to reaching more rural communities throughout the state.

The percentage of all units funded in rural areas does remain above what it was in FY 2020 (19%), at 21%. We recommend re-establishing the target for this KPM to align with the percentage of overall units that are located in rural areas. The percent of units funded in rural areas as a percent of total units funded has gone from 19% in FY 2020, to 30% in FY 2021, to 24% in FY 2022 and now to 21%. Using these t points as a baseline, we would like to continue using this measurement, with a target that 25% of the funded units be located in rural areas of the state.

KPM 8 - Percentage of households at or below the county median family income served by the Oregon Bond Residential Loan program.

How Are We Doing? From July 1, 2022 through June 30, 2023, 77% of loans made through the Oregon Bond Residential Loan Program went to households at or below the county median family income. This is above our target of 70%.

Factors Affecting Our Results: The lowest income limits OHCS uses for the residential loan program is 100% of statewide median family income. The statewide median family income for 2023 was $98,800 while the county median family income ranges from $60,200 in Harney County up to $114,400 in the Portland Metropolitan Area. The highest limit for a larger size household is 140% of statewide MFI or 140% of county MFI, whichever is greater.

KPM 9 - Percentage of people served by all OHCS homeownership programs who identify as People of Color.

How Are We Doing? From July 1, 2022 through June 30, 2023, 34.5% of clients served by our homeownership programs were Black, Indigenous, and People of Color (BIPOC). This is above our target of 30%.

Factors Affecting Our Results? Programs such as the Home Ownership Assistance Program (HOAP) and the Oregon Bond Residential Loan (OBRL) program represent a substantial proportion of our results. There were 2,847 new clients served by the HOAP program, and 42.6% of them identified as BIPOC. Out of those HOAP clients, 584 reached a resolution during the fiscal year, such as the purchase of a home, and 109 (18%) of them were BIPOC. In the OBRL program, 120 of the 463 loans (26%) went to first-time homebuyers who were People of Color.

For the Homeowner Assistance Fund (HAF), 240 clients approved for assistance were BIPOC, which is 21% of the 1142 total clients approved in the fiscal year. OHCS' Foreclosure Avoidance Counseling (FAC) program also represents a sizable proportion of our outreach. In the 2023 fiscal year FAC served 264 new clients, and 31% of them were BIPOC (83 clients). Meanwhile, The Oregon Foreclosure Avoidance (OFA) program served 226 new clients, and 22% of them were BIPOC (51 clients). The Down Payment Assistance program was not included in this year's key performance measures due to lack of new program funding.

OHCS has been working to ensure that our partners are being more proactive in promoting all of our homeownership programs to communities of color by encouraging partnerships with culturally-specific organizations and expanding outreach efforts. Most recently, OHCS started using performance-based contracting with partners to ensure that they serve and improve outreach to the BIPOC community. Partners had to submit a Request For Application to the Home Ownership division committing to serving their entire community with a focus on communities of color and hitting performance goals tied to the number of BIPOC individuals served. Homeownership is leading the Agency in this effort and is committed to refining this process over the coming years.

KPM 10 - Percentage of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall.

How are We Doing? We performed our ninth customer service survey in 2022 and we received 77 complete responses. When asked to rate "the overall quality of service provided by OHCS", 56% of respondents gave a positive answer ("Excellent" or "Good"). We conduct this survey every other year. This is below our target of 80%.

Factors Affecting Our Results?
The results of the 2022 Customer Service Survey were significantly different than the 2020 survey results. After 2 years of launching and facilitating hundreds of millions of dollars of emergency programs in a short time, OHCS had to pivot our business practices and operations by becoming a direct service provider for these new programs. This change in business required OHCS to internally adjust and affected how we relate with our external partners and how we are perceived externally. Nearly all the poor or fair ratings were due to lack of satisfaction with federal emergency programs (this includes ERA and HAF). Other comments included dissatisfaction with OHCS changing prioritization for our notice of funding availability and how we score developers who are applying for affordable housing tax credit funding (LIHTC, HOME, etc.).

One important lesson the agency learned over the course of the pandemic was the importance of setting up customer service support for new public facing emergency response programs. OHCS has set up support lines for tenants and landlords in need of emergency rental assistance application support and has invested in interagency partnerships with 211 to increase the availability of information about foreclosure prevention and availability of federal and state resources.

BUDGET NARRATIVE

OHCS received its highest ratings for “the helpfulness of OHCS employees”, and “the knowledge and expertise of OHCS employees”, with 59% of customers giving a positive rating on these factors. The factor which the agency needs to focus on improving the most is “the availability of information at OHCS”.

OHCS works with hundreds of partners across the state across the housing continuum. While OHCS generally relies on partners to promote and deliver their services to local communities, OHCS does provide a wide variety of community supports, educational information and outreach. Sometimes there is a time lapse between when OHCS is updated about remaining availability of resources on the ground. OHCS will soon take part in an interagency council on homelessness to co-create ways to improve communication between the state, county, city and local providers in order to provide more timely information to the public about resource availability. The agency is actively building out and reformulating our stakeholder engagement and outreach to increase information sharing and partnerships with community members. This feedback will help inform our approach.

OHCS greatly values community input and takes feedback on performance seriously. While we appreciate that responders found our staff to be knowledgeable and helpful, we strive for excellence and will continue to incorporate feedback on ways the agency can improve access to information and program opportunities while strengthening community partnerships.

BUDGET NARRATIVE
Audit Report

Audit	Audit #	Finding	Finding #	Corrective Action	Date Completed	Note from Management	Status to Report	Required
2021 LIHEAP	93.568 Low-Income Home Energy Assistance Program	Ensure documentation is maintained to support amounts reported and review of reports	2021 -	The OHCS Assistant Director of Energy Services will work with the OHCS Energy Assistance Coordinator to ensure that our reporting procedures and controls include manager review of completed reports before submission and that all report support documentation is maintained	6/30/2022	The department continues to review all Federal reports internally and approved by Management for final submission. The department's control process requires a review of all Federal reports prior to submission and maintenance of documentation. Program staff submit reports to be reviewed by a manager prior to submittal by OHCS Energy Assistance Coordinator which will be supported by a LIHEAP report. Adequate controls are in place to ensure documentation is maintained to support amounts reported and reports are reviewed prior to submission.	Corrective action taken	Program and Fiscal have submitted the reports. HHS had an issue on their end and their system reporting upload was down at he time of submission. We had the information but could not submit it. They were notified we had them and they were submitted when HHS was back on-line. 11/2022.

2021 LIHEAP	93.568 Low-Income Home Energy Assistance Program	Establish controls to ensure information is readily available to assist in monitoring compliance requirements		OHCS will work with IT support to ensure critical system reports are generated timely. Additional staff are also being hired to ensure capacity exists to dedicate the necessary time to preparing GMR's	8/23/2023	Complete. Additional staff have been added and cross trained, and coordination on IT generated downloads has improved to data is obtained timely.	Corrective action taken	Additional staff have been added and cross trained, and coordination on IT generated downloads has improved to data is obtained timely.
2022 LIHEAP	914-2022-04-01	Ensure subrecipient risk assessments and fiscal monitoring are performed and required grant information is communicated timely to subrecipients.	2022-32	OHCS lost critical fiscal monitoring staff and was unable to complete all risk assessments and fiscal monitoring due to this. OHCS is on track to complete fiscal monitoring and risk assessments for all subrecipients of LIHEAP in FY23. Additionally, OHCS has established vendor relationships to perform fiscal monitoring as a backup for when staff vacancies exist.		This has been completed from a fiscal compliance standpoint. Fiscal Compliance is currently in the process of hiring for an OPA3 that was recently vacated and for 23-25 LAB recruiting for a section manager and 2 more PA2's. Fiscal Compliance has also extended the Moss-Adams contract into 23-25 for continued monitoring, operational review of processes and back up as needed.	Corrective action was taken	Fiscal Compliance is currently in the process of hiring for an OPA3 that was recently vacated and for 23-25 LAB recruiting for a section manager and 2 more PA2's. Fiscal Compliance has also extended the Moss-Adams contract into 23-25 for continued monitoring, operational review of processes and back up as needed.

BUDGET NARRATIVE
Audit Report

2022 LIHEAP	914-2022-04-01	Ensure review of subrecipient request for funds verifies immediate cash needs are supported	2022-34	Strong internal controls exist and costs were eventually substantiated and allowable, however OHCS had significant staff turnover and newer staff processing these advance requests did not gather the level of detail required by OHCS to substantiate draws in a timely manner. Training has been completed for FY23.	6/30/2023	Complete. Staff have been retrained, communication has gone out to program staff and grantees to reset expectations. A monthly report is being ran to also identify if any supporting documentation is missed through the year instead at the end of the year.	corrective action was taken	Staff have been retrained, communication has gone out to program staff and grantees to reset expectations. A monthly report is being ran to also identify if any supporting documentation is missed through the year instead at the end of the year

2022 ESG	914-2023-06-01	Controls are needed to ensure program expenditures are allowable.	2022-18	OHCS had significant staff turnover in FY22, and that coupled with the substantively increased number of subrecipients, lead to a lack of monitoring. OHCS has subsequently hired staff and established vendor relationships to perform fiscal monitoring as a backup for when staff vacancies exist. Additionally, OHCS is on track to complete fiscal and program monitoring for all subrecipients of ESG funds in FY23	Fiscal has entered into contractual agreement with Moss-Adams to complete ALL monitoring of ESG funded programs for FY22 within the CAA network and FY22/FY23 for those 26 outside of the CAA network by 12/31/2023. Inhouse staff will complete FY23 Fiscal Monitoring for all within the CAA network as normally scheduled during FY24.	corrective action was taken	Fiscal has entered into contractual agreement with Moss-Adams to complete ALL monitoring of ESG funded programs for FY22 within the CAA network and FY22/FY23 for those 26 outside of the CAA network by 12/31/2023. Inhouse staff will complete FY23 Fiscal Monitoring for all within the CAA network as normally scheduled during FY24.
2022 ESG	914-2023-06-01	Documentation verifying subrecipients have not been suspended or debarred needs to be retained	2022-22	Procurement will ensure documentation demonstrating subrecipients have not been suspended or debarred will be saved in the procurement file.	Procurement staff have been retrained on the requirement of saving documentation verifying suspension/debarment. All electronic files will have saved documentation.	corrective action was taken	Procurement staff have been retrained on the requirement of saving documentation verifying suspension/debarment. All electronic files will have saved documentation.

2022 ESG	914-2023-06-01	Subrecipients need to be monitored to ensure compliance with procurement standards	2022-24	OHCS had significant staff turnover in FY22, and that coupled with the substantively increased number of subrecipients, lead to a lack of monitoring. OHCS has subsequently hired staff and established vendor relationships to perform fiscal monitoring as a backup for when staff vacancies exist. Additionally, OHCS is on track to complete fiscal and program monitoring for all subrecipients of ESG funds in FY23.	Fiscal has entered into contractual agreement with Moss-Adams to complete ALL monitoring of ESG funded programs for FY22 within the CAA network and FY22/FY23 for those 26 outside of the CAA network by 12/31/2023. Inhouse staff will complete FY23 Fiscal Monitoring for all within the CAA network as normally scheduled during FY24.	corrective action was taken	Fiscal has entered into contractual agreement with Moss-Adams to complete ALL monitoring of ESG funded programs for FY22 within the CAA network and FY22/FY23 for those 26 outside of the CAA network by 12/31/2023. Inhouse staff will complete FY23 Fiscal Monitoring for all within the CAA network as normally scheduled during FY24.

2022 ERA	914-2023-06-02	Perform fiscal monitoring for subrecipients administrative expenditures to ensure compliance.	2022-25	OHCS had significant compliance monitoring staff turnover in FY22 which led to a lack of monitoring. OHCS has subsequently hired a contractor to perform fiscal monitoring of all ESG funded grantees. OHCS also hired staff to pre-FY22 levels, fully trained all staff and began developing internal working relationships with program staff to assure operational efficiencies. This includes an annual workshop with all grantees, internal training, and standardizations of monitoring processes.	Fiscal has entered into contractual agreement with Moss-Adams to complete ALL monitoring of ESG funded programs for FY22 within the CAA network and FY22/FY23 for those 26 outside of the CAA network by 12/31/2023. Inhouse staff will complete FY23 Fiscal Monitoring for all within the CAA network as normally scheduled during FY24.	corrective action was taken	Fiscal has entered into contractual agreement with Moss-Adams to complete ALL monitoring of ESG funded programs for FY22 within the CAA network and FY22/FY23 for those 26 outside of the CAA network by 12/31/2023. Inhouse staff will complete FY23 Fiscal Monitoring for all within the CAA network as normally scheduled during FY24.

2022 ERA	914-2023-06-02	Ensure Monthly and Quarterly reports are accurate and adequately supported	2022-27	While OHCS submitted monthly and quarterly reports since program inception that include program and fiscal information, we acknowledge that there were some discrepancies between systems when one file was overridden with new information and one other file contained an error. We have taken steps to ensure data integrity and records retention moving forward and future compilations of the application tracking system data will be stored to support the point in time reconciliations and figures reported to US Treasury. One quarterly report will also be refiled if allowable by US Treasury to ensure quarterly figures reported are accurate. Data integrity	This is in progress. US Treasury has not reopened the portal to refile the quarterly report in question. Additional due diligence is being performed to ensure data files provided by Research are preserved and align with the figures on any reports filed with US Treasury.	corrective action was taken

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2022 ESG	914-2023-06-01	Controls are needed to ensure subrecipients' compliance with equipment and real property requirements.	2022-19	OHCS has instituted a procedure for State FY23 which is on track to be completed for all ESG recipients; this procedure currently includes a notification and approval process for the tracking of the acquisition, rehabilitation, renovation, or conversion of property and separately a vehicle purchase and equipment purchase. We are in the process of refining a control system to ensure adequate safeguards are in place to prevent loss, damage, or theft. Additionally, we are reviewing our maintenance procedures to ensure properties are in good condition	Program Compliance Team has added questions to agency questionnaire verify agency's policy and procedures for the security, maintenance, and accountability for assets, and specifically asks for the documentation surrounding any items in excess of $5,000 purchased during the monitoring period. This questionnaire is sent out to agencies during monitoring and is used as part of the desk review process.	Partial corrective action was taken	Vehicle Purchase Request, Equipment Purchase Request, and Equipment/Vehicle Disposition Request Forms have been created. We are in the process of updating our guidance to enforce this requirement.

2022 ESG	914-2023-06-01	Controls are needed to ensure buildings renovated for use as emergency homeless shelters are maintained as shelters for the period required.	2022-20	Program monitoring for all ESG recipients is on track to be completed for State FY23. Our program manuals state the restrictive use period requirements for any rehabilitation, renovation, conversion, or maintenance of real property. OHCS' program manuals clearly define and outline the requirements for approval of acquisition-renovation-rehabilitation, expectations regarding restrictive use periods based on project type, as well as a requirement for an annual certificate of continuing program compliance. The continuing program compliance requirement allows subrecipients to self-certify that a property is meeting the required restrictive use	6/30/2023	Program Compliance Team has added questions to agency questionnaire determine whether or not a property was purchased or renovated using program funds during the monitoring period. Agencies using program funds to operate a shelter or day center are expected to provide fire safety, security, and health inspection documentation as applicable. Program compliance team is currently working with a contractor to develop more robust policies and procedures for monitoring for future monitoring.	Corrective action was taken	Monitoring has added this to the Program Compliance Checklist to ensure restrictive use period is being adhered to based on program guidance.

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2022 ESG	914-2023-06-01	Controls are needed to ensure compliance with level of effort requirements	2022-21	Level of Effort monitoring is part of program monitoring for State FY23 which is on track to be completed for all ESG recipients. OHCS is in the process of designing a self-certification form for subrecipients to acknowledge and agree to the compliance requirements in which funds may not be used to replace funds the local government provided for street outreach and emergency shelter services.	Add this to the Program Compliance Check-list. Program compliance doesn't review budgets. If there is a self-certification form required, then Program can see if they submitted this information.	Partial corrective action was taken	Monitoring has added this to the Program Compliance Checklist to ensure adherence to self-certification. Self-certification form is entering final stages of review.

2022 Coronavirus State and Local Fiscal Recovery Funds	914-2023-05-01	Comply with subrecipient monitoring requirements	2022-31	OHCS performed appropriate due diligence in determining whether organization was a subrecipient or vendor. Internally OHCS identified the issue of how to classify the organization and used all resources available to make the determination. The result of the due diligence and discussion was that OHCS determined the organization should be classified as a vendor, not a subrecipient. OHCS will review and strengthen the current process for determination.	4/5/2024	OHCS Central Services Division will develop a process on internal roles/responsibilities of determining subrecipient vs. vendor relationship.	Corrective action was taken	OHCS Central Services Division will develop a process on internal roles/responsibilities of determining subrecipient vs. vendor relationship.

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Audit Report

2022 LIHEAP	914-2022-04-01	Ensure financial reports are submitted.	2022-33	OHCS submitted 2 of the 4 required reports but was unable to submit the remainder due to technical issues with the federal reporting system. OHCS compiled all requisite reporting information timely and is in correspondence with the federal funder to enable report submission.	This is still in progress. Efforts continue for staff to obtain the correct access to file older reports.	Partial corrective action was taken

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2022 ESG	914-2023-06-01	Controls need to be strengthened to ensure the required expenditures are spent timely	2022-23	OHCS did reach out to HUD and requested an extension of the obligation deadline, however, did not receive direct approval. Going forward, OHCS will ensure grant management reports and time-bound expenditure plans are consistently maintained and followed for all OHCS grants and grantees. In addition, OHCS will perform due diligence and ensure follow-up occurs when needed and documentation is retained to support our efforts.	This is in progress. Additional positions are being filled to expand capacity to support timely tracking. We're also working with program to ensure spenddown plans exist and are supported/followed, and resources exist within programmatic areas as well to support this effort.	No further action warranted

2022 ERA	914-2023-06-02	Ensure accessible documentation to evidence compliance with program requirements	2022-29	OHCS had significant compliance monitoring staff turnover in FY22 leading to incomplete subrecipient monitoring reviews. OHCS completing these reviews would've ensured subrecipients had adequate time to produce necessary documentation to evaluate compliance, or if not, subrecipients would've been required to take corrective actions. For fiscal compliance, OHCS hired a contractor to perform fiscal monitoring of federal funded Grantees. OHCS also hired fiscal staff to pre-FY22 levels, fully trained them, conducted coordinated working sessions, and reached out to the CAA network for discussions on improving processes. OHCS continues to work with the			corrective action was taken

2022 ERA	914-2023-06-02	Implement program monitoring over client assistance payments to ensure compliance	Lack of staff significantly limited our ability to perform the necessary monitoring. An additional contractor was brought on to monitor the work of our vendor in February of 2022. The contractor continued to provide program compliance support to OHCS through the end of January 2023. This contractor was also engaged in other projects and activities as needed during their contract term. The largest workload was investigating payments or cases that were identified as potentially non-compliant. All these cases were researched extensively, and findings were identified, and corrective action and collection activities were started if needed. Out of	was implemented in the spring of 2023 and our documented policies and procedures continue to be updated and improved. Each review requires a 30 day notice and sample size is dependent on the total number of processed and paid applications. Initially, the CAA programs were to be reviewed and finalized. Multiple reviews were scheduled but unfortunately had to be suspended or rescheduled due to the nearing contract end date for PPL. To date, the four required federal reports for PPL have been completed (OERAP 1 and 2, FY 22 and FY23 each). It is important to note, each review has not yet been closed as the PPL response time is still open. A payment recapture process specific to program compliance	Corrective Action was taken

2022 ERA	914-2023-06-02	Ensure Federal Funding Accountability and Transparency Act reporting is completed	2022-28	OHCS has attempted multiple times to submit the FFATA, however the award was never made available to report on within the system. OHCS has also reached out to US Treasury multiple times to confirm that we were not required to report but have yet to hear directly from US Treasury. OHCS was able to confirm and received a response from US Treasury that went to another state that grantees were not required to complete the FFATA on the federal reporting website as US Treasury was doing that on behalf of the recipient, and OHCS did share that correspondence with SOS. Although US Treasury has been nonresponsive, OHCS will continue to attempt to	Still in progress.	Partial corrective action was taken	Update 7/12/24: US Treasury is not responding to our requests. SOS wants a letter directly to us, and not another state agency which is what we have. Waiting to see if this will fall off the FY24 report.

2022 ERA	914-2023-06-02	Ensure controls over administrative expenditure limits are properly designed and sufficiently detailed to ensure compliance	2022-30	This was a very fast-paced, complex award with multiple layers of funding. OHCS did have and continues to have a pulse on administrative costs from the various admin funding sources and has not exceeded those allowable limits. Reporting was routinely compiled to show the various allocations and expenditures to date, which included administrative costs. Reporting was not provided in a consistent manner as information from multiple systems was needed, however program and fiscal staff met regularly to review. OHCS is taking careful steps to design a system that will consistently track awards while ensuring spending is	This is in progress. A budget to actuals tool is in development to provide sustainable tracking and reporting on administrative expenditures for all programs.	corrective action was taken	This is in progress. A budget to actuals tool is in development to provide sustainable tracking and reporting on administrative expenditures for all programs.

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2023 LIHEAP	914-2024-04-01	Ensure review of federal cash draws are adequately documented to support the draws are for the immediate cash needs of the program	2023-17	Additional training has been provided to new team members, to ensure adequate documentation exists to support immediate cash needs. Two-step verification of all draws is also required. Refresher training has been provided to staff to ensure oversight is in place at all times. The funds inadvertently drawn were corrected the first week of March 2024.	Corrective action was taken. AW240940	Staff have been retrained, and reconciliations are completed timely to ensure accuracy and oversight of draws.
2023 LIHEAP	914-2024-04-01	Ensure the Grant Management Report control is performed and documented	2023-18		Corrective action was taken.	A dedicated staff resource has been trained and has brought grant reconciliations and reporting current. Additional training has been provided for awareness of the earmarking and obligation requirements as well.

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2023 LIHEAP	914-2024-04-01	Ensure documentation is retained to support amounts reported	2023-19		Corrective action was taken.	Staff have received training and documentation is now retained consistently to support reported figures.
2023 ESG	914-2024-04-03	Fully implement controls to ensure subrecipients are in compliance with program requirements	2023-15	OHCS has hired an outside contractor to complete the requested work. Contractor was not in place in time to complete action prior to end of audit work, however work will be finalized prior to the end of the current fiscal year.	Corrective action was taken.	

BUDGET NARRATIVE
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2023 ESG	914-2024-04-03	Verification that subrecipients have not been suspended or debarred needs to be retained	2023-16	Since the original findings in 2022, we have added the SAM check as a mandatory review activity in our agreement trackers, and have provided training and guidance as to the retention of the screenshots of the SAM check as of 6/30/2023. As we have experienced some additional staff turnover since then, we will reiterate that guidance; document the requirement in a team procedure; and provide a refresher as to the necessity of this document retention on a recurring basis. This will currently be in the Procurement Administrative files but is subject to change as there is a project in motion at OHCS for a Grant Management System that			corrective action was taken

BUDGET NARRATIVE
Audit Report

2023 ERA	914-2024-04-02	Obtain documentation to support expenditures or pursue cost recovery	OHCS is in the process of coordinating with agencies and contractor to resolve any outstanding compliance concerns. Expenses may be considered mitigated if documentation to support the questioned cost is obtained, or if agency is able to clarify policy and procedure to support existing documentation. If expenditure is not resolved and is identified as non-compliant with federal requirements, OHCS may pursue cost recovery. Anticipated completion date is 90 days. *NOTE for OHCS only :This is considering response and review times for open reports and if we need to issue a notice to cure, creating that invoice and sending it with standard		Partial corrective action was taken

Oregon
Governor Tina Kotek

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May 24, 2023

Affirmative Action Manager
Diversity, Equity and Inclusion Office of the Governor
900 Court St. NE, Ste. 254
Salem, OR 97301

Submitted via email affirmative.action@oregon.gov, rosa.klein@das.oregon.gov.

Dear Rosa,

I am pleased to provide you with the Oregon Housing and Community Services (OHCS) Affirmative Action Plan for the 2023-2025 biennium. The agency will continue with our initiatives for our agency and as a service provider for state government.

OHCS is committed to having a workforce that reflects the diversity of our customers and ensures our workplace is a welcoming, inclusive, and respectful place to work. Our agency fully supports the inclusion of all protected groups into our workforce. We are committed to recruiting, hiring, training, and promoting persons in all job classifications regardless of race, color, religion, national origin, age, sex, sexual orientation, marital status or a physical or mental disability.

OHCS is committed to creating and maintaining a work environment and culture which values and utilizes diversity and that is free from harassment based on protected class.

If you have any questions, please contact me at 503-986-0971 or Laura Deleon, HR Director, at 503-986-7228.

Sincerely,

Andrea Bell
Director
Oregon Housing and Community Services

OHCS Affirmative Action Plan 2023-2025



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Agency Overview

Oregon Housing and Community Services (OHCS) is the state's affordable housing finance agency and community services program administrator. OHCS administers federal and state programs that fund multifamily affordable housing development, fund residential mortgages for first-time homebuyers, fund foreclosure prevention, and support antipoverty programs, people experiencing homelessness, energy assistance, and community services.

Mission

We provide stable and affordable housing and engage leaders to develop integrated statewide policy that addresses poverty and provides opportunity for residents of Oregon.

Vision

All Oregonians have the opportunity to pursue prosperity and live free from poverty.

Values

- Compassion
- Collaboration
- Dedication
- Equity
- Integrity
- Leadership

Key Contacts

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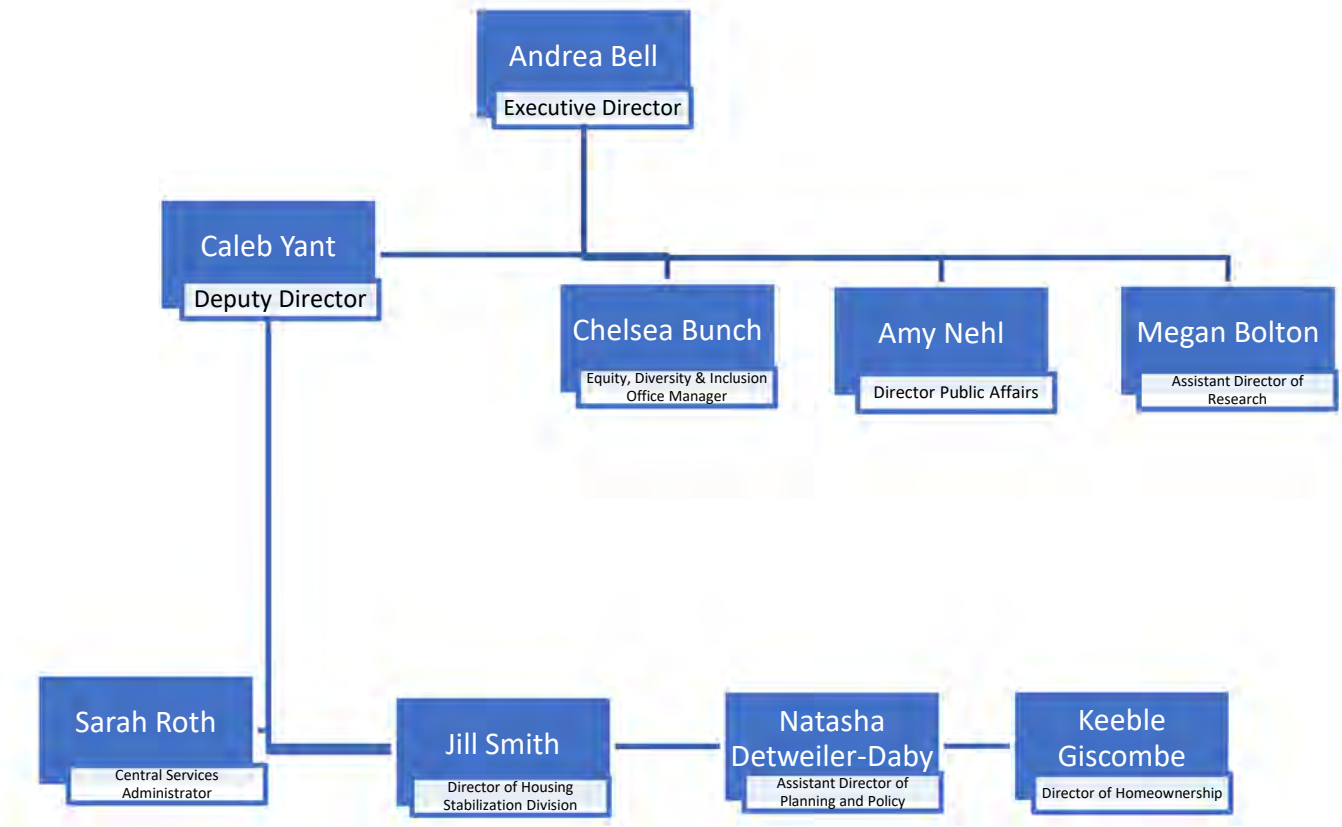
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OHCS Organizational Chart



Affirmative Action Policies

Agency Polices

Applicable OHCS Affirmative Action Policies are accessible to all employees via the OHCS internal website with links listed below:

OHCS Equal Employment Opportunity/Affirmative Action Policy 20.010.02

OHCS Reasonable Accommodations Policy 20.010.01

State Employment Resources

Statewide Affirmative Action Policies are accessible to all employees and partners via the DAS webpage and the links listed below:

ADA and Reasonable Accommodation Policy *(Statewide Policy 50.020.10)*

Discrimination and Harassment Free Workplace - *(Statewide Policy No. 50.010.01)*

Veterans Preference in Employment (*40-055-03*)

Equal Opportunity and Affirmative Action Rule *(105-040-0001)*

Executive Order 17-11: Relating to Affirmative Action and Diversity and Inclusion

Current Employee Relocation *(Statewide Policy 40-055-10)*

Employment of Returning Retirees *(Statewide Policy 40-090-01)*

Limited duration appointments *(Statewide Policy 40-025-02)*

Recruitment and Selection *(Statewide Policy 40-010-02)*

Reemployment *(Statewide Policy 40-080-01)*

Temporary Appointments *(Statewide Policy 40-025-01)*

Transfers *(Statewide Policy 40-045-01)*

Unclassified Service Employment and Termination *(Statewide Policy 40-035-01)*

Federal Employment Law Resources

The Federal Affirmative Action Title VII Resource Guide provides links and detailed information for the following federal employment laws:

Age Discrimination in Employment Act of 1967 (ADEA)

Disability Discrimination Title I of the Americans with Disability Act of 1990

Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964

Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)

National Origin Discrimination Title VII of the Civil Rights Act of 1964

Pregnancy Discrimination Title VII of the Civil Rights Act of 1964

Race/Color Discrimination Title VII of the Civil Rights Act of 1964

Religious Discrimination Title VII of the Civil Rights Act of 1964

Retaliation Title VII of the Civil Agency Affirmative Action Policy

Sex-Based Discrimination Title VII of the Civil Rights Act of 1964

Sexual Harassment Title VII of the Civil Rights Act of 1964

Executive Order 11246 elaborates on Equal Employment Opportunity law as it applies to government contractors.

Complaint Process

The State of Oregon is committed to maintaining a discrimination and harassment free workplace. It is the policy of the State of Oregon to create and maintain a work environment that is respectful, professional, and free from inappropriate workplace conduct. OHCS has established procedures in place to receive, investigate, and act upon internal complaints involving OHCS employees. The purpose of this procedure is to promptly address concerns regarding potential violations of the DAS Discrimination and Harassment Free Workplace Policy, 50.010.01, the DAS Maintaining a Professional Workplace Policy, 50.010.03, and alleged violations of state and federal law.

Documentation. A complaint may be made orally or in writing. An oral or written complaint should contain the following:

- The name of the complainant and the name of the person that was subjected to the alleged discrimination, workplace harassment, sexual harassment, workplace intimidation, or sexual assault if they are not the same person.
- The names of all parties involved, including witnesses.

Official Complaint Form

Other Reporting Options

Filing a complaint with the Office of Human Resources does not prevent an employee from filing a complaint with the Bureau of Labor and Industries (BOLI), or the United States Equal Employment Opportunity Commission (EEOC).

Penalties. Employees found to have engaged in inappropriate workplace behavior, will be counseled, or depending on the severity of the behavior, may be subject to discipline, up to, and including dismissal.

Retaliation. OHCS does not tolerate any form of retaliation against individuals who file a complaint, participate in an investigation, or report discrimination, workplace harassment, or inappropriate workplace conduct.

OHCS Contact for Complaints

Senior HR Business Partner
Denise Kraxberger
503-689-2257
Denise.Kraxberger@hcs.oregon.gov

Roles for Implementation

All OHCS employees are required to complete the online DAS-CHRO training – Preventing Discrimination and Harassment in The Workplace. New employees must complete this training within two weeks of their start date. Each employee will complete the training annually.

OHCS Executive Director, Andrea Bell

The Executive Director commits OHCS to a policy of equal employment opportunity and is active in the attainment of the Agency's Affirmative Action goals, objectives, and initiatives. They hold OHCS administrators and management staff accountable for understanding and articulating the Affirmative Action Policy, commitment, and goals, and producing the Affirmative Action plan. This is assessed during the annual performance evaluation cycle. They are held accountable through their annual evaluation from the Governor. They will ensure compliance with all applicable federal and state laws, rules, and regulations regarding equal employment opportunity. They will deal directly with reported actions that are contrary to the policies and procedures outlined in the Affirmative Action Plan.

OHCS Executive Team

The Executive Team includes the Executive Director, Deputy Director, Director of Homeownership, Director of Affordable Housing, Director of Housing Stabilization, Equity, Diversity & Inclusion Officer, Central Services Administrator, and Director of Public Affairs.

Executive team members are responsible for the full implementation of the Affirmative Action Plan within their area of responsibility, including:

- Establish a positive climate for program success.
- Make a place where employees can thrive, succeed, and look forward to coming to work each day knowing they have a safe and respectful place to work, free from discrimination and harassment.
- Review personnel practices and procedures including training programs, recruitment, hiring and promotion patterns to identify possible roadblocks to equal employment opportunity and upward mobility; and then take appropriate remedial action to support the OHCS workforce philosophy.
- Directly engage with culturally and socially diverse organizations, OHCS partners and other local community stakeholders to promote OHCS employment opportunities. Conduct specific outreach with Black, Indigenous, and Persons of Color (BIPOC) organizations and communities. This should include BIPOC, women, and emerging small businesses, Veterans groups and organizations of the LGBTQIA2S+ community.
- Hold regular discussions with managers, supervisors, and employees to be certain that the Affirmative Action Plan is understood and implemented.
- Ensure the evaluation of manager and supervisor performance considers their commitment to Affirmative Action efforts and results.

OHCS Managers and Supervisors

The OHCS managers and supervisors have primary responsibility for the success of the Affirmative Action Plan through their direct supervisory role. Managers and supervisors are responsible for implementing the Agency's Affirmative Action Plan including:

- Becoming familiar with the details of the Affirmative Action Plan as they apply to the programs, sections, or units within their area of responsibility.
- Monitoring progress of hiring and promotions in relation to the Affirmative Action goals:
    - Brief all new employees on the plan
    - Ensure readily available access of the plan for reference
    - Discuss the plan and progress achieved at staff meetings
    - Provide information, resources and training regarding the plan, Equal Employment Opportunity (EEO) and the prohibition of discrimination and harassment
    - Periodically review hiring and promotion patterns, training opportunities, and work assignment in order to work collaboratively with the Office of Human Resource Solutions to ensure freedom from stereotyping persons with protected class status that could limit their access to jobs for which they are qualified.
    - Take steps to become involved in outreach programs to encourage and develop diverse applicant pools for current and future vacancies.
- Attend and encourage employees to attend diversity, inclusion and service equity trainings, presentations, and Equity Council meetings.
- Create a working environment, which encourages all employees to achieve their full potential. Address career development opportunities by establishing consistent Performance & Accountability check-ins on a regular basis and reviewing employee training and career plans.
- Maintain a professional attitude and an inclusive work environment, free of harassment and other forms of discrimination.
- Take responsible action to prevent harassment and discrimination of employees.
- Work collaboratively with the Office of Human Resource Solutions to provide reasonable accommodations for qualified employees with disabilities through the engagement of the interactive process.

Human Resources Solutions

The Human Resource Solutions (HRS) Director serves as, designates, and works in collaboration with the HRS team members to fulfill the role of the Agency Affirmative Action Officer as defined in compliance with the spirit of the Governor's Affirmative Action Office. The HRS Director is responsible for partnering with OHCS leadership on the implementation of the Affirmative Action Plan.

The OHCS HRS team provides human resources consultation and support to all the various work units/sections of the agency and includes the responsibility to investigate all discrimination and

harassment claims and complaints that employees file with their supervisor, manager, DAS CHRO or the Office of Human Resources. Further, OHCS HRS:

- Leads the development and monitoring of the OHCS biennial Affirmative Action Plan.
- Publicize, distribute, and train managers and supervisors on the expectations for implementing the plan.
- Assists the agency in identifying problems or improvement areas.
- Works in collaboration with the Equity, Diversity & Inclusion Office, the Equity Council and equity committees to develop affirmative action programs. This includes internal and external communication programs about the Affirmative Action Plan according to the Governor's Equity Office recommendations.
- Maintain statistical information of race, gender, and disabilities obtained through analysis of state personnel data. Provide analysis and recommend goals with timelines and develop programs to achieve those goals.
- Monitor goals initiated to remedy areas of underutilization.
- Provide feedback to executives, managers, and supervisors on affirmative action progress.
- Ensure investigations and resolutions of all discrimination and harassment complaints are conducted in compliance with OHCS procedure in a timely manner.
- Report to and update the Deputy Director and/or Director on all complaints.

2021-2023 AFFIRMATIVE ACTION PROGRESS REPORT

This section indicates progress towards program goals and strategies presented in the 2019-2021 Affirmative Action Plan.

Goal #1: Increase Employee Engagement

Strategy

HR will administer an Employee Engagement Survey by July 2021 and achieve an 80% response rate from employees. A follow-up pulse survey will be conducted and will monitor the changes to the initial survey. These results will serve as a means to measure progress of engagement strategies administered by the agency.

HR will utilize monthly reports from the Workday system to track and report trends in employee turnover rates by July 2021. HR will develop an effective agency-wide offboarding procedure and administer an exit survey for each separating employee. Identify the number of times separating employees report “manager” and/or “poor leadership” as their reason for leaving OHCS in the exit survey.

By January 2022, managers and supervisors will meet one-on-one with employees in trial service every two weeks, and regular service employees every quarter (every three months) to document structured check-ins in Workday.

By January 2022, managers and supervisors will meet one-on-one with employees annually to review and maintain Individual Development Plans (IDP) that capture job performance, acknowledge achievements, identify professional advancement opportunities, and document training and career plans.

OHCS will sponsor the creation of a Veterans Employee Resource Group by January 2022 to create a safe space for Veterans to meaningfully connect, collaborate, and network around military and Veteran culture. OHCS is also interested in creating Employee Resource Groups for employees who identify as Black, Indigenous and People of Color (BIPOC) in an effort to ensure an inclusive and supportive workplace for BIPOC staff.

Progress

HR administered a baseline Employee Engagement Survey in March 2021 using Gallup Access, which was a contract that was secured through a small procurement process. The response rate was 80%.

We issued a pulse survey in November 2021 to monitor the effectiveness of our change management efforts and ongoing agency-wide education around the Gallup Q12 philosophy and guidance. We saw an increase in overall engagement of .28% from the initial survey to the second one and maintained a similar response rate.

Because we saw a significant change, a Gallup contract for 3 additional years was purchased to consistently monitor engagement on a continuous basis.

HR has been exploring exit interview data in Workday to review trends in employee turnover. The information shared with our executive leaders in the form of raw data. We have yet to analyze the results and predict trends within specific supervisory structures.

HR has formalized an effective offboarding procedure and administers the Workday exit interview. We have not analyzed the number of times employee's select "manager" or "poor leadership" as their reason for exiting the agency because of our current HRS team's capacity restraints.

Managers are required to complete their quarterly Performance & Accountability check-ins with their staff. The agency has completed 57% of their check-ins as of 8/1/2022. We are now requiring quarterly check-ins, so annual check-ins are no longer a requirement.

OHCS has created Affinity Groups for Asian American Pacific Islander, which was expanded in 2022 to include BIPOC employees, and a White Learning space. At this time, there are no active Veterans Employee Resource Groups. We plan to continue coordinating with the Equity Diversity & Inclusion (EDI) office to continue with these efforts.

Goal #2: Build Workforce Equity, Diversity & Inclusion Proficiency

Strategy

OHCS has chartered a new Equity Committee Structure, which includes the Equity Council, Diversity & Inclusion (D&I) Best Practices, Professional Equity, Growth and Empowerment (PEGE), Equity Lab, and the Data Equity Workgroup (DEW). Part of PEGE's work, specifically, is to curate a training series on equity, racial justice, diversity and inclusion. This will create a safe and professional environment where people of all backgrounds and cultures can thrive.

Goals for training and education may include:

- Increase cultural responsiveness among co-workers, partners and service recipients.
- Educate and inform co-workers and partners about historical and present-day racial, cultural, and social oppression that was and still is practiced in the State of Oregon.
- Offer pathways for improving awareness and skills for employees and managers at all levels to promote equity and interrupt racial injustice; and
- Inform and transform employee development, training, programs and policies.

Progress

The Equity Committees meet regularly, and the committee leaders are currently developing a process for the third recruitment cycle to add more agency staff into the committees. However, we are still developing the process in which new employees can apply to be a part of the

committee, what the process looks like when a co-chair steps down and becomes a regular committee member and determining what the process will be when someone wants to move from one committee to another.

In addition to the Equity Committees, OHCS has begun leadership training for equity committee chairs and supervising managers provided by a group of consultants with the Center for Equity & Inclusion. A few select staff members, chosen by the EDI Office, have been charged with being the planning team for this cohort. The goal is to gain a cohesive understanding amongst agency leadership and to build capacity on equity concepts to be able to clearly communicate and establish racial justice and equity goals within the agency and program areas. We have not created a consistent feedback process to determine how leadership is responding to the training curriculum but anticipate doing so over the next year.

Goal #3: Expand Results-Based Monitoring & Evaluation

Strategy

Create and maintain a system to analyze OHCS programs and practices and remove identified barriers to access opportunity within OHCS programs to ensure equitable outcomes. This includes improving OHCS's ability to track, analyze, and measure performance and progress towards equity goals through standardization of data collection and enhancing data analysis of program utilization.

OHCS plans to hire a contractor in 2021 to develop a Results-Based Monitoring & Evaluation system to tie program investments and staff activities to long-term outcomes and impacts. "M&E Champions" will be selected from each section to help codify outcome metrics in order to ground the agency's work and ensure staff activities support Oregonian's long-term needs. Specific training for M&E Champions will be administered in 2021, and staff will begin working in cross-functional teams to drive this project forward starting July 2021. The Equity Committees will also be available for consult, provision of feedback and support the centering of equity and racial justice within the process and outcomes.

OHCS Staff (Executive Team, EDI Officer, HR, and Equity Council & Committees) will begin auditing the goals set forth in this Affirmative Action Plan by September 2022. They will also collaboratively draft and approve future Affirmative Action Plans starting September 2022.

Progress

The M&E Core Team meetings were initially scheduled and a M&E Steering Committee was in development. However, this work was put on hold in deference to projects deemed mission critical during Operation Follow-Through. Operation Follow Through (where, as agency leadership assessed initiatives and made difficult choices on what had to be postponed/cancelled to ensure our mission critical initiatives were achieved), M&E was postponed and eventually cancelled. No consultant was ever hired, at this point in time there are no plans to restart that initiative. It remained on hold while the initiative to improve project management coordination was moved forward.

We are planning for Results-Based Monitoring strategy in our next Statewide Housing Plan, considering our focus on community engagement, however that effort will be led by Public Affairs Division and that work plan hasn't yet been created.

Demographic Analysis

Supervisors

The tables below include the demographic analysis [1]of all supervisory personnel within OHCS. All data is this analysis is effective as of June 30, 2022.

Table 1: Supervisors by Ethnicity

Race/Ethnicity	Percentage	Count
Asian	5.13%	2
Black/African American	5.13%	2
Hispanic/Latino	10.26%	4
White	71.79%	28
American Indian or Alaska Native	2.56%	1
Two or more Races	5.13%	2
Grand Total	**100.00%**	**39**

The majority of Supervisory Managers at OHCS primarily identify as White. There are a total of nine (9) BIPOC managers.

Table 2: Supervisors by Gender

Gender	Percentage	Count
Female	64.10%	25
Male	35.90%	14
Grand Total	**100.00%**	**39**

Individuals who identify as Female represent the predominant gender of OHCS Supervisory Managers.

Table 3: Supervisors by Veteran Status

Veteran Status	Percentage	Count
Not a Veteran	100%	39
Veteran	0	0.0%
Grand Total	**39**	**100.00%**

There are currently no Veteran Supervisors represented within the agency.

[1] Note: No Supervisory Managers had self-reported a disability as of the effective date of this data.

Workforce

The following tables include the demographic information of the entire OHCS workforce broken down by job category.

Table 4: Job Categories by Race/Ethnicity

	Administrative Support		Officials and Administrators		Professionals		Skilled Craft Workers		Technicians		Total	
Race/Ethnicity	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**
American Indian or Alaska Native	7.1%	2	2.7%	1	1.5%	3	0.0%	0	0.0%	0	0.0%	6
Asian	10.7%	3	5.4%	2	5.6%	11	0.0%	0	0.0%	0	6.1%	16
Black or African American	3.6%	1	5.4%	2	2.6%	5	0.0%	0	0.0%	0	3.0%	8
Hispanic or Latino	10.7%	3	10.8%	4	9.7%	19	0.0%	0	0.0%	0	9.8%	26
I do not wish to answer.	3.6%	1	0.0%	0	3.1%	6	0.0%	0	0.0%	0	2.7%	7
Native Hawaiian or Other Pacific Islander	0.0%	0	0.0%	0	1.5%	3	0.0%	0	0.0%	0	1.1%	3
Two or More Races	7.1%	2	5.4%	2	5.1%	10	0.0%	0	0.0%	0	5.3%	14
White	57.1%	16	70.3%	26	70.9%	139	100.0%	1	100%	1	69.7%	184
Total	100.0%	28	100.0%	37	100.0%	196	100.0%	1	100.0%	1	100.0%	264

Table 5: Job Categories by Gender

	Administrative Support		Officials and Administrators		Professionals		Skilled Craft Workers		Technicians		Total	
Gender (Binary Options)	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**
Female	11.05%	19	14.53%	25	74.42%	128	0.0%	0	0.0%	0	63.47%	172
Male	4.05%	4	14.14%	14	78.79%	78	1.01%	1	1.01	1	36.53%	99
Total	100.0%	23	100.0%	39	100.0%	206	100.0%	1	100.0%	1	100.0%	271

Table 6: Job Categories by Veteran Status

	Administrative Support		Officials and Administrators		Professionals		Skilled Craft Workers		Technicians		Total	
Veteran Status	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**
Not a Veteran	100%	28	100%	37	93.9%	184	0%	0	100.0%	1	95.06%	250
Veteran	0.0%	0.	0.0%	0	6.1%	12	100%	1	0.0%	0	4.94%	13
Total	100.0%	28	100.0%	37	100.0%	196	100.0%	1	100.0%	1	100.0%	263

Table 7: Job Categories by Generation

	Administrative Support		Officials and Administrators		Professionals		Skilled Craft Workers		Technicians		Total	
Generation	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**
Generation Z (1997 - Current)	3.6%	1	0.0%	0	2.0%	4	0.0%	0	0.0%	0	2.3%	6
Millennials (1981 - 1996)	42.9%	12	27.0%	10	36.2%	71	0.0%	0	0.0%	0	35.2%	93
Generation X (1965 - 1980)	42.9%	12	51.4%	19	44.4%	87	0.0%	0	0.0%	0	44.7%	118
Baby Boomers (1947 - 1964)	10.7%	3	21.6%	8	16.8%	33	100.0%	1	100%	1	17.4%	46
Traditionalists (1917 - 1946)	0.0%	0	0.0%	0	.5%	1	0.0%	0	0.0%	0	.4%	1
Total	100.0%	28	100.0%	37	100.0%	196	100.0%	1	100.0%	1	100.0%	264

Table 8: Job Categories by Disability Reporting

	Administrative Support		Officials and Administrators		Professionals		Skilled Craft Workers		Technicians		Total	
Disability Reporting	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**
No Reported Disability	100%	28	100.0%	37	96.9%	190	100.0%	1	100.0%	1	97.7%	258
Reported Disability	0.0%	0	0.0%	0	3.1%	6	100.0%	1	100.0%	1	2.3%	6
Total	100.0%	28	100.0%	37	100.0%	196	100.0%	1	100.0%	1	100.0%	264

Promotions

The tables in this section present the demographic breakdown of promotions across Race/Ethnicity and Gender for both Supervisors and Non-Supervisors.

Table 9: Race/Ethnicity of Non-Supervisory Promotions by Gender

Race/Ethnicity	**Female**	**Male**	**Total**
American Indian or Alaska Native	0	1	1
Black or African American	0	1	1
Hispanic or Latino	2	0	2
I do not wish to answer.	0	2	2
Two or More Races	2	1	3
White	24	16	40
Asian	2	1	3
Grand Total	**30**	**23**	**53**

Table 10: Race/Ethnicity of Supervisory Promotions by Gender

Race/Ethnicity	**Female**	**Male**	**Total**
American Indian or Alaska Native	0	1	1
Black or African American	1	0	1
Hispanic or Latino	0	0	0
I do not wish to answer	2	0	2
Two or More Races	2	0	2
White	9	6	15
Asian	0	0	0
Grand Total	**14**	**7**	**21**

2023-2025 Affirmative Action Goals & Strategies

Agency-Wide Goals

Goal #1: Continue to Increase Employee Engagement

Strategy

- HRS will continue administering a quarterly Employee Engagement Surveys and review the results with leadership, supervisors and staff. We provide results of the survey to executive leadership first, by sharing divisional results as well as individual manager results.
- We will continue to provide resources to employees and managers to facilitate conversations that are proven to increase engagement within the workforce.
- When an Employee Engagement Survey is conducted, we schedule 1:1's with each manager who received feedback from their staff and discuss the results.

Goal #2: Continue to Build Workforce Equity, Diversity & Inclusion Proficiency

Strategy

Continue the work of the equity committees and the leadership training through the Center for Equity & Inclusion. At this point, it is difficult to determine how successful these efforts have been. We will begin measuring the effectiveness of the committees as well as the leadership training. We will measure the effectiveness by conducting surveys, determining the interplay of equity work and engagement elements and evaluate how equity concepts show-up in day to day activities. The EDI Office has plans to advance this strategy. The first is to create an EDI training plan for OHCS and the second is to develop and customize an equity metric system through utilization of the Global Diversity, Equity, and Inclusion Benchmarks (GDEIB). The GDEIB will allow OHCS to monitor our progress in a holistic and transparent manner by engaging with all employees. This system would also allow us to outreach to OHCS partners and other stakeholders so they can report on our progress.

Goal #3: Continue to Expand Results-Based Monitoring & Evaluation

Strategy

Create and maintain a system to analyze OHCS programs and practices and remove identified barriers to access and opportunity within OHCS programs to ensure equitable outcomes. This includes improving OHCS's ability to track, analyze, and measure performance and progress towards equity goals through standardization of data collection and enhancing data analysis of program utilization.

OHCS will embed Monitoring & Evaluation into all program areas, while working in partnership with Public Affairs and the Project Management Division.

OHCS Staff (Executive Team, EDI Office, HRS, and Equity Council & Committees) will begin auditing the goals set forth in this Affirmative Action Plan by September 2023.

OHCS Staff (Executive Team, EDI Office, HRS, and Equity Council & Committees) will collaboratively draft and approve future Affirmative Action Plans starting September 2023.

Goal #4: Identify Opportunities for HRS to Collaborate With The EDI Office

Strategy

Encourage HRS staff to become more involved in equity initiatives by creating collaborative equity spaces, where HRS can discuss their role in the agency and educate staff on HRS processes, include HRS staff in leadership training and continue to build the relationship between HRS functions and that of the Equity, Diversity and Inclusion (EDI) office. In 2023, phase two of the leadership training with the Center for Equity & Inclusion will expand to serve the HRS Division with targeted training for staff and provide audit services. In addition, the EDI Office can provide guidance and ideas for HRS to engage more closely with Equity Committees, specifically the Diversity & Inclusion Best Practices Committee.

Management Goals

Goal #1: Leadership Evaluation (Ongoing)

Strategy

ORS 659A.012 requires agencies *to achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, disability or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a consideration of the manager's or supervisor's performance.*

OHCS Executive Team and other leadership who oversee managers have been following the process and guidelines set forth by The Oregon Management Project (TOMP). These individuals were also required to complete mandatory trainings offered through Workday Oregon, a resource and employment system for state employees. Other guidelines include, at minimum, quarterly check-ins with managers and their direct supervisors. OHCS Human Resource Solutions (HRS) monitors compliance with the requirement. While the agency has not yet achieved full participation, reporting numbers are on the rise and HRS continues to provide the tools and

resources to assist managers in meeting the requirements. This work will continue for the duration of this Affirmative Action Plan.

Goal #2: Succession Planning (Ongoing)

Strategy

OHCS in alignment with Governor Kotek's 2023 Oregon Agency Expectations has formed a work group to build an agency succession plan. Using the provided DAS succession planning toolkit this workgroup will submit the succession plan to DAS Strategic Initiatives and Accountability Division no later than December 31, 2023.

DEI Council and Equity Committees

OHCS stood up our reimagined Equity Council. The last year has been spent continuing to lay the foundation and creating structure for the agency's Equity and Racial Justice work. In August 2020, we closed an incredibly important chapter and sunset the original Diversity, Equity, and Inclusion (DEI) Council. A former Housing Stability Council member and OHCS's former Equity, Diversity, and Inclusion (EDI) Officer, Tricia Tillman, led the council in a debrief of the in-depth EDI Assessment of our organization she developed after meeting with key staff across the agency. The assessment, which began in February and concluded in August, used a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis methodology to assess OHCS related to equity, diversity, and inclusion. Over 50 people who serve in executive leadership or management roles in our agency, have jobs focused on equity, diversity, and inclusion, or serve in leadership roles related to equity, diversity and inclusion participated in the assessment.

In addition, our former EDI Officer worked with the former DEI Council, including the Data Equity Workgroup (DEW), and Team C (staff training) to develop a new set of charters [Appendices A-F] for the newly formed Equity Committee structure. This was a major piece of the foundation building, solidifying our agency's direction and approach in our Equity and Racial Justice work. In August 2020, the application process for agency staff opened, and over the course of about six weeks, staff thought about their skills, passion and commitment to Equity and Racial Justice and shared their intention via the application. The application closed on September 24th. We had a little over 20% of our agency sign up to be a part of this important work and there was great representation across every division. The new Equity Committee structure will help us continue to center Equity & Racial Justice across the agency, support agency transformation and help us focus on both internal capacity and skill building and implementing our work within community. The Equity Committee Structure includes: Equity Council, Equity Lab, Data Equity Workgroup (DEW), Diversity and Inclusion Best Practices, and Professional Equity, Growth and Empowerment (PEGE).

By the end of September, applicants were placed on committees based on the charters and a few general criteria including skills and attributes needed for committee work, skills and attributes needed for chair/co-chair work, demographic data (race/ethnicity; agency positionality; gender/gender expression), applicants committee preferences and chair/co-chair preferences.

Equity Council

The Equity Council's purpose is to lead, guide, support or direct the equity, racial justice, diversity, and inclusion work of OHCS. This team will include the executive team and co-chairs of the committees who will work together to develop and implement a diversity and inclusion, equity and racial justice plan, and to identify and respond to emergent needs and opportunities to advance equity and dismantle institutional racism.

The goals of the Equity Council are:

- Full implementation of relevant civil rights law and policies, as well as regular and periodic tracking of employee and client complaints
- Full implementation of an equity and racial justice lens for the development and modification of key policies, programs, and practices
- Implementation of robust employee equity, racial justice, diversity, and inclusion training plan, including deep equity leadership development for OHCS staff engaged in the Equity Council and its committees
- Adoption and implementation of diversity and inclusion policies and best practices
- Utilization of best practices related to collecting, analyzing, and reporting on disaggregated demographic client and community data to inform policies and practices

Diversity and Inclusion Best Practice Committee

The Diversity and Inclusion Best Practices Committee's purpose is to create and support an organizational culture that promotes diversity and fosters inclusion. This team will include members of the agency who will work together on research, plan, recommend and implement policy and practice changes that support excellence in diversity and inclusion.

The goals of this committee are:

- Establish best practice policies that promote diversity and inclusion across OHCS, including but not limited to:
    - Diversity recruitment
    - MWESB participation
    - Employee Resource Groups
    - Mentoring

Data Equity Workgroup

The purpose of the OHCS Data Equity Workgroup is to advance equity and racial justice by exploring the implicit biases in existing internal and external data collection methods, evaluate and explain the impact of this on the work the agency does, and make plans for the agency to address and remediate identified issues. The workgroup will do this by evaluating internal databases through an equity lens, recommending improved methods of internal data collection and analysis, and determining appropriate metrics for measuring the agency's progress towards reducing disparities in OHCS programs and internal operations. The workgroup will examine

practices of other public, private, and nonprofit organizations and consider tools and resources that may be useful within the unique culture of OHCS. Critically, this group will serve as a cross-functional body for agency equity work, with a primary focus on data systems, data collection, and data analysis.

Equity Lab

The Equity Lab's purpose is to deeply embed equity and racial justice into the policies and practices of every facet of OHCS to address past racial injustices, dismantle institutional racism and promote equitable outcomes. This team will include members of the agency as well as community partners.

The goals of the Equity Lab are:

- Recommend best practices for programs and policies to embed in design or updates that promote equity, racial justice, diversity, and inclusion across OHCS, including but not limited to:
    - Implementation of civil rights laws, including language access
    - Culturally responsive and culturally specific service delivery
    - Strategies that address historical inequities
    - Approaches that promote racial justice and equity in housing and services

Professional Equity and Growth Empowerment Team (PEGE)

PEGE Team's purpose is to create opportunities where employees can receive education and training in topics related to diversity, equity, and inclusion in the workplace, and as it relates to services provided by the agency. This team will include members of the agency who will work together to plan and implement training and educational experiences that help to further employees' diversity, equity and inclusion education, knowledge, understanding and skill set.

The goals of PEGE are:

- Increase cultural responsiveness among co-workers, partners, and service recipients
- Educate and inform co-workers and partners about historical and present day racial, cultural, and social oppression that was and still is practiced in the State of Oregon
- Offer pathways for improving awareness and skills for employees and managers at all levels to promote equity and interrupt racial injustice
- Inform and transform employee development, training programs, and policies

Appendices

Appendix A. Equity Council Charter



OREGON HOUSING and COMMUNITY SERVICES

725 SUMMER STREET NE, SUITE B | SALEM, OR 97301
503-986-2000 | www.oregon.gov/OHCS

Equity Council Governing Charter

Background	In its Statewide Housing Plan, Oregon Housing and Community Services committed to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity in Oregon. As part of that commitment, the agency has authorized the formation of the Equity Council as a governing structure for advancing the work of diversity and inclusion, equity, and racial justice across the enterprise. The Council will provide overall guidance and executive leadership support for four supporting committees and a leadership development cohort.
Purpose & Goals	The Equity Council's purpose is to lead, guide, support or direct the equity, racial justice, diversity, and inclusion work of OHCS. This team will include the executive team and co-chairs of the committees who will work together to develop and implement a diversity and inclusion, equity and racial justice plan, and to identify and respond to emergent needs and opportunities to advance equity and dismantle institutional racism. <u>Goals for the Equity Council</u>: • Full implementation of relevant civil rights law and policies, as well as regular and periodic tracking of employee and client complaints • Full implementation of an equity and racial justice lens for the development and modification of key policies, programs, and practices • Implementation of robust employee equity, racial justice, diversity, and inclusion training plan, including deep equity leadership development for OHCS staff engaged in the Equity Council and its committees • Adoption and implementation of diversity and inclusion policies and best practices • Utilization of best practices related to collecting, analyzing, and reporting on disaggregated demographic client and community data to inform policies and practices

Budget Narrative

Authority & Duration	OHCS' Equity Council is charged by the Executive Team of OHCS to provide agency leadership that maximizes the effectiveness and credibility of the agency, and uses this authority to create and set the charter to advance the purpose and goals of the council and committees. Budget Authority: $200,000/biennium Duration: The Equity Council is a permanent and ongoing body. OHCS's Equity, Diversity, and Inclusion Manager, along with Council members, will review and update the charter on a biennial basis or more frequently, if needed. Charter review date: August 2022
Sponsor(s)	OHCS Director
Scope of Work	This list represents an initial scope of work anticipated for Equity Council involvement and prioritization and is subject to further modification, as needed, in order to be responsive to OHCS' goals: Set and track agency-wide Diversity and Inclusion, Equity, and Racial Justice directives for 19-21 biennium: • Track progress towards ERJ goals in the Statewide Housing Plan • Approve and track Affirmative Action Plan; track EEO progress reports • Approve a training plan tailored to the needs of executives, managers, and staff including recommendations for mandatory and optional professional development opportunities. • Develop biennial budget for agency D&I/ERJ activities • Identify equity and racial justice, diversity, and inclusion leadership development cohort
Committee Structure	To effectively achieve the goals and directives of the Equity Council, the following standing committees will be chartered: • Professional Equity Growth and Empowerment – to focus on equity, racial justice, diversity and inclusion training and professional development for staff and partners • Data Equity Workgroup – to focus on best practices related to collecting, analyzing, and reporting on disaggregated demographic client and community data • Diversity and Inclusion Best Practices - implementation of diversity and inclusion policies and best practices

	• Equity Lab – to implementation of racial justice and equity policy reviews The co-chairs of these committees will serve concurrently on the Equity Council.
Membership Expectation & Time Commitment	Membership will be limited to OHCS Executive Team members and committee chairs and co-chairs. All members of the Equity Council will have voting authority. OHCS Staff who serve on the Equity Council will: • adhere to the Equity Council's group agreements • contribute actively to the achievement of Equity Council's scope of work • provide information to and solicit ideas from staff across the agency via Management Team, SALT, All-Staff meetings, and Section Meetings • Review and consider policy recommendations and adopt policies that reflect best practices related to equity, racial justice, diversity, and inclusion <u>Time Commitment</u>: • Three (3) hours per quarter to attend scheduled Equity Council meetings; • Two to four (2-4) hours (in addition to meeting time) to prepare for and follow up after Equity Council meetings. • Executive Team Members will serve as standing members • Other Members of the Equity Council will serve concurrent with their role as committee Chair or Co-Chair.
Decision Making Process	Decisions will not be limited by the confines of a 100% consensus decision-making rule. A decision to adopt a policy will require the green- *or* yellow-level endorsement of approximately 80% of council members. Quorum will be defined as half of the Equity Council membership plus one. Meetings that do not have quorum will not take policy recommendation votes. Votes can be taken virtually over email. Members voting yellow or red are responsible for ensuring their concerns are articulated in the meeting report. Three or more members expressing red will result in a recommendation to not adopt the motion or policy. In either situation, the meeting report will be shared with the appropriate committee for re-consideration of the policy recommendation.

Green	Yellow	Red
I whole-heartedly endorse or recommend the advancement of this policy.	I can live with the advancement of this policy and will support it outside of this space, but have reservations that I will articulate and would like to see addressed.	I am not comfortable with supporting the advancement of this policy. I have reservations that I will articulate and would like to see addressed.

Convening Information

The OHCS Director will serve as Chair of the Equity Council for the initial one-year term; all other Executive Team members will rotate through the role of Chair for one year. The Equity Manager will serve as Co-Chair of the Equity Council.

Committee Support:

Co-chair and chair will facilitate meeting and set the agenda, with support and input from committee co-chairs. The Equity Manager will provide staff support to the chair and follow-up on action items in between meetings, and maintaining the official charter documents.

The Chair is responsible for meeting scheduling and minutes.

Signature of Sponsor

Andrea Bell, Executive Director

As members the OHCS Equity Council, we sign as an indication of our commitment to work together.

[Signature lines for all members]

Appendix B. Equity Council Agreements

OHCS EQUITY COUNCIL AGREEMENTS
August 21, 2020

Group Agreements:

- Cultivate brave space
  - Speak your truth
  - Cultivate trust (offer and earn)
  - Assume good intent
  - Be honest/truthful
  - Be direct but speak my truth responsibly
  - Ask for clarification
- Move up; move back
- Be accountable for your impact
  - Recognize how your social positionality informs your perspectives & reactions
- Identify where your learning edge is and push it
  - Be willing to learn and educate, including historical information
  - Be open & curious
- Be responsible for my own wellbeing
  - Take notice of your own defensive reactions
- Differentiate between safety & comfort
- What's said here, stays here…What's learned here, leaves here.
  - Share actions, decisions and topics agency-wide
  - Maintain confidentiality
  - Hold personal stories in confidence
- Accept and expect non-closure
- Stay open and try on new ideas
- Be respectful
  - It is ok to disagree
- Be accepting
  - It is not ok to blame, shame or attack self or others
- Be present (turn off cell phones, i.e.)
  - Be committed to the work, the process, and the Council

Appendix C. Diversity and Inclusion Best Practices Committee Charter



OREGON HOUSING and COMMUNITY SERVICES

725 SUMMER STREET NE, SUITE B | SALEM, OR 97301
503-986-2000 | www.oregon.gov/OHCS

Diversity and Inclusion
Best Practices Committee
Governing Charter

Background	Employees in a diverse work environment have access to a variety of different perspectives, which contributes to creativity, innovation, and problem solving, and is essential to being effective stewards of the public trust and public resources. Employees who feel welcomed, have a sense of belonging and inclusion and have opportunities to advance or deepen their skills are more likely to remain at OHCS, decreasing the human and financial costs of turnover. As part of Oregon Housing & Community Services' (OHCS) commitment to equity and racial justice in Oregon, the agency has authorized the formation of a Diversity and Inclusion Best Practices Committee to create and implement policies and practices that improve the diversity and inclusion of OHCS employees at every level. The scope of the Committee will encompass diversity and inclusion as outlined by the Global Diversity and Inclusion Benchmarks, to the fullest extent possible.
Purpose & Goals	The Diversity and Inclusion Best Practices Committee's purpose is to create and support an organizational culture that promotes diversity and fosters inclusion. This team will include members of the agency who will work together to research, plan, recommend and implement policy and practice changes that support excellence in diversity and inclusion. <u>Goals for diversity and inclusion best practices</u>: • Establish best practice policies that promote diversity and inclusion across OHCS, including but not limited to: o Diversity recruitment o MWESB participation o Employee Resource Groups o Mentoring

Authority & Duration	The Diversity and Inclusion Best Practices Committee operates under the authority of OHCS's Equity Council which is charged with providing agency leadership that maximizes the effectiveness and credibility of the agency, and uses this authority to create and set the charter to advance the purpose and goals of this committee. Budget Authority: $25,000 per year. Additional funding requests must be elevated to the Equity Council. Budget supports training assessment, as well as implementation. Duration: Diversity and Inclusion Best Practices Committee is a standing body. OHCS's Equity, Diversity and Inclusion Manager, HR Director, and committee team members will review the charter on a biennial basis and more frequently, as needed. Charter review date: August 2022
Sponsor(s)	Equity, Diversity, and Inclusion Manager
Scope of Work	This list represents an initial scope of work anticipated for Diversity and Inclusion Best Practices Committee involvement and prioritization and is subject to further modification, as needed, in order to be responsive to the Diversity and Inclusion Best Practices Committee's purpose and OHCS' goals. • Develop, adopt, communicate, implement, and track the OHCS Affirmative Action Plan • develop standard diversity recruitment plan, templates, processes; • establish equity and diversity standards for position descriptions, supplemental and interview questions, • develop diversity on-boarding, mentoring and retention strategies • develop and refine strategies and processes for increasing MWESB and culturally specific contracting • develop and implement strategies for increasing staff and community diversity on procurement review panels • develop and refine diversity recruitment and MWESB outreach budget

Membership Expectations

The Committee will consist of no more than 15 members, and will replace members who leave the group as needed.

Member terms will be tracked and managed so that not all members begin or end their term at one time. Membership recruitment will happen annually and as needed. Membership will be open to all staff at Oregon Housing and Community Services, with permission of their respective managers. One standing member will represent the Procurement Team. Only members of the Committee will have voting authority.

Members the Diversity and Inclusion Best Practices Committee will:

- adhere to the Equity Council group agreements
- contribute actively to the achievement of Diversity and Inclusion Best Practices Committee's scope of work
- perform administrative functions (such as facilitation, documenting meetings, creating memos, budget tracking and funding requests)
- provide information to and solicit ideas regarding diversity and inclusion policies and practices from co-workers and section leadership
- provide critical input in assessing policy and practice changes

Time Commitment

- Two (2) hours per month to attend scheduled Diversity and Inclusion Best Practices Committee meetings; and
- Two to four (2-4) hours (in addition to meeting time) to assist and support with planning, researching, scheduling, and other tasks.
- Members will serve a 2-year term, and have the option to extend membership for one additional term.
- Co-chairs will commit an additional five (5) hours per quarter to prepare for, attend, and present at the Equity Council

Decision Making Process

Recommendation will not be limited by the confines of a 100% consensus decision-making rule. A resolution to recommend a policy will require the green- *or* yellow-level endorsement of approximately 80% of members.

Quorum will be defined as half of the membership plus one. Meetings that do not have quorum will not take policy recommendation votes. Votes can be taken virtually over email.

Members voting yellow or red are responsible for ensuring their concerns are articulated in the meeting report that will go to Equity Council for consideration. Three or more members expressing red will result in a recommendation to Equity Council to not advance the policy.

Green	Yellow	Red
I whole-heartedly endorse or recommend the advancement of this policy.	I can live with the advancement of this policy and will support it outside of this space, but have reservations that I will articulate and would like to see addressed.	I am not comfortable with supporting the advancement of this policy. I have reservations that I will articulate and would like to see addressed.

Convening Information

The Chair will be the HR Director for the first 2 years. The Co-Chair will be a committee member not on the HR team. In future terms, the Chair or Co-Chair role will alternate between a member of the HR team and a committee member not on the HR team.

The chair and co-chair will facilitate meetings and set the agenda, with support and input from committee members.

Committee Support:

The committee will identify staff support for the co-chair and chair, and support follow-up on action items in between meetings.

The Chair is responsible for meeting scheduling, minutes, and maintaining the official charter documents.

Signature of Sponsor

_____

Chelsea Bunch, Equity, Diversity and Inclusion Manager

As members the Diversity and Inclusion Best Practices Committee, we sign below as an indication of our commitment to work together.

[Signature lines for all members]

Appendix D. Data Equity Workgroup Charter



OREGON HOUSING and COMMUNITY SERVICES

725 SUMMER STREET NE, SUITE B | SALEM, OR 97301
503-986-2000 | www.oregon.gov/OHCS

Data Equity Work Governing Charter

Background

The mission of Oregon Housing and Community Services (OHCS) is to provide stable and affordable housing and engage leaders to develop integrated statewide policy that addresses poverty and provides opportunity for Oregonians. The agency's vision is that all Oregonians have the opportunity to pursue prosperity and live free from poverty.

This mission and vision are especially important in relation to Oregon's residents that experience poverty, homelessness, and lack of housing opportunities disproportionately. Communities of color, persons with disabilities, the LGTBQ+ community, and English Language Learners face greater housing instability, including access to rental and home ownership opportunities. The State of Oregon cannot afford to allow any Oregonians to be left behind in our efforts to increase opportunity and prosperity, and OHCS has a duty to ensure that its programs and service delivery systems work to overcome historic and institutional racism, discrimination, and bias that continue to negatively impact many Oregonians. In order to pursue this goal, OHCS must understand the specific and unique needs of underrepresented communities, and must examine how the agency is currently serving those communities. Data collection and analysis is critical to this process, but data often can come with their own sets of biases and tend to reflect dominant culture norms.

Large scale, public databases reflect societal values and they reflect which data various entities are willing to invest in collecting, and at what level of completeness and accuracy. Databases also reflect individual and societal decisions about what information groups are willing to share with strangers. In addition, data are often categorized in ways that reflect dominant cultural norms. Even when these norms are changing (as in the case of acknowledging multi-racial identities or various gender identities), public databases may lag years or decades behind the redefinition of these norms by the populations they describe.

The people most likely to be misrepresented in the available data are often the most marginalized. "Invisibility" in the data is a consequence of undercounting, and means that conclusions drawn from large-scale databases are based on a false understanding of the reality of the group as a whole and of differences between particular groups. In addition, investments in data collection and analysis are often insufficient to get the level of detail needed to understand how systemic forces – policies,

	opportunities, resources, and conditions – contribute to particular results. All of these factors – time lags in data, the way we categorize groups, undercounting and insufficient detail – challenge strategy and policy development. So, while available demographic and population data can be useful and is necessary to support a data-driven decision-making culture, it is very important always to be cautious and conscious about the timeliness and limitations of the data, who is likely to be over- or underrepresented, and what assumptions are built into conclusions produced by the data providers and second-level users. This is particularly true when drawing conclusions across groups, places and/or databases.[2] In our work to change entrenched systems of oppression within research and data collection it is imperative that we have guiding principles and a grounded vision of what we are working toward. Research Ethics[3] and Research Justice[4] are core guiding principles for our work.
Purpose & Goals	The purpose of the OHCS Data Equity Workgroup is to utilize best practices related to collecting, analyzing, and reporting on disaggregated demographic client and community data to inform policies and practices. The Workgroup will advance equity and racial justice by exploring the implicit biases in existing internal and external data collection methods, evaluate and explain the impact of this on the work the agency does, and make plans for the agency to address and remediate identified issues. The Workgroup will do this by evaluating internal databases through an equity lens, recommending improved methods of internal data collection and analysis, and determining appropriate metrics for measuring the agency's progress towards reducing disparities in OHCS programs and internal operations. The Workgroup will examine practices of other public, private, and nonprofit organizations and consider tools and resources that may be useful within the unique culture of OHCS. Critically, this group will serve as a cross-functional body for agency equity work, with a primary focus on data systems, data collection, and data analysis. The Workgroup will use Research Ethics and Research Justice as guiding principles in our work. Research Ethics are based on the fundamental principles of Respect for Persons, Beneficence, and Justice. Research Justice centers empowering communities of color as experts of their experience and affirms their right to research, the right to know and the right to be heard. Research Justice is informed by the principles of

[2] https://www.racialequitytools.org/resources/fundamentals/data/demographics-and-population-data
[3] https://www.avac.org/principles-research-ethics
[4] https://www.coalitioncommunitiescolor.org/ccc-researchdatajustice

	Equitable Partnership, Community Priorities, Transformative Action, Sustainable Capacity, and Transparency and Accountability.
Authority & Duration	The Equity Lab operates under the authority of OHCS's Equity Council which is charged with providing agency leadership that maximizes the effectiveness and credibility of the agency, and uses this authority to create and set the charter to advance the purpose and goals of this body. Budget Authority: $25,000 per year. Additional funding requests must be elevated to the Equity Council. Budget supports per diem and stipends for community members. The Data Equity Workgroup is an ongoing body. OHCS's Deputy Director and committee team members will review the charter on a biennial basis and more frequently, as needed. Charter review date: August 2022
Sponsor	Deputy Director of OHCS
Scope of Work	This list represents an initial scope of work anticipated for the Data Equity Workgroup and prioritization and is subject to further modification, as needed, in order to be responsive to OHCS' goals. • Create ongoing opportunities to hear, discuss, and invite opinions, feedback, and involvement from employees to better understand the importance of data collection and data analysis in the context of racial and social equity. • Provide ongoing research and best practices from similar bodies within government and other public, private, and nonprofit organizations agencies to draw on lessons learned for creating greater awareness around using data in racial justice and equity work. • Develop consistent language about the biases that exist in data as it relates to, amongst other items, race, ethnicity, language, disabilities, age, and gender and ensure that language is used whenever data is presented. Update this language as needed. • Evaluate existing data systems to ensure they allow for the appropriate level of data collection needed to effectively examine

racial and other disparities in program delivery and make recommendations for improvements to data systems when necessary.

- Provide recommendations on metrics to be used in each division and section of the agency to track progress towards reducing racial and other disparities in internal operations and program delivery.
- Promote a greater understanding of the principles of Research Ethics and Research Justice, and how to apply those principles to the work of OHCS.
- Explore opportunities to expand OHCS's use of qualitative and survey data to add to our understanding of communities who are misrepresented or undercounted in traditional data sources.

Membership Expectations & Time Commitment

The Workgroup will consist of approximately 15 members, and will replace members who leave the group as needed.

Member terms will be two years and will be tracked and managed so that not all members begin or end their term at one time. Membership recruitment will happen annually and as needed. Membership will be open to staff at Oregon Housing and Community Services and community partners who have experience and knowledge related to equity and racial justice. Only members of the Committee will have voting authority. Based on the makeup of the membership from this invitation, the COO will invite non-DEI Council members in order to ensure diversity in agency tenure and work units, as well as age, race, ethnicity, disability status, geography, and sexual orientation with the goal of participation from each section of the Agency.

Members the Equity Lab will:

- adhere to the Equity Council group agreements
- contribute actively to the achievement of Diversity and Inclusion Best Practices Committee's scope of work
- perform administrative functions (such as facilitation, documenting meetings, creating memos, budget tracking and funding requests)
- provide information to and solicit ideas regarding diversity and inclusion policies and practices from co-workers and section leadership
- provide critical input in assessing policy and practice changes

Time Commitment:

- Two (2) hours per month to attend scheduled Data Equity Workgroup meetings;

	• Two to four (2-4) hours (in addition to meeting time) for meeting follow up and preparation. • Members will serve a 2-year term, and have the option to extend membership for one additional term. • Co-chairs will commit an additional five (5) hours per quarter to prepare for, attend, and present at the Equity Council
Convening Information	The Data Equity Workgroup will have a Chair and a Co-Chair. The Chair will be a member of the OHCS research team and the Co-Chair will be a non-research team staff member who has applied for the position. The Chair and Co-Chair will serve two-year terms. The Chair and Co-Chair will facilitate meetings and set the agenda, with support and input from committee members.
Committee Support	The Equity Manager will provide staff support for the chair and co-chair, and support follow-up on action items in between meetings. The Deputy Director's Executive Assistant is responsible for meeting scheduling, minutes, and maintaining the official charter documents.
Decision Making Process	The majority of the work of the Data Equity Workgroup will be to provide input and recommendations for how to make changes in data collection and analysis methods. Consensus or formal decision-making processes may be necessary for some reviews and not for others. Recommendation will not be limited by the confines of a 100% consensus decision-making rule. A formal decision to recommend a policy or program change will require the green- or yellow-level endorsement of approximately 80% of members. Quorum will be defined as half of the membership plus one. Meetings that do not have quorum will not take policy recommendation votes. Votes can be taken virtually over email. Members voting yellow or red are responsible for ensuring their concerns are articulated in the meeting report that will go to Equity Council for consideration. Three or more members expressing red will result in a recommendation to Equity Council to not advance the policy.

Green	Yellow	Red
I whole-heartedly endorse or recommend the advancement of this policy.	I can live with the advancement of this policy and will support it outside of this space, but have reservations that I will articulate and would like to see addressed.	I am not comfortable with supporting the advancement of this policy. I have reservations that I will articulate and would like to see addressed.

Signature of Sponsor

Caleb Yant, Deputy Director of OHCS

As members of the OHCS Data Equity Workgroup, we sign as an indication of our commitment to work together.

[Signature lines for all members]

Appendix E. Equity Lab Charter



OREGON HOUSING and COMMUNITY SERVICES

725 SUMMER STREET NE, SUITE B | SALEM, OR 97301
503-986-2000 | www.oregon.gov/OHCS

Equity Lab
Governing Charter

Background	In its Statewide Housing Plan, Oregon Housing and Community Services committed to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity in Oregon. As part of Oregon Housing & Community Services' (OHCS) commitment to equity and racial justice in Oregon, the agency has authorized the formation of the Equity Lab under the Equity Council to analyze policies and programs using an equity and racial justice lens and to recommend strategies for policy and program improvement. The scope of the Committee includes policy and program in development and improvements that originate from within programs, sections, and committees and from Equity Lab members.
Purpose & Goals	The Equity Lab's purpose is to deeply embed equity and racial justice into the policies and practices of every facet of Oregon Housing and Community Services to address past racial injustices, dismantle institutional racism and promote equitable outcomes. This team will include members of the agency as well as community partners. Goals for the Equity Lab: • Recommend best practices for programs and policies to embed in design or updates that promote equity, racial justice, diversity, and inclusion across OHCS, including but not limited to: o Implementation of civil rights laws, including language access o Culturally responsive and culturally specific service delivery o Strategies that address historical inequities o Approaches that promote racial justice and equity in housing and services

Authority & Duration	The Equity Lab operates under the authority of OHCS's Equity Council which is charged with providing agency leadership that maximizes the effectiveness and credibility of the agency, and uses this authority to create and set the charter to advance the purpose and goals of this body. The Equity Lab will provide recommendations for embedding or strengthening equity and racial justice approaches within programs, legislative concepts, legislation, budgets, and internal organizational policy and procedure. The Equity Lab will receive requests for review from the Programmatic Policy Review Committee (PPRC), the Legislative Coordination Team, the Executive Team, the Equity Council, the Audit Committee, the Operational Policy Review Committee (OPRC), as well as Equity Lab members. <u>Budget Authority</u>: $25,000 per year. Additional funding requests must be elevated to the Equity Council. Budget supports training for all Lab members and per diem and stipends for community members. <u>Duration</u>: Equity Lab is a standing body. OHCS's Equity, Diversity and Inclusion Manager and committee team members will review the charter on a biennial basis and more frequently, as needed. Charter review date: August 2022
Sponsor(s)	Equity, Diversity and Inclusion Manager
Scope of Work	This list represents an initial scope of work anticipated for Equity Lab involvement and prioritization and is subject to further modification, as needed, in order to be responsive to OHCS' goals: • Develop, test, and continuously refine an OHCS Racial Equity Review Tool • Review legislative concepts and bills, budget proposals, programmatic changes, audit designs • Track Racial Equity Tool review feedback, as well as actions taken (changes, etc.) based on the feedback • Identify best practice equity and racial justice policies/policy elements that are missing from OHCS that need development and implementation • Provide a quarterly update on impact to Equity Council and an

	annual report on key accomplishments to the Housing Stability Council
Membership Process, Expectations	The Committee will consist of no more than 15 members, and will replace members who leave the group as needed. Staff and community members submit an application and demonstrate managerial approval and organizational support. The Executive Director makes the final appointment. Member terms will be tracked and managed so that not all members begin or end their term at one time. Membership recruitment will happen annually and as needed. Membership will be open to staff at Oregon Housing and Community Services and community partners who have experience and knowledge related to equity and racial justice. One Equity Lab member will be a Housing Stability Council member. Only members of the Committee will have voting authority. Members of the Equity Lab will: • adhere to the Equity Council group agreements • contribute actively to the achievement of the Equity Lab's scope of work • provide critical input in assessing policy and practice and recommending improvements
Time Commitment	• Two (2) hours per month to attend scheduled Equity Lab meetings; meeting time may increase during high intensity policy cycles (i.e. legislative session) • Two to four (2-4) hours (in addition to meeting time) for meeting follow up and preparation. • Members will serve a 2-year term, and have the option to extend membership for one additional term. • Members will participate in intensive equity and racial justice policy review training • Co-chairs will commit an additional five (5) hours per quarter to prepare for, attend, and present at the Equity Council
Decision Making Process	The majority of the work of the Equity Lab will be to provide input and recommendations for embedding equity and racial justice into policy concepts, budgets and existing policies or programs. Consensus or formal decision-making processes may be necessary for some reviews and not for others. Recommendation will not be limited by the confines of a 100% consensus decision-making rule. A formal decision to recommend a policy or

program change will require the green- or yellow-level endorsement of approximately 80% of members.

Quorum will be defined as half of the membership plus one. Meetings that do not have quorum will not take policy recommendation votes. Votes can be taken virtually over email.

Members voting yellow or red are responsible for ensuring their concerns are articulated in the meeting report that will go to Equity Council for consideration. Three or more members expressing red will result in a recommendation to Equity Council to not advance the policy.

Green	Yellow	Red
I whole-heartedly endorse or recommend the advancement of this policy.	I can live with the advancement of this policy and will support it outside of this space, but have reservations that I will articulate and would like to see addressed.	I am not comfortable with supporting the advancement of this policy. I have reservations that I will articulate and would like to see addressed.

Convening Information

The Chair and Co-Chair terms will each be a year, with the Co-Chair moving into the Chair role after one year, or as needed if the Chair position vacates early. The Chair or Co-Chair roles will alternate between a member of OHCS staff and a community member. The chair and co-chair will facilitate meetings and set the agenda, with support and input from committee members.

Committee Support:

The Equity Manager will provide staff support for the chair and co-chair, and support follow-up on action items in between meetings.
The Equity Manager is responsible for meeting scheduling, minutes, and maintaining the official charter documents.

Signature of Sponsor

_____
Chelsea Bunch, Equity, Diversity and Inclusion Manager

As members the Diversity and Inclusion Best Practices Committee, we sign below as an indication of our commitment to work together.

[Signature lines for all members]

Appendix F. Professional Equity Growth and Empowerment Committee Charter



OREGON HOUSING and COMMUNITY SERVICES

725 SUMMER STREET NE, SUITE B | SALEM, OR 97301
503-986-2000 | www.oregon.gov/OHCS

Professional Equity Growth and Empowerment Team Governing Charter

Background	As part of Oregon Housing & Community Services' (OHCS) commitment to equity and racial justice in Oregon, the agency has authorized the formation of a Professional Equity and Growth Empowerment Team (PEGE Team) to create an equity and racial justice training and educational plan for OHCS employees. The plan will consist of baseline mandatory trainings and educational opportunities of which some will be optional and at the discretion of employees based on the needs of divisions/sections and professional goals.
Purpose & Goals	PEGE Team's purpose is to create opportunities where employees are able to receive education and training in topics related to diversity, equity, and inclusion in the workplace, and as it relates to services provided by the agency. This team will include members of the agency who will work together to plan and implement training and educational experiences that help to further employees' diversity, equity and inclusion education, knowledge, understanding, and skill set. Goals for training and education: • Increase cultural responsiveness among co-workers, partners, and service recipients. • Educate and inform co-workers and partners about historical and present-day racial, cultural, and social oppression that was and still is practiced in the State of Oregon; • Offer pathways for improving awareness and skills for employees and managers at all levels to promote equity and interrupt racial injustice; and • Inform and transform employee development, training programs, and policies.
Authority & Duration	PEGE Team operates under the authority of OHCS's Equity Council charged with providing agency leadership that maximizes the effectiveness and credibility of the agency, and uses this authority to create and set the charter to advance the purpose and goals of the PEGE Team.

	Budget Authority $50,000 per year. Additional funding requests must be elevated to the Equity Council. Budget supports training assessment, as well as implementation. Duration PEGE Team is a standing body. OHCS's Equity, Diversity and Inclusion Manager and committee team members will review the charter on a biennial basis and more frequently, as needed. Charter review date: August 2022
Sponsor(s)	Equity, Diversity and Inclusion Manager
Scope of Work	This list represents an initial scope of work anticipated for PEGE Team involvement and prioritization and is subject to further modification, as needed, in order to be responsive to the PEGE Team's purpose and OHCS' goals. • Serve as a cross-functional body for agency equity work, with a primary focus on staff development. • Establish and implement a training plan tailored to the needs of executives, managers, and staff including recommendations for mandatory and optional professional development opportunities. Recommendations must go to Equity Council for approval. • Create ongoing opportunities to educate and train staff on cultural topics and issues that impact Oregonians as it relates to equity, diversity, and inclusion • Identify areas to improve development of staff capacity to recognize and dismantle institutional racism, biases, and discrimination for all Oregonians, particularly in housing. • Identify areas to improve development of staff capacity to recognize and remove inequities and create an inclusive culture in the workplace. • Plan, schedule, implement, and assess trainings and/or educational opportunities that include education and/or training for staff such as speakers, films, documentaries, readings, and other interactive activities. • Identify equity and racial justice, diversity, and inclusion leadership development cohort opportunities

Membership Process, Expectations	The Committee will consist of no more than 15 members, and will replace members who leave the group as needed. Staff members submit an application and demonstrate managerial approval and organizational support. The Executive Director makes the final appointment. Member terms will be tracked and managed so that not all members begin or end their term at one time. Membership recruitment will happen annually and as needed. Membership will be open to staff at Oregon Housing and Community Services. Only members of the Committee will have voting authority. Members of the PEGE Team will: • adhere to the Equity Council group agreements • contribute actively to the achievement of PEGE Team's scope of work • provide information to and solicit ideas regarding training and professional development policies and practices from co-workers and section leadership • Provide critical input in assessing educational and training opportunities
Time Commitment	• Two (2) hours per month to attend PEGE Team meetings; and • Two to four (2-4) hours (in addition to meeting time) to assist and support with planning, researching, scheduling, and other tasks. • Members will serve a 2-year term and have the option to extend membership for one additional term. • Members of PEGE Team will need to attend at least one intensive equity and racial justice or diversity and inclusion training annually, as part of their assessment function. • Co-chairs will commit an additional five (5) hours per quarter to prepare for, attend, and present at the Equity Council
Decision Making Process	Recommendation will not be limited by the confines of a 100% consensus decision-making rule. A formal decision to recommend a policy or program change will require the green- or yellow-level endorsement of approximately 80% of members. Quorum will be defined as half of the membership plus one. Meetings that do not have quorum will not take policy recommendation votes. Votes can be taken virtually over email.

Members voting yellow or red are responsible for ensuring their concerns are articulated in the meeting report that will go to Equity Council for consideration. Three or more members expressing red will result in a recommendation to Equity Council to not advance the policy.

Green	Yellow	Red
I whole-heartedly endorse or recommend the advancement of this policy.	I can live with the advancement of this policy and will support it outside of this space, but have reservations that I will articulate and would like to see addressed.	I am not comfortable with supporting the advancement of this policy. I have reservations that I will articulate and would like to see addressed.

Convening Information

The Chair and Co-Chair terms will each be a year, with the Co-Chair moving into the Chair role after one year, or as needed if the Chair position vacates early. The chair and co-chair will facilitate meetings and set the agenda, with support and input from committee members.

Committee Support:

The Equity Manager will provide staff support for the chair and co-chair, and support follow-up on action items in between meetings. The Equity Manager is responsible for meeting scheduling, minutes, and maintaining the official charter documents.

Signature of Sponsor

_____

Chelsea Bunch, Equity, Diversity, and Inclusion Manager

As members the Professional Equity Growth and Empowerment Team, we sign below as an indication of our commitment to work together.

[Signature lines for all members]

Housing & Community Svcs Dept

Summary Cross Reference Listing and Packages
2025-27 Biennium

Agency Number: 91400
BAM Analyst: Brickman, Tamara
Budget Coordinator: Brown, Monica - (503)480-9986

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
010-00-00-00000	Housing Stabilization Programs	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
010-00-00-00000	Housing Stabilization Programs	021	0	Phase-in	Essential Packages
010-00-00-00000	Housing Stabilization Programs	022	0	Phase-out Pgm & One-time Costs	Essential Packages
010-00-00-00000	Housing Stabilization Programs	031	0	Standard Inflation	Essential Packages
010-00-00-00000	Housing Stabilization Programs	032	0	Above Standard Inflation	Essential Packages
010-00-00-00000	Housing Stabilization Programs	033	0	Exceptional Inflation	Essential Packages
010-00-00-00000	Housing Stabilization Programs	040	0	Mandated Caseload	Essential Packages
010-00-00-00000	Housing Stabilization Programs	050	0	Fundshifts	Essential Packages
010-00-00-00000	Housing Stabilization Programs	060	0	Technical Adjustments	Essential Packages
010-00-00-00000	Housing Stabilization Programs	070	0	Revenue Shortfalls	Policy Packages
010-00-00-00000	Housing Stabilization Programs	081	0	May 2024 Emergency Board	Policy Packages
010-00-00-00000	Housing Stabilization Programs	501	0	HH Maintaining Shelters	Policy Packages
010-00-00-00000	Housing Stabilization Programs	502	0	HH Sustaining Re-Housing	Policy Packages
010-00-00-00000	Housing Stabilization Programs	503	0	HH Sustaining LTRA	Policy Packages
010-00-00-00000	Housing Stabilization Programs	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
010-00-00-00000	Housing Stabilization Programs	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
010-00-00-00000	Housing Stabilization Programs	506	0	HH Maintaining Tribal Homelessness Investments	Policy Packages
010-00-00-00000	Housing Stabilization Programs	508	0	HH OHCS Operational Supports	Policy Packages
010-00-00-00000	Housing Stabilization Programs	509	0	HH Information Technology Supports	Policy Packages
010-00-00-00000	Housing Stabilization Programs	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
010-00-00-00000	Housing Stabilization Programs	511	0	HH Homeownership Assistance Fund	Policy Packages
010-00-00-00000	Housing Stabilization Programs	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages

Housing & Community Svcs Dept

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Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
010-00-00-00000	Housing Stabilization Programs	513	0	HH PSH - CSL Program Improvements	Policy Packages
010-00-00-00000	Housing Stabilization Programs	514	0	HH Supportive Housing	Policy Packages
010-00-00-00000	Housing Stabilization Programs	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
010-00-00-00000	Housing Stabilization Programs	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
010-00-00-00000	Housing Stabilization Programs	517	0	HH PSH - Risk Mitigation	Policy Packages
010-00-00-00000	Housing Stabilization Programs	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
010-00-00-00000	Housing Stabilization Programs	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
010-00-00-00000	Housing Stabilization Programs	520	0	HH Preservation - Manufactured Parks	Policy Packages
010-00-00-00000	Housing Stabilization Programs	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
010-00-00-00000	Housing Stabilization Programs	522	0	HH Down Payment Assistance for CROs	Policy Packages
010-00-00-00000	Housing Stabilization Programs	523	0	HH Technical Assistance and Language Access	Policy Packages
010-00-00-00000	Housing Stabilization Programs	524	0	HH Land Acquisition Program	Policy Packages
010-00-00-00000	Housing Stabilization Programs	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
010-00-00-00000	Housing Stabilization Programs	526	0	HH CARE	Policy Packages
010-00-00-00000	Housing Stabilization Programs	527	0	HH Manufactured Home Replace Program	Policy Packages
010-00-00-00000	Housing Stabilization Programs	528	0	HH IDA Expansion	Policy Packages
010-00-00-00000	Housing Stabilization Programs	529	0	HH Tribal Housing Block Grants	Policy Packages
010-00-00-00000	Housing Stabilization Programs	530	0	HH Culturally Responsive Property Mgmt	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	021	0	Phase-in	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	022	0	Phase-out Pgm & One-time Costs	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	031	0	Standard Inflation	Essential Packages

Housing & Community Svcs Dept

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Budget Coordinator: Brown, Monica - (503)480-9986

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
025-00-00-00000	Project-Based Rental Housing Assistance	032	0	Above Standard Inflation	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	033	0	Exceptional Inflation	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	040	0	Mandated Caseload	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	050	0	Fundshifts	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	060	0	Technical Adjustments	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	070	0	Revenue Shortfalls	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	081	0	May 2024 Emergency Board	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	501	0	HH Maintaining Shelters	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	502	0	HH Sustaining Re-Housing	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	503	0	HH Sustaining LTRA	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	508	0	HH OHCS Operational Supports	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	509	0	HH Information Technology Supports	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	511	0	HH Homeownership Assistance Fund	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	513	0	HH PSH - CSL Program Improvements	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	514	0	HH Supportive Housing	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	517	0	HH PSH - Risk Mitigation	Policy Packages

Housing & Community Svcs Dept

Summary Cross Reference Listing and Packages **Agency Number: 91400**

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Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
025-00-00-00000	Project-Based Rental Housing Assistance	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	520	0	HH Preservation - Manufactured Parks	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	522	0	HH Down Payment Assistance for CROs	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	523	0	HH Technical Assistance and Language Access	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	524	0	HH Land Acquisition Program	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	526	0	HH CARE	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	527	0	HH Manufactured Home Replace Program	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	528	0	HH IDA Expansion	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	529	0	HH Tribal Housing Block Grants	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	530	0	HH Culturally Responsive Property Mgmt	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
030-00-00-00000	Multifamily Rental Housing Programs	021	0	Phase-in	Essential Packages
030-00-00-00000	Multifamily Rental Housing Programs	022	0	Phase-out Pgm & One-time Costs	Essential Packages
030-00-00-00000	Multifamily Rental Housing Programs	031	0	Standard Inflation	Essential Packages
030-00-00-00000	Multifamily Rental Housing Programs	032	0	Above Standard Inflation	Essential Packages
030-00-00-00000	Multifamily Rental Housing Programs	033	0	Exceptional Inflation	Essential Packages
030-00-00-00000	Multifamily Rental Housing Programs	040	0	Mandated Caseload	Essential Packages
030-00-00-00000	Multifamily Rental Housing Programs	050	0	Fundshifts	Essential Packages
030-00-00-00000	Multifamily Rental Housing Programs	060	0	Technical Adjustments	Essential Packages

Housing & Community Svcs Dept

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Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
030-00-00-00000	Multifamily Rental Housing Programs	070	0	Revenue Shortfalls	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	081	0	May 2024 Emergency Board	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	501	0	HH Maintaining Shelters	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	502	0	HH Sustaining Re-Housing	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	503	0	HH Sustaining LTRA	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	507	0	HH Predevelopment	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	508	0	HH OHCS Operational Supports	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	509	0	HH Information Technology Supports	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	511	0	HH Homeownership Assistance Fund	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	513	0	HH PSH - CSL Program Improvements	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	514	0	HH Supportive Housing	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	517	0	HH PSH - Risk Mitigation	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	520	0	HH Preservation - Manufactured Parks	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages

Housing & Community Svcs Dept

Summary Cross Reference Listing and Packages
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Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
030-00-00-00000	Multifamily Rental Housing Programs	522	0	HH Down Payment Assistance for CROs	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	523	0	HH Technical Assistance and Language Access	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	524	0	HH Land Acquisition Program	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	526	0	HH CARE	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	527	0	HH Manufactured Home Replace Program	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	528	0	HH IDA Expansion	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	529	0	HH Tribal Housing Block Grants	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	530	0	HH Culturally Responsive Property Mgmt	Policy Packages
040-00-00-00000	Single Family Housing Programs	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
040-00-00-00000	Single Family Housing Programs	021	0	Phase-in	Essential Packages
040-00-00-00000	Single Family Housing Programs	022	0	Phase-out Pgm & One-time Costs	Essential Packages
040-00-00-00000	Single Family Housing Programs	031	0	Standard Inflation	Essential Packages
040-00-00-00000	Single Family Housing Programs	032	0	Above Standard Inflation	Essential Packages
040-00-00-00000	Single Family Housing Programs	033	0	Exceptional Inflation	Essential Packages
040-00-00-00000	Single Family Housing Programs	040	0	Mandated Caseload	Essential Packages
040-00-00-00000	Single Family Housing Programs	050	0	Fundshifts	Essential Packages
040-00-00-00000	Single Family Housing Programs	060	0	Technical Adjustments	Essential Packages
040-00-00-00000	Single Family Housing Programs	070	0	Revenue Shortfalls	Policy Packages
040-00-00-00000	Single Family Housing Programs	081	0	May 2024 Emergency Board	Policy Packages
040-00-00-00000	Single Family Housing Programs	501	0	HH Maintaining Shelters	Policy Packages
040-00-00-00000	Single Family Housing Programs	502	0	HH Sustaining Re-Housing	Policy Packages

Housing & Community Svcs Dept

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Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
040-00-00-00000	Single Family Housing Programs	503	0	HH Sustaining LTRA	Policy Packages
040-00-00-00000	Single Family Housing Programs	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
040-00-00-00000	Single Family Housing Programs	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
040-00-00-00000	Single Family Housing Programs	508	0	HH OHCS Operational Supports	Policy Packages
040-00-00-00000	Single Family Housing Programs	509	0	HH Information Technology Supports	Policy Packages
040-00-00-00000	Single Family Housing Programs	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
040-00-00-00000	Single Family Housing Programs	511	0	HH Homeownership Assistance Fund	Policy Packages
040-00-00-00000	Single Family Housing Programs	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
040-00-00-00000	Single Family Housing Programs	513	0	HH PSH - CSL Program Improvements	Policy Packages
040-00-00-00000	Single Family Housing Programs	514	0	HH Supportive Housing	Policy Packages
040-00-00-00000	Single Family Housing Programs	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
040-00-00-00000	Single Family Housing Programs	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
040-00-00-00000	Single Family Housing Programs	517	0	HH PSH - Risk Mitigation	Policy Packages
040-00-00-00000	Single Family Housing Programs	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
040-00-00-00000	Single Family Housing Programs	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
040-00-00-00000	Single Family Housing Programs	520	0	HH Preservation - Manufactured Parks	Policy Packages
040-00-00-00000	Single Family Housing Programs	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
040-00-00-00000	Single Family Housing Programs	522	0	HH Down Payment Assistance for CROs	Policy Packages
040-00-00-00000	Single Family Housing Programs	523	0	HH Technical Assistance and Language Access	Policy Packages
040-00-00-00000	Single Family Housing Programs	524	0	HH Land Acquisition Program	Policy Packages
040-00-00-00000	Single Family Housing Programs	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
040-00-00-00000	Single Family Housing Programs	526	0	HH CARE	Policy Packages

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040-00-00-00000	Single Family Housing Programs	527	0	HH Manufactured Home Replace Program	Policy Packages
040-00-00-00000	Single Family Housing Programs	528	0	HH IDA Expansion	Policy Packages
040-00-00-00000	Single Family Housing Programs	529	0	HH Tribal Housing Block Grants	Policy Packages
040-00-00-00000	Single Family Housing Programs	530	0	HH Culturally Responsive Property Mgmt	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	021	0	Phase-in	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	022	0	Phase-out Pgm & One-time Costs	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	031	0	Standard Inflation	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	032	0	Above Standard Inflation	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	033	0	Exceptional Inflation	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	040	0	Mandated Caseload	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	050	0	Fundshifts	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	060	0	Technical Adjustments	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	070	0	Revenue Shortfalls	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	081	0	May 2024 Emergency Board	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	501	0	HH Maintaining Shelters	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	502	0	HH Sustaining Re-Housing	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	503	0	HH Sustaining LTRA	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	508	0	HH OHCS Operational Supports	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	509	0	HH Information Technology Supports	Policy Packages

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Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
050-00-00-00000	Homeownership Stabilization Initiative	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	511	0	HH Homeownership Assistance Fund	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	513	0	HH PSH - CSL Program Improvements	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	514	0	HH Supportive Housing	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	517	0	HH PSH - Risk Mitigation	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	520	0	HH Preservation - Manufactured Parks	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	522	0	HH Down Payment Assistance for CROs	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	523	0	HH Technical Assistance and Language Access	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	524	0	HH Land Acquisition Program	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	526	0	HH CARE	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	527	0	HH Manufactured Home Replace Program	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	528	0	HH IDA Expansion	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	529	0	HH Tribal Housing Block Grants	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	530	0	HH Culturally Responsive Property Mgmt	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages

Housing & Community Svcs Dept

Summary Cross Reference Listing and Packages **Agency Number: 91400**

2025-27 Biennium **BAM Analyst: Brickman, Tamara**

Budget Coordinator: Brown, Monica - (503)480-9986

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
060-00-00-00000	Disaster Recovery & Resiliency	021	0	Phase-in	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	022	0	Phase-out Pgm & One-time Costs	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	031	0	Standard Inflation	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	032	0	Above Standard Inflation	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	033	0	Exceptional Inflation	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	040	0	Mandated Caseload	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	050	0	Fundshifts	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	060	0	Technical Adjustments	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	070	0	Revenue Shortfalls	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	081	0	May 2024 Emergency Board	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	501	0	HH Maintaining Shelters	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	502	0	HH Sustaining Re-Housing	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	503	0	HH Sustaining LTRA	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	508	0	HH OHCS Operational Supports	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	509	0	HH Information Technology Supports	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	511	0	HH Homeownership Assistance Fund	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	513	0	HH PSH - CSL Program Improvements	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	514	0	HH Supportive Housing	Policy Packages

Housing & Community Svcs Dept

Summary Cross Reference Listing and Packages
2025-27 Biennium

Agency Number: 91400
BAM Analyst: Brickman, Tamara
Budget Coordinator: Brown, Monica - (503)480-9986

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
060-00-00-00000	Disaster Recovery & Resiliency	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	517	0	HH PSH - Risk Mitigation	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	520	0	HH Preservation - Manufactured Parks	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	522	0	HH Down Payment Assistance for CROs	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	523	0	HH Technical Assistance and Language Access	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	524	0	HH Land Acquisition Program	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	526	0	HH CARE	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	527	0	HH Manufactured Home Replace Program	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	528	0	HH IDA Expansion	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	529	0	HH Tribal Housing Block Grants	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	530	0	HH Culturally Responsive Property Mgmt	Policy Packages
070-00-00-00000	Central Services	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
070-00-00-00000	Central Services	021	0	Phase-in	Essential Packages
070-00-00-00000	Central Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
070-00-00-00000	Central Services	031	0	Standard Inflation	Essential Packages
070-00-00-00000	Central Services	032	0	Above Standard Inflation	Essential Packages
070-00-00-00000	Central Services	033	0	Exceptional Inflation	Essential Packages

Housing & Community Svcs Dept

Summary Cross Reference Listing and Packages
2025-27 Biennium

Agency Number: 91400
BAM Analyst: Brickman, Tamara
Budget Coordinator: Brown, Monica - (503)480-9986

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
070-00-00-00000	Central Services	040	0	Mandated Caseload	Essential Packages
070-00-00-00000	Central Services	050	0	Fundshifts	Essential Packages
070-00-00-00000	Central Services	060	0	Technical Adjustments	Essential Packages
070-00-00-00000	Central Services	070	0	Revenue Shortfalls	Policy Packages
070-00-00-00000	Central Services	081	0	May 2024 Emergency Board	Policy Packages
070-00-00-00000	Central Services	501	0	HH Maintaining Shelters	Policy Packages
070-00-00-00000	Central Services	502	0	HH Sustaining Re-Housing	Policy Packages
070-00-00-00000	Central Services	503	0	HH Sustaining LTRA	Policy Packages
070-00-00-00000	Central Services	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
070-00-00-00000	Central Services	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
070-00-00-00000	Central Services	508	0	HH OHCS Operational Supports	Policy Packages
070-00-00-00000	Central Services	509	0	HH Information Technology Supports	Policy Packages
070-00-00-00000	Central Services	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
070-00-00-00000	Central Services	511	0	HH Homeownership Assistance Fund	Policy Packages
070-00-00-00000	Central Services	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
070-00-00-00000	Central Services	513	0	HH PSH - CSL Program Improvements	Policy Packages
070-00-00-00000	Central Services	514	0	HH Supportive Housing	Policy Packages
070-00-00-00000	Central Services	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
070-00-00-00000	Central Services	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
070-00-00-00000	Central Services	517	0	HH PSH - Risk Mitigation	Policy Packages
070-00-00-00000	Central Services	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
070-00-00-00000	Central Services	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages

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Summary Cross Reference Listing and Packages **Agency Number: 91400**

2025-27 Biennium **BAM Analyst: Brickman, Tamara**

Budget Coordinator: Brown, Monica - (503)480-9986

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
070-00-00-00000	Central Services	520	0	HH Preservation - Manufactured Parks	Policy Packages
070-00-00-00000	Central Services	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
070-00-00-00000	Central Services	522	0	HH Down Payment Assistance for CROs	Policy Packages
070-00-00-00000	Central Services	523	0	HH Technical Assistance and Language Access	Policy Packages
070-00-00-00000	Central Services	524	0	HH Land Acquisition Program	Policy Packages
070-00-00-00000	Central Services	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
070-00-00-00000	Central Services	526	0	HH CARE	Policy Packages
070-00-00-00000	Central Services	527	0	HH Manufactured Home Replace Program	Policy Packages
070-00-00-00000	Central Services	528	0	HH IDA Expansion	Policy Packages
070-00-00-00000	Central Services	529	0	HH Tribal Housing Block Grants	Policy Packages
070-00-00-00000	Central Services	530	0	HH Culturally Responsive Property Mgmt	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	021	0	Phase-in	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	022	0	Phase-out Pgm & One-time Costs	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	031	0	Standard Inflation	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	032	0	Above Standard Inflation	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	033	0	Exceptional Inflation	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	040	0	Mandated Caseload	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	050	0	Fundshifts	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	060	0	Technical Adjustments	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	070	0	Revenue Shortfalls	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	081	0	May 2024 Emergency Board	Policy Packages

Housing & Community Svcs Dept

Summary Cross Reference Listing and Packages
2025-27 Biennium

Agency Number: 91400
BAM Analyst: Brickman, Tamara
Budget Coordinator: Brown, Monica - (503)480-9986

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
080-00-00-00000	Bond Activities and Debt Service	501	0	HH Maintaining Shelters	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	502	0	HH Sustaining Re-Housing	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	503	0	HH Sustaining LTRA	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	508	0	HH OHCS Operational Supports	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	509	0	HH Information Technology Supports	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	511	0	HH Homeownership Assistance Fund	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	513	0	HH PSH - CSL Program Improvements	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	514	0	HH Supportive Housing	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	517	0	HH PSH - Risk Mitigation	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	520	0	HH Preservation - Manufactured Parks	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	522	0	HH Down Payment Assistance for CROs	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	523	0	HH Technical Assistance and Language Access	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	524	0	HH Land Acquisition Program	Policy Packages

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Summary Cross Reference Listing and Packages **Agency Number: 91400**

2025-27 Biennium **BAM Analyst: Brickman, Tamara**

Budget Coordinator: Brown, Monica - (503)480-9986

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
080-00-00-00000	Bond Activities and Debt Service	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	526	0	HH CARE	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	527	0	HH Manufactured Home Replace Program	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	528	0	HH IDA Expansion	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	529	0	HH Tribal Housing Block Grants	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	530	0	HH Culturally Responsive Property Mgmt	Policy Packages
089-00-00-00000	Capital Construction	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
089-00-00-00000	Capital Construction	021	0	Phase-in	Essential Packages
089-00-00-00000	Capital Construction	022	0	Phase-out Pgm & One-time Costs	Essential Packages
089-00-00-00000	Capital Construction	031	0	Standard Inflation	Essential Packages
089-00-00-00000	Capital Construction	032	0	Above Standard Inflation	Essential Packages
089-00-00-00000	Capital Construction	033	0	Exceptional Inflation	Essential Packages
089-00-00-00000	Capital Construction	040	0	Mandated Caseload	Essential Packages
089-00-00-00000	Capital Construction	050	0	Fundshifts	Essential Packages
089-00-00-00000	Capital Construction	060	0	Technical Adjustments	Essential Packages
089-00-00-00000	Capital Construction	070	0	Revenue Shortfalls	Policy Packages
089-00-00-00000	Capital Construction	081	0	May 2024 Emergency Board	Policy Packages
089-00-00-00000	Capital Construction	501	0	HH Maintaining Shelters	Policy Packages
089-00-00-00000	Capital Construction	502	0	HH Sustaining Re-Housing	Policy Packages
089-00-00-00000	Capital Construction	503	0	HH Sustaining LTRA	Policy Packages
089-00-00-00000	Capital Construction	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
089-00-00-00000	Capital Construction	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages

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Summary Cross Reference Listing and Packages **Agency Number: 91400**

2025-27 Biennium **BAM Analyst: Brickman, Tamara**

Budget Coordinator: Brown, Monica - (503)480-9986

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
089-00-00-00000	Capital Construction	508	0	HH OHCS Operational Supports	Policy Packages
089-00-00-00000	Capital Construction	509	0	HH Information Technology Supports	Policy Packages
089-00-00-00000	Capital Construction	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
089-00-00-00000	Capital Construction	511	0	HH Homeownership Assistance Fund	Policy Packages
089-00-00-00000	Capital Construction	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
089-00-00-00000	Capital Construction	513	0	HH PSH - CSL Program Improvements	Policy Packages
089-00-00-00000	Capital Construction	514	0	HH Supportive Housing	Policy Packages
089-00-00-00000	Capital Construction	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
089-00-00-00000	Capital Construction	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
089-00-00-00000	Capital Construction	517	0	HH PSH - Risk Mitigation	Policy Packages
089-00-00-00000	Capital Construction	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
089-00-00-00000	Capital Construction	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
089-00-00-00000	Capital Construction	520	0	HH Preservation - Manufactured Parks	Policy Packages
089-00-00-00000	Capital Construction	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
089-00-00-00000	Capital Construction	522	0	HH Down Payment Assistance for CROs	Policy Packages
089-00-00-00000	Capital Construction	523	0	HH Technical Assistance and Language Access	Policy Packages
089-00-00-00000	Capital Construction	524	0	HH Land Acquisition Program	Policy Packages
089-00-00-00000	Capital Construction	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
089-00-00-00000	Capital Construction	526	0	HH CARE	Policy Packages
089-00-00-00000	Capital Construction	527	0	HH Manufactured Home Replace Program	Policy Packages
089-00-00-00000	Capital Construction	528	0	HH IDA Expansion	Policy Packages
089-00-00-00000	Capital Construction	529	0	HH Tribal Housing Block Grants	Policy Packages

Housing & Community Svcs Dept

Summary Cross Reference Listing and Packages
2025-27 Biennium

Agency Number: 91400
BAM Analyst: Brickman, Tamara
Budget Coordinator: Brown, Monica - (503)480-9986

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
089-00-00-00000	Capital Construction	530	0	HH Culturally Responsive Property Mgmt	Policy Packages

Housing & Community Svcs Dept

Policy Package List by Priority
2025-27 Biennium

Agency Number: 91400
BAM Analyst: Brickman, Tamara
Budget Coordinator: Brown, Monica - (503)480-9986

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	070	Revenue Shortfalls	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	081	May 2024 Emergency Board	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	501	HH Maintaining Shelters	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative

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Policy Package List by Priority
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Agency Number: 91400
BAM Analyst: Brickman, Tamara
Budget Coordinator: Brown, Monica - (503)480-9986

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	501	HH Maintaining Shelters	060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	502	HH Sustaining Re-Housing	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	503	HH Sustaining LTRA	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	504	HH Continuing to Prevent Evictions - Infrastru	010-00-00-00000	Housing Stabilization Programs

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Policy Package List by Priority
2025-27 Biennium

Agency Number: 91400
BAM Analyst: Brickman, Tamara
Budget Coordinator: Brown, Monica - (503)480-9986

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	504	HH Continuing to Prevent Evictions - Infrastru	025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	505	HH Continuing to Prevent Evictions - Financia	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	506	HH Maintaining Tribal Homelessness Investme	010-00-00-00000	Housing Stabilization Programs
	507	HH Predevelopment	030-00-00-00000	Multifamily Rental Housing Programs
	508	HH OHCS Operational Supports	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs

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Policy Package List by Priority
2025-27 Biennium

Agency Number: 91400
BAM Analyst: Brickman, Tamara
Budget Coordinator: Brown, Monica - (503)480-9986

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	508	HH OHCS Operational Supports	050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	509	HH Information Technology Supports	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	510	HH Disaster Recovery & Resiliency Limitation	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction

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Policy Package List by Priority
2025-27 Biennium

Agency Number: 91400
BAM Analyst: Brickman, Tamara
Budget Coordinator: Brown, Monica - (503)480-9986

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	511	HH Homeownership Assistance Fund	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	512	HH Preservation - Org Support and Sys Impro	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	513	HH PSH - CSL Program Improvements	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative

Housing & Community Svcs Dept

Policy Package List by Priority
2025-27 Biennium

Agency Number: 91400
BAM Analyst: Brickman, Tamara
Budget Coordinator: Brown, Monica - (503)480-9986

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	513	HH PSH - CSL Program Improvements	060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	514	HH Supportive Housing	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	515	HH Rental Development: XI-Q for LIFT and PS	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	516	HH PSH Expansion for Rent Assistance and S	010-00-00-00000	Housing Stabilization Programs

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Policy Package List by Priority
2025-27 Biennium

Agency Number: 91400
BAM Analyst: Brickman, Tamara
Budget Coordinator: Brown, Monica - (503)480-9986

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	516	HH PSH Expansion for Rent Assistance and S	025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	517	HH PSH - Risk Mitigation	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	518	HH Homeownership Development: LIFT and H	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency

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Policy Package List by Priority
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Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	518	HH Homeownership Development: LIFT and H	070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	519	HH Preservation - Exp + Physical and Fin Nee	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	520	HH Preservation - Manufactured Parks	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	521	HH Down Paymnt Assist paired with OHCS Le	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance

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Policy Package List by Priority
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Agency Number: 91400
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Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	521	HH Down Paymnt Assist paired with OHCS Le	030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	522	HH Down Payment Assistance for CROs	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	523	HH Technical Assistance and Language Acces	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services

Housing & Community Svcs Dept

Policy Package List by Priority
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Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	523	HH Technical Assistance and Language Acces	080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	524	HH Land Acquisition Program	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	525	HH Foreclosure Avoidance Counseling	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	526	HH CARE	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs

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Policy Package List by Priority
2025-27 Biennium

Agency Number: 91400
BAM Analyst: Brickman, Tamara
Budget Coordinator: Brown, Monica - (503)480-9986

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	526	HH CARE	040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	527	HH Manufactured Home Replace Program	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	528	HH IDA Expansion	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service

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Agency Number: 91400
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Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	528	HH IDA Expansion	089-00-00-00000	Capital Construction
	529	HH Tribal Housing Block Grants	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	530	HH Culturally Responsive Property Mgmt	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction

Housing & Community Svcs Dept ***Agency Number: 91400***

Agency Worksheet - Revenues & Expenditures **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-000-00-00-00000**
Housing & Community Svcs Dept

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3020 Other Funds Cap Construct	582,832	-	-	-	-	-
3200 Other Funds Non-Ltd	354,868,348	342,776,409	-	342,776,409	558,205,696	558,205,696
3400 Other Funds Ltd	202,267,009	361,693,413	-	361,693,413	323,609,623	323,609,623
All Funds	557,718,189	704,469,822	-	704,469,822	881,815,319	881,815,319
0030 Beginning Balance Adjustment						
4430 Lottery Funds Debt Svc Ltd	-	162,965	-	162,965	-	-
3400 Other Funds Ltd	-	58,050,722	-	58,050,722	-	-
3430 Other Funds Debt Svc Ltd	-	29,000	-	29,000	-	-
All Funds	-	58,242,687	-	58,242,687	-	-
TOTAL BEGINNING BALANCE						
4430 Lottery Funds Debt Svc Ltd	-	162,965	-	162,965	-	-
3020 Other Funds Cap Construct	582,832	-	-	-	-	-
3200 Other Funds Non-Ltd	354,868,348	342,776,409	-	342,776,409	558,205,696	558,205,696
3400 Other Funds Ltd	202,267,009	419,744,135	-	419,744,135	323,609,623	323,609,623
3430 Other Funds Debt Svc Ltd	-	29,000	-	29,000	-	-
TOTAL BEGINNING BALANCE	**$557,718,189**	**$762,712,509**	**-**	**$762,712,509**	**$881,815,319**	**$881,815,319**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						

Housing & Community Svcs Dept ***Agency Number: 91400***

Agency Worksheet - Revenues & Expenditures **Version: V - 01 - Agency Request Budget**
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Housing & Community Svcs Dept

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
0050 General Fund Appropriation						
8000 General Fund	854,675,215	491,157,199	228,652,995	719,810,194	723,412,467	88,510,423
8030 General Fund Debt Svc	69,307,754	127,170,731	(503,300)	126,667,431	230,930,098	230,930,098
All Funds	923,982,969	618,327,930	228,149,695	846,477,625	954,342,565	319,440,521
TAXES						
0190 Other Selective Taxes						
3400 Other Funds Ltd	2,578,432	1,923,474	-	1,923,474	2,640,000	2,640,000
LICENSES AND FEES						
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	222,550	236,476	-	236,476	223,200	223,200
0240 Public Utilities Fees						
3400 Other Funds Ltd	104,262,454	90,104,830	-	90,104,830	109,848,500	109,848,500
TOTAL LICENSES AND FEES						
3400 Other Funds Ltd	104,485,004	90,341,306	-	90,341,306	110,071,700	110,071,700
TOTAL LICENSES AND FEES	**$104,485,004**	**$90,341,306**	**-**	**$90,341,306**	**$110,071,700**	**$110,071,700**
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	1,220,133	1,707,666	-	1,707,666	2,640,000	2,640,000
0415 Admin and Service Charges						
3200 Other Funds Non-Ltd	73,050	150,000	-	150,000	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	50,345,308	53,475,824	-	53,475,824	49,565,203	49,565,203
All Funds	50,418,358	53,625,824	-	53,625,824	49,565,203	49,565,203
TOTAL CHARGES FOR SERVICES						
3200 Other Funds Non-Ltd	73,050	150,000	-	150,000	-	-
3400 Other Funds Ltd	51,565,441	55,183,490	-	55,183,490	52,205,203	52,205,203
TOTAL CHARGES FOR SERVICES	**$51,638,491**	**$55,333,490**	**-**	**$55,333,490**	**$52,205,203**	**$52,205,203**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3200 Other Funds Non-Ltd	1,465	-	-	-	-	-
3400 Other Funds Ltd	27,347	43,500	-	43,500	40,000	40,000
All Funds	28,812	43,500	-	43,500	40,000	40,000
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	411,685,000	600,000,000	-	600,000,000	-	-
3400 Other Funds Ltd	-	4,280,000	-	4,280,000	-	-
All Funds	411,685,000	604,280,000	-	604,280,000	-	-
0560 Dedicated Fund Oblig Bonds						
3200 Other Funds Non-Ltd	-	50,000,000	-	50,000,000	-	-
0565 Lottery Bonds						
3400 Other Funds Ltd	53,130,000	50,525,793	-	50,525,793	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
0570 Revenue Bonds						
3200 Other Funds Non-Ltd	295,925,000	500,000,000	-	500,000,000	-	-
TOTAL BOND SALES						
3020 Other Funds Cap Construct	411,685,000	600,000,000	-	600,000,000	-	-
3200 Other Funds Non-Ltd	295,925,000	550,000,000	-	550,000,000	-	-
3400 Other Funds Ltd	53,130,000	54,805,793	-	54,805,793	-	-
TOTAL BOND SALES	**$760,740,000**	**$1,204,805,793**	**-**	**$1,204,805,793**	**-**	**-**
INTEREST EARNINGS						
0605 Interest Income						
4430 Lottery Funds Debt Svc Ltd	198,178	-	-	-	-	-
3020 Other Funds Cap Construct	12,349,100	-	-	-	-	-
3200 Other Funds Non-Ltd	71,320,295	89,673,818	-	89,673,818	89,862,600	89,862,600
3400 Other Funds Ltd	14,618,887	3,847,430	-	3,847,430	41,858,890	41,858,890
3430 Other Funds Debt Svc Ltd	7	-	1,396,554	1,396,554	-	-
All Funds	98,486,467	93,521,248	1,396,554	94,917,802	131,721,490	131,721,490
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	569,330	-	-	-	-	-
LOAN REPAYMENT						
0930 Housing Div Loan Repayments						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3200 Other Funds Non-Ltd	237,172,963	315,061,050	-	315,061,050	124,972,700	124,972,700
3400 Other Funds Ltd	8,163,689	6,589,367	-	6,589,367	20,820,536	20,820,536
All Funds	245,336,652	321,650,417	-	321,650,417	145,793,236	145,793,236
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	4,911	5,000,000	-	5,000,000	-	-
3400 Other Funds Ltd	2,177,178	3,844,703	82,094	3,926,797	340,640	340,640
All Funds	2,182,089	8,844,703	82,094	8,926,797	340,640	340,640
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	-	185,102,399	185,102,399	185,102,399
6400 Federal Funds Ltd	654,910,055	401,941,943	2,160,297	404,102,240	166,892,298	166,892,298
All Funds	821,319,402	587,044,342	2,160,297	589,204,639	351,994,697	351,994,697
TRANSFERS IN						
1010 Transfer In - Intrafund						
4430 Lottery Funds Debt Svc Ltd	862,853	-	-	-	-	-
3200 Other Funds Non-Ltd	25,907,291	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	-	324,175,922	139,750,437	139,750,437
3400 Other Funds Ltd	87,356,816	50,466,730	2,289,190	52,755,920	53,426,310	53,426,310
6400 Federal Funds Ltd	-	-	-	-	6,033,646	6,033,646
All Funds	467,002,502	374,642,652	2,289,190	376,931,842	199,210,393	199,210,393

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
1050 Transfer In Other						
3400 Other Funds Ltd	-	2,248,400	-	2,248,400	-	-
1060 Transfer from General Fund						
3200 Other Funds Non-Ltd	10,000,000	-	-	-	-	-
3400 Other Funds Ltd	380,925,480	36,537,910	114,000,000	150,537,910	337,910	337,910
All Funds	390,925,480	36,537,910	114,000,000	150,537,910	337,910	337,910
1100 Tsfr From Human Svcs, Dept of						
3400 Other Funds Ltd	3,982,028	5,000,000	-	5,000,000	5,000,000	5,000,000
1107 Tsfr From Administrative Svcs						
4430 Lottery Funds Debt Svc Ltd	25,144,423	30,406,918	(862,853)	29,544,065	40,500,992	40,500,992
3400 Other Funds Ltd	105,000,000	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	33,216	-	-	-	-	-
All Funds	130,177,639	30,406,918	(862,853)	29,544,065	40,500,992	40,500,992
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	74,685,560	89,000,000	-	89,000,000	68,849,000	68,849,000
1443 Tsfr From Oregon Health Authority						
3400 Other Funds Ltd	-	796,241	-	796,241	1,054,879	1,054,879
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	250,000	-	-	-	-	-
TOTAL TRANSFERS IN						
4430 Lottery Funds Debt Svc Ltd	26,007,276	30,406,918	(862,853)	29,544,065	40,500,992	40,500,992

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Housing & Community Svcs Dept

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3200 Other Funds Non-Ltd	35,907,291	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	-	324,175,922	139,750,437	139,750,437
3400 Other Funds Ltd	652,199,884	184,049,281	116,289,190	300,338,471	128,668,099	128,668,099
3430 Other Funds Debt Svc Ltd	33,216	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	-	6,033,646	6,033,646
TOTAL TRANSFERS IN	**$1,067,023,209**	**$538,632,121**	**$115,426,337**	**$654,058,458**	**$314,953,174**	**$314,953,174**
REVENUES						
8000 General Fund	854,675,215	491,157,199	228,652,995	719,810,194	723,412,467	88,510,423
8030 General Fund Debt Svc	69,307,754	127,170,731	(503,300)	126,667,431	230,930,098	230,930,098
4430 Lottery Funds Debt Svc Ltd	26,205,454	30,406,918	(862,853)	29,544,065	40,500,992	40,500,992
3020 Other Funds Cap Construct	424,034,100	600,000,000	-	600,000,000	-	-
3200 Other Funds Non-Ltd	640,404,975	959,884,868	-	959,884,868	214,835,300	214,835,300
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	-	324,175,922	139,750,437	139,750,437
3400 Other Funds Ltd	889,515,192	400,628,344	116,371,284	516,999,628	356,645,068	356,645,068
3430 Other Funds Debt Svc Ltd	33,223	-	1,396,554	1,396,554	-	-
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	-	185,102,399	185,102,399	185,102,399
6400 Federal Funds Ltd	654,910,055	401,941,943	2,160,297	404,102,240	172,925,944	172,925,944
TOTAL REVENUES	**$4,078,370,857**	**$3,520,468,324**	**$347,214,977**	**$3,867,683,301**	**$2,064,102,705**	**$1,429,200,661**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3020 Other Funds Cap Construct	(1,685,000)	-	-	-	-	-
3200 Other Funds Non-Ltd	(386,640,561)	(335,175,922)	-	(335,175,922)	(150,648,146)	(150,648,146)
3400 Other Funds Ltd	(78,676,941)	(39,466,730)	(2,289,190)	(41,755,920)	(42,528,601)	(42,528,601)
6400 Federal Funds Ltd	-	-	-	-	(6,033,646)	(6,033,646)
All Funds	(467,002,502)	(374,642,652)	(2,289,190)	(376,931,842)	(199,210,393)	(199,210,393)
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(3,278,724)	-	-	-	-	-
TOTAL TRANSFERS OUT						
3020 Other Funds Cap Construct	(1,685,000)	-	-	-	-	-
3200 Other Funds Non-Ltd	(386,640,561)	(335,175,922)	-	(335,175,922)	(150,648,146)	(150,648,146)
3400 Other Funds Ltd	(81,955,665)	(39,466,730)	(2,289,190)	(41,755,920)	(42,528,601)	(42,528,601)
6400 Federal Funds Ltd	-	-	-	-	(6,033,646)	(6,033,646)
TOTAL TRANSFERS OUT	**($470,281,226)**	**($374,642,652)**	**($2,289,190)**	**($376,931,842)**	**($199,210,393)**	**($199,210,393)**
AVAILABLE REVENUES						
8000 General Fund	854,675,215	491,157,199	228,652,995	719,810,194	723,412,467	88,510,423
8030 General Fund Debt Svc	69,307,754	127,170,731	(503,300)	126,667,431	230,930,098	230,930,098
4430 Lottery Funds Debt Svc Ltd	26,205,454	30,569,883	(862,853)	29,707,030	40,500,992	40,500,992
3020 Other Funds Cap Construct	422,931,932	600,000,000	-	600,000,000	-	-
3200 Other Funds Non-Ltd	608,632,762	967,485,355	-	967,485,355	622,392,850	622,392,850
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	-	324,175,922	139,750,437	139,750,437

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	1,009,826,536	780,905,749	114,082,094	894,987,843	637,726,090	637,726,090
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,396,554	1,425,554	-	-
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	-	185,102,399	185,102,399	185,102,399
6400 Federal Funds Ltd	654,910,055	401,941,943	2,160,297	404,102,240	166,892,298	166,892,298
TOTAL AVAILABLE REVENUES	**$4,165,807,820**	**$3,908,538,181**	**$344,925,787**	**$4,253,463,968**	**$2,746,707,631**	**$2,111,805,587**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	7,873,778	8,766,757	1,468,855	10,235,612	12,468,269	10,482,757
3400 Other Funds Ltd	27,782,310	50,781,511	4,970,330	55,751,841	61,798,631	62,123,309
6400 Federal Funds Ltd	10,454,320	16,027,070	1,541,832	17,568,902	13,733,912	8,211,136
All Funds	46,110,408	75,575,338	7,981,017	83,556,355	88,000,812	80,817,202
3160 Temporary Appointments						
8000 General Fund	152,716	-	-	-	-	-
3400 Other Funds Ltd	379,627	79,688	-	79,688	79,688	83,035
6400 Federal Funds Ltd	212,310	693	-	693	693	722
All Funds	744,653	80,381	-	80,381	80,381	83,757
3170 Overtime Payments						
8000 General Fund	74,957	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	198,068	-	-	-	-	-
6400 Federal Funds Ltd	84,656	-	-	-	-	-
All Funds	357,681	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	132	-	-	-	-	-
3400 Other Funds Ltd	408	-	-	-	-	-
6400 Federal Funds Ltd	122	-	-	-	-	-
All Funds	662	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	82,097	-	-	-	-	-
3400 Other Funds Ltd	262,026	12,805	-	12,805	12,805	13,342
6400 Federal Funds Ltd	139,980	151	-	151	151	157
All Funds	484,103	12,956	-	12,956	12,956	13,499
TOTAL SALARIES & WAGES						
8000 General Fund	8,183,680	8,766,757	1,468,855	10,235,612	12,468,269	10,482,757
3400 Other Funds Ltd	28,622,439	50,874,004	4,970,330	55,844,334	61,891,124	62,219,686
6400 Federal Funds Ltd	10,891,388	16,027,914	1,541,832	17,569,746	13,734,756	8,212,015
TOTAL SALARIES & WAGES	**$47,697,507**	**$75,668,675**	**$7,981,017**	**$83,649,692**	**$88,094,149**	**$80,914,458**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						

Housing & Community Svcs Dept ***Agency Number: 91400***

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2025-27 Biennium **Cross Reference Number: 91400-000-00-00-00000**
Housing & Community Svcs Dept

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	2,612	2,994	202	3,196	4,725	3,861
3400 Other Funds Ltd	9,166	15,897	-	15,897	22,004	22,252
6400 Federal Funds Ltd	3,432	5,460	-	5,460	4,843	2,782
All Funds	15,210	24,351	202	24,553	31,572	28,895
3220 Public Employees' Retire Cont						
8000 General Fund	1,368,792	1,570,996	263,228	1,834,224	2,623,317	2,205,568
3400 Other Funds Ltd	4,864,231	9,101,192	890,680	9,991,872	13,003,741	13,072,167
6400 Federal Funds Ltd	1,828,450	2,872,077	276,296	3,148,373	2,889,647	1,727,659
All Funds	8,061,473	13,544,265	1,430,204	14,974,469	18,516,705	17,005,394
3221 Pension Obligation Bond						
8000 General Fund	423,602	201,711	232,779	434,490	434,490	488,944
3400 Other Funds Ltd	1,502,443	2,193,736	323,686	2,517,422	2,517,422	2,423,943
6400 Federal Funds Ltd	566,392	576,275	218,052	794,327	794,327	538,585
All Funds	2,492,437	2,971,722	774,517	3,746,239	3,746,239	3,451,472
3230 Social Security Taxes						
8000 General Fund	619,219	670,670	112,365	783,035	953,823	800,578
3400 Other Funds Ltd	2,161,600	3,873,026	380,232	4,253,258	4,713,761	4,739,209
6400 Federal Funds Ltd	822,659	1,223,211	117,950	1,341,161	1,046,742	625,294
All Funds	3,603,478	5,766,907	610,547	6,377,454	6,714,326	6,165,081
3240 Unemployment Assessments						
8000 General Fund	6,931	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	25,587	4,301	-	4,301	4,301	4,482
6400 Federal Funds Ltd	-	24	-	24	24	25
All Funds	32,518	4,325	-	4,325	4,325	4,507
3241 Paid Family Medical Leave Insurance						
8000 General Fund	11,828	35,064	5,876	40,940	49,879	41,849
3400 Other Funds Ltd	34,282	201,173	19,879	221,052	245,883	247,202
6400 Federal Funds Ltd	13,917	63,797	6,167	69,964	54,686	32,663
All Funds	60,027	300,034	31,922	331,956	350,448	321,714
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	1,685	2,600	174	2,774	2,757	2,250
3400 Other Funds Ltd	5,912	13,817	-	13,817	12,845	12,989
6400 Federal Funds Ltd	2,252	4,727	-	4,727	2,820	1,617
All Funds	9,849	21,144	174	21,318	18,422	16,856
3260 Mass Transit Tax						
8000 General Fund	51,334	52,796	8,808	61,604	61,604	46,048
3400 Other Funds Ltd	194,234	305,243	29,822	335,065	335,065	366,928
All Funds	245,568	358,039	38,630	396,669	396,669	412,976
3270 Flexible Benefits						
8000 General Fund	1,600,324	2,239,855	153,450	2,393,305	2,783,534	2,277,180
3400 Other Funds Ltd	5,778,279	11,899,628	-	11,899,628	12,951,557	13,101,682
6400 Federal Funds Ltd	2,137,917	4,071,567	-	4,071,567	2,860,817	1,647,950

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Housing & Community Svcs Dept

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	9,516,520	18,211,050	153,450	18,364,500	18,595,908	17,026,812
3280 Other OPE						
8000 General Fund	71	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	-	-	16
All Funds	71	-	-	-	-	16
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	4,086,398	4,776,686	776,882	5,553,568	6,914,129	5,866,278
3400 Other Funds Ltd	14,575,734	27,608,013	1,644,299	29,252,312	33,806,579	33,990,854
6400 Federal Funds Ltd	5,375,019	8,817,138	618,465	9,435,603	7,653,906	4,576,591
TOTAL OTHER PAYROLL EXPENSES	**$24,037,151**	**$41,201,837**	**$3,039,646**	**$44,241,483**	**$48,374,614**	**$44,433,723**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(36,088)	-	(36,088)	(36,088)	(484,792)
3400 Other Funds Ltd	-	(423,334)	-	(423,334)	(423,334)	(3,133,254)
6400 Federal Funds Ltd	-	(114,251)	-	(114,251)	(114,251)	(422,495)
All Funds	-	(573,673)	-	(573,673)	(573,673)	(4,040,541)
3465 Reconciliation Adjustment						
8000 General Fund	-	(9,055)	-	(9,055)	-	-
3400 Other Funds Ltd	-	(55,754)	-	(55,754)	-	-
6400 Federal Funds Ltd	-	1,080	-	1,080	-	-

Housing & Community Svcs Dept ***Agency Number: 91400***

Agency Worksheet - Revenues & Expenditures
2025-27 Biennium
Housing & Community Svcs Dept

Version: V - 01 - Agency Request Budget
Cross Reference Number: 91400-000-00-00-00000

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	-	(63,729)	-	(63,729)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(45,143)	-	(45,143)	(36,088)	(484,792)
3400 Other Funds Ltd	-	(479,088)	-	(479,088)	(423,334)	(3,133,254)
6400 Federal Funds Ltd	-	(113,171)	-	(113,171)	(114,251)	(422,495)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($637,402)**	**-**	**($637,402)**	**($573,673)**	**($4,040,541)**
TOTAL PERSONAL SERVICES						
8000 General Fund	12,270,078	13,498,300	2,245,737	15,744,037	19,346,310	15,864,243
3400 Other Funds Ltd	43,198,173	78,002,929	6,614,629	84,617,558	95,274,369	93,077,286
6400 Federal Funds Ltd	16,266,407	24,731,881	2,160,297	26,892,178	21,274,411	12,366,111
TOTAL PERSONAL SERVICES	**$71,734,658**	**$116,233,110**	**$11,020,663**	**$127,253,773**	**$135,895,090**	**$121,307,640**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	28,898	108,078	8,118	116,196	116,196	90,594
3400 Other Funds Ltd	157,121	549,180	-	549,180	549,180	570,373
6400 Federal Funds Ltd	47,129	177,743	-	177,743	177,743	107,024
All Funds	233,148	835,001	8,118	843,119	843,119	767,991
4125 Out of State Travel						
8000 General Fund	54,354	15,383	-	15,383	15,383	16,029
3400 Other Funds Ltd	134,207	199,064	-	199,064	199,064	207,424

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	43,159	55,903	-	55,903	55,903	48,976
All Funds	231,720	270,350	-	270,350	270,350	272,429
4150 Employee Training						
8000 General Fund	100,509	81,824	6,427	88,251	88,251	67,088
3400 Other Funds Ltd	245,887	358,266	-	358,266	358,266	371,829
6400 Federal Funds Ltd	76,213	146,591	-	146,591	146,591	97,809
All Funds	422,609	586,681	6,427	593,108	593,108	536,726
4175 Office Expenses						
8000 General Fund	17,987	213,418	14,612	228,030	228,030	182,739
3200 Other Funds Non-Ltd	19	1,000	-	1,000	1,000	1,000
3400 Other Funds Ltd	52,587	695,512	-	695,512	695,512	721,345
6400 Federal Funds Ltd	17,896	284,269	-	284,269	284,269	159,147
All Funds	88,489	1,194,199	14,612	1,208,811	1,208,811	1,064,231
4200 Telecommunications						
8000 General Fund	92,096	65,665	4,871	70,536	70,536	55,209
3400 Other Funds Ltd	307,101	295,005	-	295,005	295,005	306,271
6400 Federal Funds Ltd	92,592	97,117	-	97,117	97,117	49,334
All Funds	491,789	457,787	4,871	462,658	462,658	410,814
4225 State Gov. Service Charges						
8000 General Fund	753,804	150,629	-	150,629	150,629	1,278,518
3200 Other Funds Non-Ltd	1,114,479	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	2,754,013	4,419,624	-	4,419,624	4,419,624	6,329,918
6400 Federal Funds Ltd	885,341	1,057,870	-	1,057,870	1,057,870	784,567
All Funds	5,507,637	5,628,123	-	5,628,123	5,628,123	8,393,003
4250 Data Processing						
8000 General Fund	183,809	63,664	5,953	69,617	69,617	50,190
3400 Other Funds Ltd	265,886	982,599	-	982,599	982,599	1,022,494
6400 Federal Funds Ltd	1,390,109	118,012	-	118,012	118,012	46,984
All Funds	1,839,804	1,164,275	5,953	1,170,228	1,170,228	1,119,668
4275 Publicity and Publications						
8000 General Fund	3,371	3,597	-	3,597	3,597	3,748
3200 Other Funds Non-Ltd	-	175,000	-	175,000	175,000	175,000
3400 Other Funds Ltd	12,786	48,738	-	48,738	48,738	50,786
6400 Federal Funds Ltd	9,050	92,820	-	92,820	92,820	2,939
All Funds	25,207	320,155	-	320,155	320,155	232,473
4300 Professional Services						
8000 General Fund	8,936,736	3,580,388	475,808	4,056,196	4,056,196	139,254
3200 Other Funds Non-Ltd	6,244,651	9,126,576	-	9,126,576	9,126,576	9,126,576
3400 Other Funds Ltd	19,124,890	5,504,161	-	5,504,161	5,504,161	5,878,444
6400 Federal Funds Ltd	35,476,946	5,996,487	-	5,996,487	5,996,487	2,974,686
All Funds	69,783,223	24,207,612	475,808	24,683,420	24,683,420	18,118,960
4315 IT Professional Services						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	-	3,334	-	3,334	3,334	3,561
3400 Other Funds Ltd	-	124,305	-	124,305	124,305	132,757
6400 Federal Funds Ltd	-	2,235,599	-	2,235,599	2,235,599	872,128
All Funds	-	2,363,238	-	2,363,238	2,363,238	1,008,446
4325 Attorney General						
8000 General Fund	874,911	100,892	50,000	150,892	150,892	95,064
3200 Other Funds Non-Ltd	34,841	130,696	-	130,696	130,696	130,696
3400 Other Funds Ltd	3,180,629	2,447,029	50,000	2,497,029	2,497,029	3,077,839
6400 Federal Funds Ltd	291,586	388,246	-	388,246	388,246	36,796
All Funds	4,381,967	3,066,863	100,000	3,166,863	3,166,863	3,340,395
4375 Employee Recruitment and Develop						
8000 General Fund	38,896	10,983	970	11,953	11,953	8,699
3400 Other Funds Ltd	22,119	31,719	-	31,719	31,719	32,827
6400 Federal Funds Ltd	10,246	14,952	-	14,952	14,952	7,293
All Funds	71,261	57,654	970	58,624	58,624	48,819
4400 Dues and Subscriptions						
8000 General Fund	48,195	4,596	-	4,596	4,596	4,789
3400 Other Funds Ltd	177,716	99,477	-	99,477	99,477	103,656
6400 Federal Funds Ltd	111,069	20,078	-	20,078	20,078	20,922
All Funds	336,980	124,151	-	124,151	124,151	129,367
4425 Facilities Rental and Taxes						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	444,095	90,121	-	90,121	90,121	429,271
3400 Other Funds Ltd	1,746,641	2,090,895	-	2,090,895	2,090,895	2,505,872
6400 Federal Funds Ltd	530,933	184,221	-	184,221	184,221	330,474
All Funds	2,721,669	2,365,237	-	2,365,237	2,365,237	3,265,617
4450 Fuels and Utilities						
3400 Other Funds Ltd	1,654	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	1,710	662	-	662	662	690
3400 Other Funds Ltd	10,983	15,892	-	15,892	15,892	16,561
6400 Federal Funds Ltd	2,392	3,067	-	3,067	3,067	3,196
All Funds	15,085	19,621	-	19,621	19,621	20,447
4575 Agency Program Related S and S						
8000 General Fund	4,925	-	-	-	-	-
3200 Other Funds Non-Ltd	328,040	3,300,000	-	3,300,000	3,300,000	3,300,000
3400 Other Funds Ltd	24,182	192,079	-	192,079	192,079	200,146
6400 Federal Funds Ltd	148,399	-	-	-	-	-
All Funds	505,546	3,492,079	-	3,492,079	3,492,079	3,500,146
4650 Other Services and Supplies						
8000 General Fund	9,416	1,278,223	22,099	1,300,322	1,300,322	929,943
3200 Other Funds Non-Ltd	4,267,449	6,193,542	-	6,193,542	6,193,542	6,193,542
3400 Other Funds Ltd	2,014,420	6,130,681	-	6,130,681	6,130,681	1,516,296

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	14,295	436,466	-	436,466	436,466	242,993
All Funds	6,305,580	14,038,912	22,099	14,061,011	14,061,011	8,882,774
4700 Expendable Prop 250 - 5000						
8000 General Fund	3,939	150,205	19,393	169,598	169,598	101,683
3400 Other Funds Ltd	20,371	402,489	-	402,489	402,489	414,913
6400 Federal Funds Ltd	4,209	186,125	-	186,125	186,125	28,161
All Funds	28,519	738,819	19,393	758,212	758,212	544,757
4715 IT Expendable Property						
8000 General Fund	207,634	134,859	11,275	146,134	146,134	107,692
3400 Other Funds Ltd	741,251	675,606	-	675,606	675,606	701,377
6400 Federal Funds Ltd	266,243	192,582	-	192,582	192,582	104,286
All Funds	1,215,128	1,003,047	11,275	1,014,322	1,014,322	913,355
TOTAL SERVICES & SUPPLIES						
8000 General Fund	11,805,285	6,056,521	619,526	6,676,047	6,676,047	3,564,761
3200 Other Funds Non-Ltd	11,989,479	18,926,814	-	18,926,814	18,926,814	18,926,814
3400 Other Funds Ltd	30,994,444	25,262,321	50,000	25,312,321	25,312,321	24,161,128
6400 Federal Funds Ltd	39,417,807	11,688,148	-	11,688,148	11,688,148	5,917,715
TOTAL SERVICES & SUPPLIES	**$94,207,015**	**$61,933,804**	**$669,526**	**$62,603,330**	**$62,603,330**	**$52,570,418**
CAPITAL OUTLAY						
5550 Data Processing Software						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	-	-	-	-	-	14,081
3400 Other Funds Ltd	-	103,953	-	103,953	103,953	83,406
6400 Federal Funds Ltd	-	-	-	-	-	10,832
All Funds	-	103,953	-	103,953	103,953	108,319
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	-	600,000,000	-	600,000,000	-	-
3400 Other Funds Ltd	-	27,101,190	-	27,101,190	27,101,190	-
All Funds	-	627,101,190	-	627,101,190	27,101,190	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	-	-	-	-	-	14,081
3020 Other Funds Cap Construct	-	600,000,000	-	600,000,000	-	-
3400 Other Funds Ltd	-	27,205,143	-	27,205,143	27,205,143	83,406
6400 Federal Funds Ltd	-	-	-	-	-	10,832
TOTAL CAPITAL OUTLAY	**-**	**$627,205,143**	**-**	**$627,205,143**	**$27,205,143**	**$108,319**
SPECIAL PAYMENTS						
6015 Dist to Cities						
8000 General Fund	10,638,340	-	-	-	-	-
3400 Other Funds Ltd	163,721	-	-	-	-	-
6400 Federal Funds Ltd	251,856	789,397	-	789,397	789,397	822,552
All Funds	11,053,917	789,397	-	789,397	789,397	822,552

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6020 Dist to Counties						
8000 General Fund	89,373,700	17,735,792	-	17,735,792	17,735,792	18,480,695
3400 Other Funds Ltd	43,760,831	27,921,579	-	27,921,579	27,921,579	29,094,285
6400 Federal Funds Ltd	104,516,431	36,531,735	-	36,531,735	36,531,735	31,091,444
All Funds	237,650,962	82,189,106	-	82,189,106	82,189,106	78,666,424
6025 Dist to Other Gov Unit						
8000 General Fund	23,307,135	495,233	-	495,233	495,233	516,033
3400 Other Funds Ltd	13,821,814	717,300	24,700,000	25,417,300	25,417,300	51,984,827
All Funds	37,128,949	1,212,533	24,700,000	25,912,533	25,912,533	52,500,860
6030 Dist to Non-Gov Units						
8000 General Fund	56,761,927	-	77,787,732	77,787,732	77,787,732	-
3200 Other Funds Non-Ltd	-	5,996,320	-	5,996,320	5,996,320	5,996,320
3400 Other Funds Ltd	73,773,237	65,115,718	-	65,115,718	65,115,718	67,850,578
6200 Federal Funds Non-Ltd	806,313	-	-	-	-	-
6400 Federal Funds Ltd	104,567	-	-	-	-	-
All Funds	131,446,044	71,112,038	77,787,732	148,899,770	148,899,770	73,846,898
6035 Dist to Individuals						
8000 General Fund	277,940	-	-	-	-	-
3200 Other Funds Non-Ltd	2,911,450	-	-	-	-	-
3400 Other Funds Ltd	317,767	456,345	-	456,345	456,345	475,511
6200 Federal Funds Non-Ltd	165,603,034	185,102,399	-	185,102,399	185,102,399	185,102,399

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	514,840	39,324	-	39,324	39,324	40,976
All Funds	169,625,031	185,598,068	-	185,598,068	185,598,068	185,618,886
6048 Spc Pmt to Public Universities						
8000 General Fund	3,993,380	-	-	-	-	-
6050 Dist to Non-Profit Organizations						
8000 General Fund	191,739,613	188,123,719	-	188,123,719	188,123,719	26,663,445
3400 Other Funds Ltd	103,332,747	132,133,208	-	132,133,208	132,133,208	129,539,572
6400 Federal Funds Ltd	257,132,785	109,477,564	-	109,477,564	109,477,564	85,643,011
All Funds	552,205,145	429,734,491	-	429,734,491	429,734,491	241,846,028
6055 Dist to Contract Svc Providers						
8000 General Fund	-	-	34,000,000	34,000,000	34,000,000	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	390,925,480	36,537,910	114,000,000	150,537,910	150,537,910	337,910
6080 Loans Made - Other						
3020 Other Funds Cap Construct	410,000,000	-	-	-	-	-
3200 Other Funds Non-Ltd	287,365,990	533,750,000	-	533,750,000	533,750,000	533,750,000
3400 Other Funds Ltd	71,426,863	69,727,132	-	69,727,132	69,727,132	43,444,660
6400 Federal Funds Ltd	26,381,878	-	-	-	-	-
All Funds	795,174,731	603,477,132	-	603,477,132	603,477,132	577,194,660
6085 Other Special Payments						
8000 General Fund	14,641,864	228,709,724	-	228,709,724	228,709,724	23,069,255

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	89,855,366	279,622,186	25,000,000	304,622,186	304,622,186	64,063,406
6400 Federal Funds Ltd	210,113,704	218,683,894	-	218,683,894	218,683,894	30,999,657
All Funds	314,610,934	727,015,804	25,000,000	752,015,804	752,015,804	118,132,318
6100 Spc Pmt to Human Svcs, Dept of						
8000 General Fund	10,834,226	-	-	-	-	-
6137 Spc Pmt to Justice, Dept of						
8000 General Fund	1,862,100	-	-	-	-	-
6443 Spc Pmt to Oregon Health Authority						
8000 General Fund	10,325,147	-	-	-	-	-
3400 Other Funds Ltd	464,565	-	-	-	-	-
6400 Federal Funds Ltd	209,780	-	-	-	-	-
All Funds	10,999,492	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	804,680,852	471,602,378	225,787,732	697,390,110	697,390,110	69,067,338
3020 Other Funds Cap Construct	410,000,000	-	-	-	-	-
3200 Other Funds Non-Ltd	290,277,440	539,746,320	-	539,746,320	539,746,320	539,746,320
3400 Other Funds Ltd	396,916,911	575,693,468	49,700,000	625,393,468	625,393,468	386,452,839
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	-	185,102,399	185,102,399	185,102,399
6400 Federal Funds Ltd	599,225,841	365,521,914	-	365,521,914	365,521,914	148,597,640
TOTAL SPECIAL PAYMENTS	**$2,667,510,391**	**$2,137,666,479**	**$275,487,732**	**$2,413,154,211**	**$2,413,154,211**	**$1,328,966,536**

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	41,790,000	61,370,000	-	61,370,000	112,680,000	112,680,000
4430 Lottery Funds Debt Svc Ltd	20,839,829	22,698,400	-	22,698,400	28,565,567	28,565,567
3230 Other Funds Debt Svc Non-Ltd	297,780,000	267,810,000	-	267,810,000	66,510,000	66,510,000
All Funds	360,409,829	351,878,400	-	351,878,400	207,755,567	207,755,567
7150 Interest - Bonds						
8030 General Fund Debt Svc	25,032,093	65,800,731	(503,300)	65,297,431	118,250,098	118,250,098
4430 Lottery Funds Debt Svc Ltd	4,377,979	7,871,483	(862,853)	7,008,630	11,935,425	11,935,425
3230 Other Funds Debt Svc Non-Ltd	55,095,542	56,365,922	-	56,365,922	73,240,437	73,240,437
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,396,554	1,425,554	-	-
All Funds	84,538,837	130,067,136	30,401	130,097,537	203,425,960	203,425,960
TOTAL DEBT SERVICE						
8030 General Fund Debt Svc	66,822,093	127,170,731	(503,300)	126,667,431	230,930,098	230,930,098
4430 Lottery Funds Debt Svc Ltd	25,217,808	30,569,883	(862,853)	29,707,030	40,500,992	40,500,992
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	-	324,175,922	139,750,437	139,750,437
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,396,554	1,425,554	-	-
TOTAL DEBT SERVICE	**$444,948,666**	**$481,945,536**	**$30,401**	**$481,975,937**	**$411,181,527**	**$411,181,527**
EXPENDITURES						
8000 General Fund	828,756,215	491,157,199	228,652,995	719,810,194	723,412,467	88,510,423

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8030 General Fund Debt Svc	66,822,093	127,170,731	(503,300)	126,667,431	230,930,098	230,930,098
4430 Lottery Funds Debt Svc Ltd	25,217,808	30,569,883	(862,853)	29,707,030	40,500,992	40,500,992
3020 Other Funds Cap Construct	410,000,000	600,000,000	-	600,000,000	-	-
3200 Other Funds Non-Ltd	302,266,919	558,673,134	-	558,673,134	558,673,134	558,673,134
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	-	324,175,922	139,750,437	139,750,437
3400 Other Funds Ltd	471,109,528	706,163,861	56,364,629	762,528,490	773,185,301	503,774,659
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,396,554	1,425,554	-	-
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	-	185,102,399	185,102,399	185,102,399
6400 Federal Funds Ltd	654,910,055	401,941,943	2,160,297	404,102,240	398,484,473	166,892,298
TOTAL EXPENDITURES	**$3,278,400,730**	**$3,424,984,072**	**$287,208,322**	**$3,712,192,394**	**$3,050,039,301**	**$1,914,134,440**
REVERSIONS						
9900 Reversions						
8000 General Fund	(25,919,000)	-	-	-	-	-
8030 General Fund Debt Svc	(2,485,661)	-	-	-	-	-
All Funds	(28,404,661)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	987,646	-	-	-	-	-
3020 Other Funds Cap Construct	12,931,932	-	-	-	-	-

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3200 Other Funds Non-Ltd	306,365,843	408,812,221	-	408,812,221	63,719,716	63,719,716
3230 Other Funds Debt Svc Non-Ltd	-	-	-	-	-	-
3400 Other Funds Ltd	538,717,008	74,741,888	57,717,465	132,459,353	(135,459,211)	133,951,431
3430 Other Funds Debt Svc Ltd	-	-	-	-	-	-
6200 Federal Funds Non-Ltd	-	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	-	(231,592,175)	-
TOTAL ENDING BALANCE	**$859,002,429**	**$483,554,109**	**$57,717,465**	**$541,271,574**	**($303,331,670)**	**$197,671,147**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	433	470	12	482	439	402
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	366.57	460.06	3.88	463.94	438.50	401.50
8280 FTE Reconciliation	-	(0.07)	-	(0.07)	-	-
TOTAL AUTHORIZED FTE	**366.57**	**459.99**	**3.88**	**463.87**	**438.50**	**401.50**

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Housing Stabilization Programs

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	43,563,136	33,523,196	-	33,523,196	58,518,594	58,518,594
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	1,533,685	-	1,533,685	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	43,563,136	35,056,881	-	35,056,881	58,518,594	58,518,594
TOTAL BEGINNING BALANCE	**$43,563,136**	**$35,056,881**	**-**	**$35,056,881**	**$58,518,594**	**$58,518,594**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	308,735,669	374,565,969	152,094,994	526,660,963	527,553,190	48,583,427
LICENSES AND FEES						
0240 Public Utilities Fees						
3400 Other Funds Ltd	93,766,247	80,761,241	-	80,761,241	99,600,000	99,600,000
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	662,885	519,000	-	519,000	600,000	600,000
INTEREST EARNINGS						
0605 Interest Income						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	1,531,140	442,708	-	442,708	4,811,400	4,811,400
LOAN REPAYMENT						
0930 Housing Div Loan Repayments						
3400 Other Funds Ltd	22,000	24,000	-	24,000	24,000	24,000
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	99,292	3,717,731	-	3,717,731	134,400	134,400
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	604,875,899	144,392,238	222,493	144,614,731	117,753,531	117,753,531
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	-	23,361	-	23,361	-	-
1050 Transfer In Other						
3400 Other Funds Ltd	-	2,248,400	-	2,248,400	-	-
1060 Transfer from General Fund						
3400 Other Funds Ltd	7,324,290	5,337,910	39,000,000	44,337,910	337,910	337,910
1100 Tsfr From Human Svcs, Dept of						
3400 Other Funds Ltd	3,982,028	5,000,000	-	5,000,000	5,000,000	5,000,000
1107 Tsfr From Administrative Svcs						
3400 Other Funds Ltd	105,000,000	-	-	-	-	-

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Housing Stabilization Programs

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	7,468,556	8,900,000	-	8,900,000	6,884,900	6,884,900
1443 Tsfr From Oregon Health Authority						
3400 Other Funds Ltd	-	449,665	-	449,665	577,579	577,579
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	123,774,874	21,959,336	39,000,000	60,959,336	12,800,389	12,800,389
TOTAL TRANSFERS IN	**$123,774,874**	**$21,959,336**	**$39,000,000**	**$60,959,336**	**$12,800,389**	**$12,800,389**
REVENUES						
8000 General Fund	308,735,669	374,565,969	152,094,994	526,660,963	527,553,190	48,583,427
3400 Other Funds Ltd	219,856,438	107,424,016	39,000,000	146,424,016	117,970,189	117,970,189
6400 Federal Funds Ltd	604,875,899	144,392,238	222,493	144,614,731	117,753,531	117,753,531
TOTAL REVENUES	**$1,133,468,006**	**$626,382,223**	**$191,317,487**	**$817,699,710**	**$763,276,910**	**$284,307,147**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(21,878,085)	(7,534,734)	(312,598)	(7,847,332)	(5,582,840)	(5,582,840)
6400 Federal Funds Ltd	-	-	-	-	(2,405,258)	(2,405,258)
All Funds	(21,878,085)	(7,534,734)	(312,598)	(7,847,332)	(7,988,098)	(7,988,098)
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(377,439)	-	-	-	-	-
TOTAL TRANSFERS OUT						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	(22,255,524)	(7,534,734)	(312,598)	(7,847,332)	(5,582,840)	(5,582,840)
6400 Federal Funds Ltd	-	-	-	-	(2,405,258)	(2,405,258)
TOTAL TRANSFERS OUT	**($22,255,524)**	**($7,534,734)**	**($312,598)**	**($7,847,332)**	**($7,988,098)**	**($7,988,098)**
AVAILABLE REVENUES						
8000 General Fund	308,735,669	374,565,969	152,094,994	526,660,963	527,553,190	48,583,427
3400 Other Funds Ltd	241,164,050	134,946,163	38,687,402	173,633,565	170,905,943	170,905,943
6400 Federal Funds Ltd	604,875,899	144,392,238	222,493	144,614,731	115,348,273	115,348,273
TOTAL AVAILABLE REVENUES	**$1,154,775,618**	**$653,904,370**	**$191,004,889**	**$844,909,259**	**$813,807,406**	**$334,837,643**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,962,069	4,326,298	501,035	4,827,333	5,339,724	2,268,588
3400 Other Funds Ltd	1,793,839	4,284,551	388,932	4,673,483	5,337,413	5,337,413
6400 Federal Funds Ltd	2,480,576	1,746,786	187,694	1,934,480	2,113,303	2,113,303
All Funds	6,236,484	10,357,635	1,077,661	11,435,296	12,790,440	9,719,304
3160 Temporary Appointments						
8000 General Fund	72,396	-	-	-	-	-
3400 Other Funds Ltd	54,341	-	-	-	-	-
6400 Federal Funds Ltd	134,896	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	261,633	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	39,533	-	-	-	-	-
3400 Other Funds Ltd	26,299	-	-	-	-	-
6400 Federal Funds Ltd	33,618	-	-	-	-	-
All Funds	99,450	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	56	-	-	-	-	-
3400 Other Funds Ltd	53	-	-	-	-	-
6400 Federal Funds Ltd	21	-	-	-	-	-
All Funds	130	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	28,842	-	-	-	-	-
3400 Other Funds Ltd	29,341	-	-	-	-	-
6400 Federal Funds Ltd	52,187	-	-	-	-	-
All Funds	110,370	-	-	-	-	-
TOTAL SALARIES & WAGES						
8000 General Fund	2,102,896	4,326,298	501,035	4,827,333	5,339,724	2,268,588
3400 Other Funds Ltd	1,903,873	4,284,551	388,932	4,673,483	5,337,413	5,337,413
6400 Federal Funds Ltd	2,701,298	1,746,786	187,694	1,934,480	2,113,303	2,113,303

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Housing Stabilization Programs

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
TOTAL SALARIES & WAGES	**$6,708,067**	**$10,357,635**	**$1,077,661**	**$11,435,296**	**$12,790,440**	**$9,719,304**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	771	1,487	33	1,520	2,029	877
3400 Other Funds Ltd	606	1,404	-	1,404	1,823	1,823
6400 Federal Funds Ltd	895	576	-	576	756	756
All Funds	2,272	3,467	33	3,500	4,608	3,456
3220 Public Employees' Retire Cont						
8000 General Fund	331,013	775,269	89,785	865,054	1,123,473	477,309
3400 Other Funds Ltd	320,971	767,792	69,698	837,490	1,122,992	1,122,992
6400 Federal Funds Ltd	449,587	313,026	33,636	346,662	444,642	444,642
All Funds	1,101,571	1,856,087	193,119	2,049,206	2,691,107	2,044,943
3221 Pension Obligation Bond						
8000 General Fund	103,270	118,112	96,304	214,416	214,416	209,398
3400 Other Funds Ltd	98,157	200,068	12,279	212,347	212,347	209,307
6400 Federal Funds Ltd	137,035	100,518	(13,945)	86,573	86,573	82,873
All Funds	338,462	418,698	94,638	513,336	513,336	501,578
3230 Social Security Taxes						
8000 General Fund	159,930	330,969	38,327	369,296	408,490	173,547
3400 Other Funds Ltd	144,343	327,776	29,755	357,531	407,235	407,235

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	204,631	133,632	14,358	147,990	160,589	160,589
All Funds	508,904	792,377	82,440	874,817	976,314	741,371
3240 Unemployment Assessments						
8000 General Fund	9	-	-	-	-	-
3400 Other Funds Ltd	53	-	-	-	-	-
All Funds	62	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	4,241	17,304	2,004	19,308	21,362	9,075
3400 Other Funds Ltd	2,851	17,137	1,555	18,692	21,282	21,282
6400 Federal Funds Ltd	1,300	6,987	750	7,737	8,384	8,384
All Funds	8,392	41,428	4,309	45,737	51,028	38,741
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	437	1,291	29	1,320	1,184	512
3400 Other Funds Ltd	361	1,218	-	1,218	1,064	1,064
6400 Federal Funds Ltd	622	499	-	499	441	441
All Funds	1,420	3,008	29	3,037	2,689	2,017
3260 Mass Transit Tax						
8000 General Fund	-	25,957	3,004	28,961	28,961	13,611
3400 Other Funds Ltd	294	24,793	2,332	27,125	27,125	32,025
All Funds	294	50,750	5,336	56,086	56,086	45,636
3270 Flexible Benefits						

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8000 General Fund	420,363	1,111,255	24,750	1,136,005	1,195,354	516,826
3400 Other Funds Ltd	370,880	1,047,420	-	1,047,420	1,072,921	1,072,921
6400 Federal Funds Ltd	506,328	430,175	-	430,175	445,837	445,837
All Funds	1,297,571	2,588,850	24,750	2,613,600	2,714,112	2,035,584
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	1,020,034	2,381,644	254,236	2,635,880	2,995,269	1,401,155
3400 Other Funds Ltd	938,516	2,387,608	115,619	2,503,227	2,866,789	2,868,649
6400 Federal Funds Ltd	1,300,398	985,413	34,799	1,020,212	1,147,222	1,143,522
TOTAL OTHER PAYROLL EXPENSES	**$3,258,948**	**$5,754,665**	**$404,654**	**$6,159,319**	**$7,009,280**	**$5,413,326**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(21,130)	-	(21,130)	(21,130)	(113,431)
3400 Other Funds Ltd	-	(38,556)	-	(38,556)	(38,556)	(266,872)
6400 Federal Funds Ltd	-	(20,262)	-	(20,262)	(20,262)	(105,666)
All Funds	-	(79,948)	-	(79,948)	(79,948)	(485,969)
3465 Reconciliation Adjustment						
8000 General Fund	-	(20,447)	-	(20,447)	-	-
3400 Other Funds Ltd	-	(51,717)	-	(51,717)	-	-
All Funds	-	(72,164)	-	(72,164)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						

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8000 General Fund	-	(41,577)	-	(41,577)	(21,130)	(113,431)
3400 Other Funds Ltd	-	(90,273)	-	(90,273)	(38,556)	(266,872)
6400 Federal Funds Ltd	-	(20,262)	-	(20,262)	(20,262)	(105,666)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($152,112)**	**-**	**($152,112)**	**($79,948)**	**($485,969)**
TOTAL PERSONAL SERVICES						
8000 General Fund	3,122,930	6,666,365	755,271	7,421,636	8,313,863	3,556,312
3400 Other Funds Ltd	2,842,389	6,581,886	504,551	7,086,437	8,165,646	7,939,190
6400 Federal Funds Ltd	4,001,696	2,711,937	222,493	2,934,430	3,240,263	3,151,159
TOTAL PERSONAL SERVICES	**$9,967,015**	**$15,960,188**	**$1,482,315**	**$17,442,503**	**$19,719,772**	**$14,646,661**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	8,649	46,333	2,268	48,601	48,601	18,504
3400 Other Funds Ltd	22,373	37,529	-	37,529	37,529	39,105
6400 Federal Funds Ltd	36,306	38,374	-	38,374	38,374	39,048
All Funds	67,328	122,236	2,268	124,504	124,504	96,657
4125 Out of State Travel						
8000 General Fund	14,858	15,383	-	15,383	15,383	16,029
3400 Other Funds Ltd	13,748	20,640	-	20,640	20,640	21,507
6400 Federal Funds Ltd	22,149	30,487	-	30,487	30,487	31,768
All Funds	50,755	66,510	-	66,510	66,510	69,304

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4150 Employee Training						
8000 General Fund	23,498	34,244	1,796	36,040	36,040	11,925
3400 Other Funds Ltd	11,328	26,000	-	26,000	26,000	27,092
6400 Federal Funds Ltd	14,582	35,510	-	35,510	35,510	35,516
All Funds	49,408	95,754	1,796	97,550	97,550	74,533
4175 Office Expenses						
8000 General Fund	823	107,587	4,082	111,669	111,669	58,510
3400 Other Funds Ltd	1,368	40,492	-	40,492	40,492	42,192
6400 Federal Funds Ltd	780	60,849	-	60,849	60,849	61,716
All Funds	2,971	208,928	4,082	213,010	213,010	162,418
4200 Telecommunications						
8000 General Fund	(3)	32,336	1,361	33,697	33,697	15,829
3400 Other Funds Ltd	(73)	17,037	-	17,037	17,037	17,752
6400 Federal Funds Ltd	89	15,562	-	15,562	15,562	15,653
All Funds	13	64,935	1,361	66,296	66,296	49,234
4250 Data Processing						
8000 General Fund	10,459	24,936	1,663	26,599	26,599	4,148
3400 Other Funds Ltd	5,619	15,266	-	15,266	15,266	15,908
6400 Federal Funds Ltd	43,004	8,291	-	8,291	8,291	7,951
All Funds	59,082	48,493	1,663	50,156	50,156	28,007
4275 Publicity and Publications						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	-	3,597	-	3,597	3,597	3,748
3400 Other Funds Ltd	25	13,388	-	13,388	13,388	13,950
6400 Federal Funds Ltd	-	2,820	-	2,820	2,820	2,939
All Funds	25	19,805	-	19,805	19,805	20,637
4300 Professional Services						
8000 General Fund	6,196,957	1,315,108	475,808	1,790,916	1,790,916	69,535
3400 Other Funds Ltd	15,048,251	1,540,240	-	1,540,240	1,540,240	1,644,976
6400 Federal Funds Ltd	34,852,608	2,765,089	-	2,765,089	2,765,089	2,953,115
All Funds	56,097,816	5,620,437	475,808	6,096,245	6,096,245	4,667,626
4315 IT Professional Services						
8000 General Fund	-	1,158	-	1,158	1,158	1,237
3400 Other Funds Ltd	-	401	-	401	401	428
6400 Federal Funds Ltd	-	599	-	599	599	640
All Funds	-	2,158	-	2,158	2,158	2,305
4325 Attorney General						
8000 General Fund	213,066	65,739	50,000	115,739	115,739	81,030
3400 Other Funds Ltd	153,058	10,029	-	10,029	10,029	12,362
6400 Federal Funds Ltd	62,776	1,459	-	1,459	1,459	1,798
All Funds	428,900	77,227	50,000	127,227	127,227	95,190
4375 Employee Recruitment and Develop						
8000 General Fund	-	3,975	271	4,246	4,246	558

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	-	1,381	-	1,381	1,381	1,439
6400 Federal Funds Ltd	-	645	-	645	645	448
All Funds	-	6,001	271	6,272	6,272	2,445
4400 Dues and Subscriptions						
8000 General Fund	(1,342)	4,596	-	4,596	4,596	4,789
3400 Other Funds Ltd	37,997	1,885	-	1,885	1,885	1,964
6400 Federal Funds Ltd	52,284	20,078	-	20,078	20,078	20,922
All Funds	88,939	26,559	-	26,559	26,559	27,675
4425 Facilities Rental and Taxes						
8000 General Fund	(86)	57,736	-	57,736	57,736	-
3400 Other Funds Ltd	64,972	153,244	-	153,244	153,244	-
6400 Federal Funds Ltd	1,825	77,674	-	77,674	77,674	-
All Funds	66,711	288,654	-	288,654	288,654	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	1,654	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	-	662	-	662	662	690
3400 Other Funds Ltd	3,749	537	-	537	537	560
6400 Federal Funds Ltd	-	728	-	728	728	759
All Funds	3,749	1,927	-	1,927	1,927	2,009
4575 Agency Program Related S and S						

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8000 General Fund	52	-	-	-	-	-
3400 Other Funds Ltd	107	2,174	-	2,174	2,174	2,265
6400 Federal Funds Ltd	23	-	-	-	-	-
All Funds	182	2,174	-	2,174	2,174	2,265
4650 Other Services and Supplies						
8000 General Fund	1	151,949	6,174	158,123	158,123	77,576
3400 Other Funds Ltd	8,050	50,182	-	50,182	50,182	52,289
6400 Federal Funds Ltd	6,575	34,365	-	34,365	34,365	30,703
All Funds	14,626	236,496	6,174	242,670	242,670	160,568
4700 Expendable Prop 250 - 5000						
8000 General Fund	454	71,676	5,418	77,094	77,094	2,997
3400 Other Funds Ltd	338	11,911	-	11,911	11,911	12,411
6400 Federal Funds Ltd	28	13,904	-	13,904	13,904	10,008
All Funds	820	97,491	5,418	102,909	102,909	25,416
4715 IT Expendable Property						
8000 General Fund	8,605	54,051	3,150	57,201	57,201	13,703
3400 Other Funds Ltd	6,123	35,619	-	35,619	35,619	37,115
6400 Federal Funds Ltd	36,704	18,764	-	18,764	18,764	16,947
All Funds	51,432	108,434	3,150	111,584	111,584	67,765
TOTAL SERVICES & SUPPLIES						
8000 General Fund	6,475,991	1,991,066	551,991	2,543,057	2,543,057	380,808

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	15,378,687	1,977,955	-	1,977,955	1,977,955	1,943,315
6400 Federal Funds Ltd	35,129,733	3,125,198	-	3,125,198	3,125,198	3,229,931
TOTAL SERVICES & SUPPLIES	**$56,984,411**	**$7,094,219**	**$551,991**	**$7,646,210**	**$7,646,210**	**$5,554,054**
SPECIAL PAYMENTS						
6015 Dist to Cities						
8000 General Fund	6,924,762	-	-	-	-	-
6400 Federal Funds Ltd	251,856	-	-	-	-	-
All Funds	7,176,618	-	-	-	-	-
6020 Dist to Counties						
8000 General Fund	72,474,180	17,735,792	-	17,735,792	17,735,792	18,480,695
3400 Other Funds Ltd	35,695,408	27,642,457	-	27,642,457	27,642,457	28,803,440
6400 Federal Funds Ltd	104,516,431	36,531,735	-	36,531,735	36,531,735	31,091,444
All Funds	212,686,019	81,909,984	-	81,909,984	81,909,984	78,375,579
6025 Dist to Other Gov Unit						
8000 General Fund	8,946,236	495,233	-	495,233	495,233	516,033
3400 Other Funds Ltd	729,868	-	-	-	-	-
All Funds	9,676,104	495,233	-	495,233	495,233	516,033
6030 Dist to Non-Gov Units						
8000 General Fund	35,868,609	-	77,787,732	77,787,732	77,787,732	-
3400 Other Funds Ltd	3,170,563	247,021	-	247,021	247,021	257,396

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All Funds	39,039,172	247,021	77,787,732	78,034,753	78,034,753	257,396
6035 Dist to Individuals						
3400 Other Funds Ltd	317,767	456,345	-	456,345	456,345	475,511
6048 Spc Pmt to Public Universities						
8000 General Fund	3,993,380	-	-	-	-	-
6050 Dist to Non-Profit Organizations						
8000 General Fund	147,106,464	186,826,429	-	186,826,429	186,826,429	25,311,669
3400 Other Funds Ltd	56,766,446	81,749,081	-	81,749,081	81,749,081	77,039,312
6400 Federal Funds Ltd	253,310,583	102,023,368	-	102,023,368	102,023,368	77,875,739
All Funds	457,183,493	370,598,878	-	370,598,878	370,598,878	180,226,720
6055 Dist to Contract Svc Providers						
8000 General Fund	-	-	34,000,000	34,000,000	34,000,000	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	7,324,290	5,337,910	39,000,000	44,337,910	44,337,910	337,910
6085 Other Special Payments						
8000 General Fund	14,000,000	155,513,174	-	155,513,174	155,513,174	-
3400 Other Funds Ltd	89,367,014	11,325,638	25,000,000	36,325,638	36,325,638	14,981,082
6400 Federal Funds Ltd	207,455,820	-	-	-	-	-
All Funds	310,822,834	166,838,812	25,000,000	191,838,812	191,838,812	14,981,082
6100 Spc Pmt to Human Svcs, Dept of						
8000 General Fund	10,834,226	-	-	-	-	-

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6137 Spc Pmt to Justice, Dept of						
8000 General Fund	1,862,100	-	-	-	-	-
6443 Spc Pmt to Oregon Health Authority						
8000 General Fund	10,325,147	-	-	-	-	-
6400 Federal Funds Ltd	209,780	-	-	-	-	-
All Funds	10,534,927	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	319,659,394	365,908,538	150,787,732	516,696,270	516,696,270	44,646,307
3400 Other Funds Ltd	186,047,066	121,420,542	25,000,000	146,420,542	146,420,542	121,556,741
6400 Federal Funds Ltd	565,744,470	138,555,103	-	138,555,103	138,555,103	108,967,183
TOTAL SPECIAL PAYMENTS	**$1,071,450,930**	**$625,884,183**	**$175,787,732**	**$801,671,915**	**$801,671,915**	**$275,170,231**
EXPENDITURES						
8000 General Fund	329,258,315	374,565,969	152,094,994	526,660,963	527,553,190	48,583,427
3400 Other Funds Ltd	204,268,142	129,980,383	25,504,551	155,484,934	156,564,143	131,439,246
6400 Federal Funds Ltd	604,875,899	144,392,238	222,493	144,614,731	144,920,564	115,348,273
TOTAL EXPENDITURES	**$1,138,402,356**	**$648,938,590**	**$177,822,038**	**$826,760,628**	**$829,037,897**	**$295,370,946**
REVERSIONS						
9900 Reversions						
8000 General Fund	20,522,646	-	-	-	-	-
ENDING BALANCE						

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8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	36,895,908	4,965,780	13,182,851	18,148,631	14,341,800	39,466,697
6400 Federal Funds Ltd	-	-	-	-	(29,572,291)	-
TOTAL ENDING BALANCE	**$36,895,908**	**$4,965,780**	**$13,182,851**	**$18,148,631**	**($15,230,491)**	**$39,466,697**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	65	66	1	67	64	48
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	54.52	65.38	0.63	66.01	64.00	48.00

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Project-Based Rental Housing Assistance

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	-	-	-	-	6,829,249	6,829,249
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	4,025,683	-	4,025,683	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	-	4,025,683	-	4,025,683	6,829,249	6,829,249
TOTAL BEGINNING BALANCE	**-**	**$4,025,683**	**-**	**$4,025,683**	**$6,829,249**	**$6,829,249**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	13,803,503	20,260,513	43,712	20,304,225	20,363,736	23,696,977
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	6,547,671	7,142,652	-	7,142,652	7,920,000	7,920,000
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	6	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	-	185,102,399	185,102,399	185,102,399
6400 Federal Funds Ltd	514,937	1,066,976	4,915	1,071,891	1,192,083	1,192,083
All Funds	166,924,284	186,169,375	4,915	186,174,290	186,294,482	186,294,482
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	-	4,000,000	-	4,000,000	-	-
REVENUES						
8000 General Fund	13,803,503	20,260,513	43,712	20,304,225	20,363,736	23,696,977
3400 Other Funds Ltd	6,547,677	11,142,652	-	11,142,652	7,920,000	7,920,000
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	-	185,102,399	185,102,399	185,102,399
6400 Federal Funds Ltd	514,937	1,066,976	4,915	1,071,891	1,192,083	1,192,083
TOTAL REVENUES	**$187,275,464**	**$217,572,540**	**$48,627**	**$217,621,167**	**$214,578,218**	**$217,911,459**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	-	(3,328,052)	(206,602)	(3,534,654)	(4,017,578)	(4,017,578)
6400 Federal Funds Ltd	-	-	-	-	(71,512)	(71,512)
All Funds	-	(3,328,052)	(206,602)	(3,534,654)	(4,089,090)	(4,089,090)
AVAILABLE REVENUES						
8000 General Fund	13,803,503	20,260,513	43,712	20,304,225	20,363,736	23,696,977
3400 Other Funds Ltd	6,547,677	11,840,283	(206,602)	11,633,681	10,731,671	10,731,671

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	-	185,102,399	185,102,399	185,102,399
6400 Federal Funds Ltd	514,937	1,066,976	4,915	1,071,891	1,120,571	1,120,571
TOTAL AVAILABLE REVENUES	**$187,275,464**	**$218,270,171**	**($157,975)**	**$218,112,196**	**$217,318,377**	**$220,651,618**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	413	334,872	35,406	370,278	403,056	403,056
3400 Other Funds Ltd	1,917,770	2,679,596	309,509	2,989,105	3,484,248	3,484,248
6400 Federal Funds Ltd	62	47,568	4,026	51,594	56,580	56,580
All Funds	1,918,245	3,062,036	348,941	3,410,977	3,943,884	3,943,884
3170 Overtime Payments						
3400 Other Funds Ltd	3,693	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	17	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	3	-	-	-	-	-
3400 Other Funds Ltd	18,627	-	-	-	-	-
All Funds	18,630	-	-	-	-	-
TOTAL SALARIES & WAGES						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	416	334,872	35,406	370,278	403,056	403,056
3400 Other Funds Ltd	1,940,107	2,679,596	309,509	2,989,105	3,484,248	3,484,248
6400 Federal Funds Ltd	62	47,568	4,026	51,594	56,580	56,580
TOTAL SALARIES & WAGES	**$1,940,585**	**$3,062,036**	**$348,941**	**$3,410,977**	**$3,943,884**	**$3,943,884**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	106	-	106	144	144
3400 Other Funds Ltd	813	1,050	-	1,050	1,440	1,440
6400 Federal Funds Ltd	-	26	-	26	36	36
All Funds	813	1,182	-	1,182	1,620	1,620
3220 Public Employees' Retire Cont						
8000 General Fund	72	60,009	6,345	66,354	84,803	84,803
3400 Other Funds Ltd	319,020	480,184	55,464	535,648	733,085	733,085
6400 Federal Funds Ltd	11	8,524	721	9,245	11,904	11,904
All Funds	319,103	548,717	62,530	611,247	829,792	829,792
3221 Pension Obligation Bond						
8000 General Fund	22	17,699	(1,102)	16,597	16,597	15,806
3400 Other Funds Ltd	98,469	103,359	29,445	132,804	132,804	136,635
6400 Federal Funds Ltd	3	2,514	(156)	2,358	2,358	2,219
All Funds	98,494	123,572	28,187	151,759	151,759	154,660

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Project-Based Rental Housing Assistance

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3230 Social Security Taxes						
8000 General Fund	32	25,618	2,709	28,327	30,834	30,834
3400 Other Funds Ltd	147,067	204,995	23,677	228,672	266,548	266,548
6400 Federal Funds Ltd	5	3,639	308	3,947	4,328	4,328
All Funds	147,104	234,252	26,694	260,946	301,710	301,710
3241 Paid Family Medical Leave Insurance						
8000 General Fund	-	1,339	142	1,481	1,612	1,612
3400 Other Funds Ltd	2,632	10,718	1,238	11,956	13,942	13,942
6400 Federal Funds Ltd	-	190	16	206	226	226
All Funds	2,632	12,247	1,396	13,643	15,780	15,780
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	-	92	-	92	84	84
3400 Other Funds Ltd	549	912	-	912	840	840
6400 Federal Funds Ltd	-	23	-	23	21	21
All Funds	549	1,027	-	1,027	945	945
3260 Mass Transit Tax						
8000 General Fund	2	2,009	212	2,221	2,221	2,418
3400 Other Funds Ltd	11,585	16,078	1,857	17,935	17,935	20,905
All Funds	11,587	18,087	2,069	20,156	20,156	23,323
3270 Flexible Benefits						
8000 General Fund	103	79,200	-	79,200	84,816	84,816

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	474,149	785,400	-	785,400	848,160	848,160
6400 Federal Funds Ltd	16	19,800	-	19,800	21,204	21,204
All Funds	474,268	884,400	-	884,400	954,180	954,180
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	231	186,072	8,306	194,378	221,111	220,517
3400 Other Funds Ltd	1,054,284	1,602,696	111,681	1,714,377	2,014,754	2,021,555
6400 Federal Funds Ltd	35	34,716	889	35,605	40,077	39,938
TOTAL OTHER PAYROLL EXPENSES	**$1,054,550**	**$1,823,484**	**$120,876**	**$1,944,360**	**$2,275,942**	**$2,282,010**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(3,166)	-	(3,166)	(3,166)	(20,153)
3400 Other Funds Ltd	-	(19,919)	-	(19,919)	(19,919)	(174,213)
6400 Federal Funds Ltd	-	(507)	-	(507)	(507)	(2,829)
All Funds	-	(23,592)	-	(23,592)	(23,592)	(197,195)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(1)	-	(1)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(3,166)	-	(3,166)	(3,166)	(20,153)
3400 Other Funds Ltd	-	(19,920)	-	(19,920)	(19,919)	(174,213)
6400 Federal Funds Ltd	-	(507)	-	(507)	(507)	(2,829)

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($23,593)**	**-**	**($23,593)**	**($23,592)**	**($197,195)**
TOTAL PERSONAL SERVICES						
8000 General Fund	647	517,778	43,712	561,490	621,001	603,420
3400 Other Funds Ltd	2,994,391	4,262,372	421,190	4,683,562	5,479,083	5,331,590
6400 Federal Funds Ltd	97	81,777	4,915	86,692	96,150	93,689
TOTAL PERSONAL SERVICES	**$2,995,135**	**$4,861,927**	**$469,817**	**$5,331,744**	**$6,196,234**	**$6,028,699**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	5,325	-	5,325	5,325	5,549
3400 Other Funds Ltd	25,655	39,851	-	39,851	39,851	41,525
6400 Federal Funds Ltd	-	564	-	564	564	588
All Funds	25,655	45,740	-	45,740	45,740	47,662
4125 Out of State Travel						
3400 Other Funds Ltd	4,618	15,781	-	15,781	15,781	16,444
6400 Federal Funds Ltd	-	1,692	-	1,692	1,692	1,763
All Funds	4,618	17,473	-	17,473	17,473	18,207
4150 Employee Training						
8000 General Fund	-	1,836	-	1,836	1,836	1,913
3400 Other Funds Ltd	17,331	22,559	-	22,559	22,559	23,506
6400 Federal Funds Ltd	-	338	-	338	338	352

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	17,331	24,733	-	24,733	24,733	25,771
4175 Office Expenses						
8000 General Fund	-	6,814	-	6,814	6,814	7,100
3400 Other Funds Ltd	1,787	34,038	-	34,038	34,038	35,468
6400 Federal Funds Ltd	-	338	-	338	338	352
All Funds	1,787	41,190	-	41,190	41,190	42,920
4200 Telecommunications						
8000 General Fund	-	1,543	-	1,543	1,543	1,608
3400 Other Funds Ltd	-	16,912	-	16,912	16,912	17,622
6400 Federal Funds Ltd	-	564	-	564	564	588
All Funds	-	19,019	-	19,019	19,019	19,818
4250 Data Processing						
8000 General Fund	-	609	-	609	609	635
3400 Other Funds Ltd	47,255	52,522	-	52,522	52,522	54,728
6400 Federal Funds Ltd	-	564	-	564	564	588
All Funds	47,255	53,695	-	53,695	53,695	55,951
4275 Publicity and Publications						
3400 Other Funds Ltd	1,014	-	-	-	-	-
4300 Professional Services						
3400 Other Funds Ltd	101,788	90,408	-	90,408	90,408	96,556
4315 IT Professional Services						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	-	107,848	-	107,848	107,848	115,182
4325 Attorney General						
3400 Other Funds Ltd	14,835	4,844	-	4,844	4,844	5,971
6400 Federal Funds Ltd	-	1,589	-	1,589	1,589	1,959
All Funds	14,835	6,433	-	6,433	6,433	7,930
4375 Employee Recruitment and Develop						
8000 General Fund	-	163	-	163	163	170
3400 Other Funds Ltd	107	1,869	-	1,869	1,869	1,947
All Funds	107	2,032	-	2,032	2,032	2,117
4400 Dues and Subscriptions						
3400 Other Funds Ltd	779	361	-	361	361	376
4425 Facilities Rental and Taxes						
8000 General Fund	-	22,863	-	22,863	22,863	-
3400 Other Funds Ltd	-	104,004	-	104,004	104,004	-
All Funds	-	126,867	-	126,867	126,867	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	-	233	-	233	233	243
4650 Other Services and Supplies						
8000 General Fund	-	2,522	-	2,522	2,522	2,628
3400 Other Funds Ltd	20	39,433	-	39,433	39,433	41,089
6400 Federal Funds Ltd	-	1,692	-	1,692	1,692	1,763

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Project-Based Rental Housing Assistance

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	20	43,647	-	43,647	43,647	45,480
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	54	-	54	54	56
3400 Other Funds Ltd	2,902	26,270	-	26,270	26,270	27,373
6400 Federal Funds Ltd	-	564	-	564	564	588
All Funds	2,902	26,888	-	26,888	26,888	28,017
4715 IT Expendable Property						
8000 General Fund	-	4,456	-	4,456	4,456	4,643
3400 Other Funds Ltd	49,876	29,023	-	29,023	29,023	30,242
6400 Federal Funds Ltd	-	1,692	-	1,692	1,692	1,763
All Funds	49,876	35,171	-	35,171	35,171	36,648
TOTAL SERVICES & SUPPLIES						
8000 General Fund	-	46,185	-	46,185	46,185	24,302
3400 Other Funds Ltd	267,967	585,956	-	585,956	585,956	508,272
6400 Federal Funds Ltd	-	9,597	-	9,597	9,597	10,304
TOTAL SERVICES & SUPPLIES	**$267,967**	**$641,738**	**-**	**$641,738**	**$641,738**	**$542,878**
SPECIAL PAYMENTS						
6025 Dist to Other Gov Unit						
8000 General Fund	448,172	-	-	-	-	-
3400 Other Funds Ltd	75,475	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	523,647	-	-	-	-	-
6030 Dist to Non-Gov Units						
8000 General Fund	769,509	-	-	-	-	-
3400 Other Funds Ltd	666,859	-	-	-	-	-
6200 Federal Funds Non-Ltd	806,313	-	-	-	-	-
All Funds	2,242,681	-	-	-	-	-
6035 Dist to Individuals						
6200 Federal Funds Non-Ltd	165,603,034	185,102,399	-	185,102,399	185,102,399	185,102,399
6400 Federal Funds Ltd	514,840	39,324	-	39,324	39,324	40,976
All Funds	166,117,874	185,141,723	-	185,141,723	185,141,723	185,143,375
6050 Dist to Non-Profit Organizations						
3400 Other Funds Ltd	257,666	-	-	-	-	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	-	4,000,000	-	4,000,000	4,000,000	-
6085 Other Special Payments						
8000 General Fund	-	15,696,550	-	15,696,550	15,696,550	23,069,255
3400 Other Funds Ltd	-	4,000,000	-	4,000,000	4,000,000	-
6400 Federal Funds Ltd	-	936,278	-	936,278	936,278	975,602
All Funds	-	20,632,828	-	20,632,828	20,632,828	24,044,857
TOTAL SPECIAL PAYMENTS						
8000 General Fund	1,217,681	19,696,550	-	19,696,550	19,696,550	23,069,255

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	1,000,000	4,000,000	-	4,000,000	4,000,000	-
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	-	185,102,399	185,102,399	185,102,399
6400 Federal Funds Ltd	514,840	975,602	-	975,602	975,602	1,016,578
TOTAL SPECIAL PAYMENTS	**$169,141,868**	**$209,774,551**	**-**	**$209,774,551**	**$209,774,551**	**$209,188,232**
EXPENDITURES						
8000 General Fund	1,218,328	20,260,513	43,712	20,304,225	20,363,736	23,696,977
3400 Other Funds Ltd	4,262,358	8,848,328	421,190	9,269,518	10,065,039	5,839,862
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	-	185,102,399	185,102,399	185,102,399
6400 Federal Funds Ltd	514,937	1,066,976	4,915	1,071,891	1,081,349	1,120,571
TOTAL EXPENDITURES	**$172,404,970**	**$215,278,216**	**$469,817**	**$215,748,033**	**$216,612,523**	**$215,759,809**
REVERSIONS						
9900 Reversions						
8000 General Fund	(12,585,175)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	2,285,319	2,991,955	(627,792)	2,364,163	666,632	4,891,809
6200 Federal Funds Non-Ltd	-	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	-	39,222	-
TOTAL ENDING BALANCE	**$2,285,319**	**$2,991,955**	**($627,792)**	**$2,364,163**	**$705,854**	**$4,891,809**
AUTHORIZED POSITIONS						

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8150 Class/Unclass Positions	21	23	-	23	23	23
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	18.02	22.34	-	22.34	22.50	22.50

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Multifamily Rental Housing Programs

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	2,566,022	818,764	-	818,764	2,000,800	2,000,800
3400 Other Funds Ltd	124,632,385	267,431,370	-	267,431,370	202,901,267	202,901,267
All Funds	127,198,407	268,250,134	-	268,250,134	204,902,067	204,902,067
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	375,283,839	60,356,212	75,802,642	136,158,854	137,537,366	2,879,203
LICENSES AND FEES						
0240 Public Utilities Fees						
3400 Other Funds Ltd	10,496,207	9,343,589	-	9,343,589	10,248,500	10,248,500
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	-	30,000	-	30,000	-	-
0415 Admin and Service Charges						
3200 Other Funds Non-Ltd	73,050	150,000	-	150,000	-	-
3400 Other Funds Ltd	39,943,853	37,677,200	-	37,677,200	37,356,625	37,356,625
All Funds	40,016,903	37,827,200	-	37,827,200	37,356,625	37,356,625
TOTAL CHARGES FOR SERVICES						
3200 Other Funds Non-Ltd	73,050	150,000	-	150,000	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	39,943,853	37,707,200	-	37,707,200	37,356,625	37,356,625
TOTAL CHARGES FOR SERVICES	**$40,016,903**	**$37,857,200**	**-**	**$37,857,200**	**$37,356,625**	**$37,356,625**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	27,047	40,000	-	40,000	40,000	40,000
BOND SALES						
0565 Lottery Bonds						
3400 Other Funds Ltd	-	50,000,000	-	50,000,000	-	-
INTEREST EARNINGS						
0605 Interest Income						
3200 Other Funds Non-Ltd	40,785	73,818	-	73,818	64,200	64,200
3400 Other Funds Ltd	9,799,660	2,810,670	-	2,810,670	25,105,090	25,105,090
All Funds	9,840,445	2,884,488	-	2,884,488	25,169,290	25,169,290
LOAN REPAYMENT						
0930 Housing Div Loan Repayments						
3200 Other Funds Non-Ltd	1,927,451	61,050	-	61,050	52,700	52,700
3400 Other Funds Ltd	3,218,845	5,616,385	-	5,616,385	5,524,800	5,524,800
All Funds	5,146,296	5,677,435	-	5,677,435	5,577,500	5,577,500
OTHER						
0975 Other Revenues						

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Multifamily Rental Housing Programs

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	27,038	55,000	-	55,000	200,000	200,000
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	16,856,182	37,840,875	115,257	37,956,132	40,902,279	40,902,279
TRANSFERS IN						
1010 Transfer In - Intrafund						
3200 Other Funds Non-Ltd	1,044,881	-	-	-	-	-
3400 Other Funds Ltd	3,039,633	4,892,045	-	4,892,045	2,165,756	2,165,756
All Funds	4,084,514	4,892,045	-	4,892,045	2,165,756	2,165,756
1060 Transfer from General Fund						
3400 Other Funds Ltd	295,000,000	9,700,000	75,000,000	84,700,000	-	-
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	56,761,026	67,640,000	-	67,640,000	52,325,240	52,325,240
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	250,000	-	-	-	-	-
TOTAL TRANSFERS IN						
3200 Other Funds Non-Ltd	1,044,881	-	-	-	-	-
3400 Other Funds Ltd	355,050,659	82,232,045	75,000,000	157,232,045	54,490,996	54,490,996
TOTAL TRANSFERS IN	**$356,095,540**	**$82,232,045**	**$75,000,000**	**$157,232,045**	**$54,490,996**	**$54,490,996**

REVENUES

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Multifamily Rental Housing Programs

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	375,283,839	60,356,212	75,802,642	136,158,854	137,537,366	2,879,203
3200 Other Funds Non-Ltd	3,086,167	284,868	-	284,868	116,900	116,900
3400 Other Funds Ltd	418,563,309	187,804,889	75,000,000	262,804,889	132,966,011	132,966,011
6400 Federal Funds Ltd	16,856,182	37,840,875	115,257	37,956,132	40,902,279	40,902,279
TOTAL REVENUES	**$813,789,497**	**$286,286,844**	**$150,917,899**	**$437,204,743**	**$311,522,556**	**$176,864,393**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3200 Other Funds Non-Ltd	(2,705,167)	-	-	-	-	-
3400 Other Funds Ltd	(2,107,735)	(24,076,077)	(1,460,508)	(25,536,585)	(27,986,493)	(27,986,493)
6400 Federal Funds Ltd	-	-	-	-	(1,310,919)	(1,310,919)
All Funds	(4,812,902)	(24,076,077)	(1,460,508)	(25,536,585)	(29,297,412)	(29,297,412)
AVAILABLE REVENUES						
8000 General Fund	375,283,839	60,356,212	75,802,642	136,158,854	137,537,366	2,879,203
3200 Other Funds Non-Ltd	2,947,022	1,103,632	-	1,103,632	2,117,700	2,117,700
3400 Other Funds Ltd	541,087,959	431,160,182	73,539,492	504,699,674	307,880,785	307,880,785
6400 Federal Funds Ltd	16,856,182	37,840,875	115,257	37,956,132	39,591,360	39,591,360
TOTAL AVAILABLE REVENUES	**$936,175,002**	**$530,460,901**	**$149,457,391**	**$679,918,292**	**$487,127,211**	**$352,469,048**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						

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Multifamily Rental Housing Programs

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,039,709	374,721	488,079	862,800	1,741,224	1,741,224
3400 Other Funds Ltd	10,205,488	19,832,761	1,917,711	21,750,472	24,743,046	24,743,046
6400 Federal Funds Ltd	1,194,166	987,692	94,874	1,082,566	1,176,210	1,176,210
All Funds	12,439,363	21,195,174	2,500,664	23,695,838	27,660,480	27,660,480
3160 Temporary Appointments						
8000 General Fund	47,897	-	-	-	-	-
3400 Other Funds Ltd	240,530	-	-	-	-	-
6400 Federal Funds Ltd	20,120	-	-	-	-	-
All Funds	308,547	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	1,693	-	-	-	-	-
3400 Other Funds Ltd	24,145	-	-	-	-	-
6400 Federal Funds Ltd	3,732	-	-	-	-	-
All Funds	29,570	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	16	-	-	-	-	-
3400 Other Funds Ltd	189	-	-	-	-	-
6400 Federal Funds Ltd	30	-	-	-	-	-
All Funds	235	-	-	-	-	-
3190 All Other Differential						

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8000 General Fund	12,533	-	-	-	-	-
3400 Other Funds Ltd	91,068	1,817	-	1,817	1,817	1,893
6400 Federal Funds Ltd	10,933	7	-	7	7	7
All Funds	114,534	1,824	-	1,824	1,824	1,900
TOTAL SALARIES & WAGES						
8000 General Fund	1,101,848	374,721	488,079	862,800	1,741,224	1,741,224
3400 Other Funds Ltd	10,561,420	19,834,578	1,917,711	21,752,289	24,744,863	24,744,939
6400 Federal Funds Ltd	1,228,981	987,699	94,874	1,082,573	1,176,217	1,176,217
TOTAL SALARIES & WAGES	**$12,892,249**	**$21,196,998**	**$2,500,664**	**$23,697,662**	**$27,662,304**	**$27,662,380**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	356	131	143	274	720	720
3400 Other Funds Ltd	3,442	6,284	-	6,284	8,931	8,931
6400 Federal Funds Ltd	400	265	-	265	357	357
All Funds	4,198	6,680	143	6,823	10,008	10,008
3220 Public Employees' Retire Cont						
8000 General Fund	180,480	67,150	87,466	154,616	366,350	366,350
3400 Other Funds Ltd	1,764,580	3,554,356	343,650	3,898,006	5,206,300	5,206,316
6400 Federal Funds Ltd	207,199	176,996	17,001	193,997	247,475	247,475
All Funds	2,152,259	3,798,502	448,117	4,246,619	5,820,125	5,820,141

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3221 Pension Obligation Bond						
8000 General Fund	56,249	-	18,572	18,572	18,572	68,282
3400 Other Funds Ltd	549,170	767,640	215,383	983,023	983,023	970,373
6400 Federal Funds Ltd	64,285	53,207	(4,256)	48,951	48,951	46,126
All Funds	669,704	820,847	229,699	1,050,546	1,050,546	1,084,781
3230 Social Security Taxes						
8000 General Fund	83,015	28,666	37,336	66,002	133,202	133,202
3400 Other Funds Ltd	796,911	1,514,252	146,705	1,660,957	1,890,821	1,890,827
6400 Federal Funds Ltd	92,748	75,559	7,258	82,817	89,980	89,980
All Funds	972,674	1,618,477	191,299	1,809,776	2,114,003	2,114,009
3240 Unemployment Assessments						
8000 General Fund	92	-	-	-	-	-
3400 Other Funds Ltd	1,290	-	-	-	-	-
All Funds	1,382	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	966	1,498	1,952	3,450	6,967	6,967
3400 Other Funds Ltd	12,253	78,844	7,671	86,515	98,843	98,843
6400 Federal Funds Ltd	1,959	3,921	380	4,301	4,706	4,706
All Funds	15,178	84,263	10,003	94,266	110,516	110,516
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	227	114	123	237	420	420

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	2,065	5,458	-	5,458	5,211	5,211
6400 Federal Funds Ltd	223	230	-	230	208	208
All Funds	2,515	5,802	123	5,925	5,839	5,839
3260 Mass Transit Tax						
8000 General Fund	7,190	2,248	2,926	5,174	5,174	10,448
3400 Other Funds Ltd	69,982	119,011	11,507	130,518	130,518	148,459
All Funds	77,172	121,259	14,433	135,692	135,692	158,907
3270 Flexible Benefits						
8000 General Fund	213,922	99,000	108,900	207,900	424,080	424,080
3400 Other Funds Ltd	2,139,766	4,706,592	-	4,706,592	5,259,438	5,259,438
6400 Federal Funds Ltd	254,821	197,208	-	197,208	211,194	211,194
All Funds	2,608,509	5,002,800	108,900	5,111,700	5,894,712	5,894,712
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	542,497	198,807	257,418	456,225	955,485	1,010,469
3400 Other Funds Ltd	5,339,459	10,752,437	724,916	11,477,353	13,583,085	13,588,398
6400 Federal Funds Ltd	621,635	507,386	20,383	527,769	602,871	600,046
TOTAL OTHER PAYROLL EXPENSES	**$6,503,591**	**$11,458,630**	**$1,002,717**	**$12,461,347**	**$15,141,441**	**$15,198,913**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	-	-	-	-	(87,061)

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	-	(147,874)	-	(147,874)	(147,874)	(1,237,150)
6400 Federal Funds Ltd	-	(10,725)	-	(10,725)	(10,725)	(58,811)
All Funds	-	(158,599)	-	(158,599)	(158,599)	(1,383,022)
3465 Reconciliation Adjustment						
8000 General Fund	-	(828)	-	(828)	-	-
3400 Other Funds Ltd	-	27,288	-	27,288	-	-
All Funds	-	26,460	-	26,460	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(828)	-	(828)	-	(87,061)
3400 Other Funds Ltd	-	(120,586)	-	(120,586)	(147,874)	(1,237,150)
6400 Federal Funds Ltd	-	(10,725)	-	(10,725)	(10,725)	(58,811)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($132,139)**	**-**	**($132,139)**	**($158,599)**	**($1,383,022)**
TOTAL PERSONAL SERVICES						
8000 General Fund	1,644,345	572,700	745,497	1,318,197	2,696,709	2,664,632
3400 Other Funds Ltd	15,900,879	30,466,429	2,642,627	33,109,056	38,180,074	37,096,187
6400 Federal Funds Ltd	1,850,616	1,484,360	115,257	1,599,617	1,768,363	1,717,452
TOTAL PERSONAL SERVICES	**$19,395,840**	**$32,523,489**	**$3,503,381**	**$36,026,870**	**$42,645,146**	**$41,478,271**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,018	4,500	4,950	9,450	9,450	18,265

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	73,669	280,562	-	280,562	280,562	292,346
6400 Federal Funds Ltd	805	11,685	-	11,685	11,685	12,176
All Funds	75,492	296,747	4,950	301,697	301,697	322,787
4125 Out of State Travel						
8000 General Fund	1,350	-	-	-	-	-
3400 Other Funds Ltd	64,252	74,776	-	74,776	74,776	77,916
6400 Federal Funds Ltd	7,269	8,421	-	8,421	8,421	8,775
All Funds	72,871	83,197	-	83,197	83,197	86,691
4150 Employee Training						
8000 General Fund	2,613	4,275	3,921	8,196	8,196	14,831
3400 Other Funds Ltd	82,492	140,022	-	140,022	140,022	145,903
6400 Federal Funds Ltd	3,585	7,494	-	7,494	7,494	7,809
All Funds	88,690	151,791	3,921	155,712	155,712	168,543
4175 Office Expenses						
8000 General Fund	298	8,100	8,910	17,010	17,010	32,876
3400 Other Funds Ltd	2,607	215,816	-	215,816	215,816	224,880
6400 Federal Funds Ltd	81	5,453	-	5,453	5,453	5,682
All Funds	2,986	229,369	8,910	238,279	238,279	263,438
4200 Telecommunications						
8000 General Fund	154	2,700	2,970	5,670	5,670	10,959
3400 Other Funds Ltd	609	98,256	-	98,256	98,256	102,383

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	8	2,178	-	2,178	2,178	2,269
All Funds	771	103,134	2,970	106,104	106,104	115,611
4225 State Gov. Service Charges						
8000 General Fund	4,642	-	-	-	-	-
3200 Other Funds Non-Ltd	1,000,000	-	-	-	-	-
3400 Other Funds Ltd	10,000	-	-	-	-	-
All Funds	1,014,642	-	-	-	-	-
4250 Data Processing						
8000 General Fund	9,871	3,300	3,630	6,930	6,930	13,394
3400 Other Funds Ltd	167,723	170,338	-	170,338	170,338	177,492
6400 Federal Funds Ltd	2,606	2,138	-	2,138	2,138	2,228
All Funds	180,200	175,776	3,630	179,406	179,406	193,114
4275 Publicity and Publications						
8000 General Fund	1,297	-	-	-	-	-
3400 Other Funds Ltd	11,226	19,073	-	19,073	19,073	19,875
6400 Federal Funds Ltd	8,527	-	-	-	-	-
All Funds	21,050	19,073	-	19,073	19,073	19,875
4300 Professional Services						
8000 General Fund	984,078	-	-	-	-	-
3200 Other Funds Non-Ltd	114,956	-	-	-	-	-
3400 Other Funds Ltd	1,281,619	370,122	-	370,122	370,122	395,290

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	18,001	20,198	-	20,198	20,198	21,571
All Funds	2,398,654	390,320	-	390,320	390,320	416,861
4315 IT Professional Services						
3400 Other Funds Ltd	-	11,145	-	11,145	11,145	11,902
4325 Attorney General						
8000 General Fund	29,101	23,962	-	23,962	23,962	240
3200 Other Funds Non-Ltd	1,948	-	-	-	-	-
3400 Other Funds Ltd	2,483,906	2,222,423	50,000	2,272,423	2,272,423	2,800,988
6400 Federal Funds Ltd	75,361	3,375	-	3,375	3,375	4,160
All Funds	2,590,316	2,249,760	50,000	2,299,760	2,299,760	2,805,388
4375 Employee Recruitment and Develop						
8000 General Fund	17	645	589	1,234	1,234	2,238
3400 Other Funds Ltd	1,346	12,581	-	12,581	12,581	13,110
6400 Federal Funds Ltd	4	417	-	417	417	435
All Funds	1,367	13,643	589	14,232	14,232	15,783
4400 Dues and Subscriptions						
8000 General Fund	24	-	-	-	-	-
3400 Other Funds Ltd	3,961	1,856	-	1,856	1,856	1,934
6400 Federal Funds Ltd	10	-	-	-	-	-
All Funds	3,995	1,856	-	1,856	1,856	1,934
4425 Facilities Rental and Taxes						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	117	-	-	-	-	-
3400 Other Funds Ltd	2,700	498,466	-	498,466	498,466	-
6400 Federal Funds Ltd	43	10,316	-	10,316	10,316	-
All Funds	2,860	508,782	-	508,782	508,782	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	-	469	-	469	469	489
4575 Agency Program Related S and S						
8000 General Fund	4	-	-	-	-	-
3400 Other Funds Ltd	11,474	1,087	-	1,087	1,087	1,133
6400 Federal Funds Ltd	2	-	-	-	-	-
All Funds	11,480	1,087	-	1,087	1,087	1,133
4650 Other Services and Supplies						
8000 General Fund	17	15,630	13,475	29,105	29,105	50,997
3200 Other Funds Non-Ltd	-	150,000	-	150,000	150,000	150,000
3400 Other Funds Ltd	44,562	549,455	-	549,455	549,455	572,532
6400 Federal Funds Ltd	6	10,055	-	10,055	10,055	10,477
All Funds	44,585	725,140	13,475	738,615	738,615	784,006
4700 Expendable Prop 250 - 5000						
8000 General Fund	18	12,900	11,825	24,725	24,725	44,753
3400 Other Funds Ltd	1,572	190,217	-	190,217	190,217	198,207
6400 Federal Funds Ltd	6	1,755	-	1,755	1,755	1,829

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Multifamily Rental Housing Programs

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
All Funds	1,596	204,872	11,825	216,697	216,697	244,789
4715 IT Expendable Property						
8000 General Fund	3,218	7,500	6,875	14,375	14,375	26,018
3400 Other Funds Ltd	26,177	192,103	-	192,103	192,103	200,172
6400 Federal Funds Ltd	573	4,962	-	4,962	4,962	5,170
All Funds	29,968	204,565	6,875	211,440	211,440	231,360
TOTAL SERVICES & SUPPLIES						
8000 General Fund	1,037,837	83,512	57,145	140,657	140,657	214,571
3200 Other Funds Non-Ltd	1,116,904	150,000	-	150,000	150,000	150,000
3400 Other Funds Ltd	4,269,895	5,048,767	50,000	5,098,767	5,098,767	5,236,552
6400 Federal Funds Ltd	116,887	88,447	-	88,447	88,447	82,581
TOTAL SERVICES & SUPPLIES	**$6,541,523**	**$5,370,726**	**$107,145**	**$5,477,871**	**$5,477,871**	**$5,683,704**
SPECIAL PAYMENTS						
6015 Dist to Cities						
3400 Other Funds Ltd	141,721	-	-	-	-	-
6020 Dist to Counties						
8000 General Fund	3,344	-	-	-	-	-
3400 Other Funds Ltd	2,876,179	-	-	-	-	-
All Funds	2,879,523	-	-	-	-	-
6025 Dist to Other Gov Unit						

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8000 General Fund	4,702,724	-	-	-	-	-
3400 Other Funds Ltd	12,471,377	717,300	24,700,000	25,417,300	25,417,300	51,984,827
All Funds	17,174,101	717,300	24,700,000	25,417,300	25,417,300	51,984,827
6030 Dist to Non-Gov Units						
8000 General Fund	20,123,809	-	-	-	-	-
3400 Other Funds Ltd	66,872,858	64,868,697	-	64,868,697	64,868,697	67,593,182
6400 Federal Funds Ltd	104,567	-	-	-	-	-
All Funds	87,101,234	64,868,697	-	64,868,697	64,868,697	67,593,182
6035 Dist to Individuals						
8000 General Fund	277,940	-	-	-	-	-
6050 Dist to Non-Profit Organizations						
8000 General Fund	21,660,995	-	-	-	-	-
3400 Other Funds Ltd	20,676,587	37,986,535	-	37,986,535	37,986,535	39,581,969
6400 Federal Funds Ltd	2,581,620	7,454,196	-	7,454,196	7,454,196	7,767,272
All Funds	44,919,202	45,440,731	-	45,440,731	45,440,731	47,349,241
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	55,000,000	9,700,000	75,000,000	84,700,000	84,700,000	-
6080 Loans Made - Other						
3200 Other Funds Non-Ltd	700,000	250,000	-	250,000	250,000	250,000
3400 Other Funds Ltd	56,393,477	51,183,532	-	51,183,532	51,183,532	43,225,840
6400 Federal Funds Ltd	9,544,608	-	-	-	-	-

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All Funds	66,638,085	51,433,532	-	51,433,532	51,433,532	43,475,840
6085 Other Special Payments						
8000 General Fund	-	50,000,000	-	50,000,000	50,000,000	-
3400 Other Funds Ltd	393,984	199,172,096	-	199,172,096	199,172,096	49,082,324
6400 Federal Funds Ltd	2,657,884	28,813,872	-	28,813,872	28,813,872	30,024,055
All Funds	3,051,868	277,985,968	-	277,985,968	277,985,968	79,106,379
6443 Spc Pmt to Oregon Health Authority						
3400 Other Funds Ltd	464,565	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	101,768,812	59,700,000	75,000,000	134,700,000	134,700,000	-
3200 Other Funds Non-Ltd	700,000	250,000	-	250,000	250,000	250,000
3400 Other Funds Ltd	160,290,748	353,928,160	24,700,000	378,628,160	378,628,160	251,468,142
6400 Federal Funds Ltd	14,888,679	36,268,068	-	36,268,068	36,268,068	37,791,327
TOTAL SPECIAL PAYMENTS	**$277,648,239**	**$450,146,228**	**$99,700,000**	**$549,846,228**	**$549,846,228**	**$289,509,469**
EXPENDITURES						
8000 General Fund	104,450,994	60,356,212	75,802,642	136,158,854	137,537,366	2,879,203
3200 Other Funds Non-Ltd	1,816,904	400,000	-	400,000	400,000	400,000
3400 Other Funds Ltd	180,461,522	389,443,356	27,392,627	416,835,983	421,907,001	293,800,881
6400 Federal Funds Ltd	16,856,182	37,840,875	115,257	37,956,132	38,124,878	39,591,360
TOTAL EXPENDITURES	**$303,585,602**	**$488,040,443**	**$103,310,526**	**$591,350,969**	**$597,969,245**	**$336,671,444**

Housing & Community Svcs Dept ***Agency Number: 91400***

Agency Worksheet - Revenues & Expenditures **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**
Multifamily Rental Housing Programs

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
REVERSIONS						
9900 Reversions						
8000 General Fund	(270,832,845)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3200 Other Funds Non-Ltd	1,130,118	703,632	-	703,632	1,717,700	1,717,700
3400 Other Funds Ltd	360,626,437	41,716,826	46,146,865	87,863,691	(114,026,216)	14,079,904
6400 Federal Funds Ltd	-	-	-	-	1,466,482	-
TOTAL ENDING BALANCE	**$361,756,555**	**$42,420,458**	**$46,146,865**	**$88,567,323**	**($110,842,034)**	**$15,797,604**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	92	132	9	141	139	139
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	89.33	126.44	2.75	129.19	139.00	139.00
8280 FTE Reconciliation	-	(0.05)	-	(0.05)	-	-
TOTAL AUTHORIZED FTE	**89.33**	**126.39**	**2.75**	**129.14**	**139.00**	**139.00**

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Single Family Housing Programs

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	21,622,268	60,142,061	-	60,142,061	42,372,840	42,372,840
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	3,500,614	-	3,500,614	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	21,622,268	63,642,675	-	63,642,675	42,372,840	42,372,840
TOTAL BEGINNING BALANCE	**$21,622,268**	**$63,642,675**	**-**	**$63,642,675**	**$42,372,840**	**$42,372,840**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	94,097,988	28,915,793	167,902	29,083,695	29,081,909	4,091,827
TAXES						
0190 Other Selective Taxes						
3400 Other Funds Ltd	2,578,432	1,923,474	-	1,923,474	2,640,000	2,640,000
LICENSES AND FEES						
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	222,550	236,476	-	236,476	223,200	223,200
CHARGES FOR SERVICES						
0410 Charges for Services						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	1,220,133	1,677,666	-	1,677,666	2,640,000	2,640,000
0415 Admin and Service Charges						
3400 Other Funds Ltd	1,593,643	8,136,972	-	8,136,972	3,688,578	3,688,578
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	2,813,776	9,814,638	-	9,814,638	6,328,578	6,328,578
TOTAL CHARGES FOR SERVICES	**$2,813,776**	**$9,814,638**	**-**	**$9,814,638**	**$6,328,578**	**$6,328,578**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	300	3,500	-	3,500	-	-
INTEREST EARNINGS						
0605 Interest Income						
3200 Other Funds Non-Ltd	-	-	-	-	62,400	62,400
3400 Other Funds Ltd	1,043,233	402,497	-	402,497	5,335,200	5,335,200
All Funds	1,043,233	402,497	-	402,497	5,397,600	5,397,600
LOAN REPAYMENT						
0930 Housing Div Loan Repayments						
3400 Other Funds Ltd	-	948,982	-	948,982	4,946,400	4,946,400
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	217,764	65,000	-	65,000	-	-

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Single Family Housing Programs

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	22,773,211	68,887,093	278,765	69,165,858	1,005,232	1,005,232
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	139,637	897,084	-	897,084	-	-
1060 Transfer from General Fund						
3200 Other Funds Non-Ltd	10,000,000	-	-	-	-	-
3400 Other Funds Ltd	51,500,000	17,500,000	-	17,500,000	-	-
All Funds	61,500,000	17,500,000	-	17,500,000	-	-
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	10,455,978	12,460,000	-	12,460,000	9,638,860	9,638,860
TOTAL TRANSFERS IN						
3200 Other Funds Non-Ltd	10,000,000	-	-	-	-	-
3400 Other Funds Ltd	62,095,615	30,857,084	-	30,857,084	9,638,860	9,638,860
TOTAL TRANSFERS IN	**$72,095,615**	**$30,857,084**	**-**	**$30,857,084**	**$9,638,860**	**$9,638,860**
REVENUES						
8000 General Fund	94,097,988	28,915,793	167,902	29,083,695	29,081,909	4,091,827
3200 Other Funds Non-Ltd	10,000,000	-	-	-	62,400	62,400
3400 Other Funds Ltd	68,971,670	44,251,651	-	44,251,651	29,112,238	29,112,238

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Single Family Housing Programs

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	22,773,211	68,887,093	278,765	69,165,858	1,005,232	1,005,232
TOTAL REVENUES	**$195,842,869**	**$142,054,537**	**$446,667**	**$142,501,204**	**$59,261,779**	**$34,271,697**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(139,637)	(3,973,468)	(282,986)	(4,256,454)	(4,421,536)	(4,421,536)
6400 Federal Funds Ltd	-	-	-	-	(79,078)	(79,078)
All Funds	(139,637)	(3,973,468)	(282,986)	(4,256,454)	(4,500,614)	(4,500,614)
AVAILABLE REVENUES						
8000 General Fund	94,097,988	28,915,793	167,902	29,083,695	29,081,909	4,091,827
3200 Other Funds Non-Ltd	10,000,000	-	-	-	62,400	62,400
3400 Other Funds Ltd	90,454,301	103,920,858	(282,986)	103,637,872	67,063,542	67,063,542
6400 Federal Funds Ltd	22,773,211	68,887,093	278,765	69,165,858	926,154	926,154
TOTAL AVAILABLE REVENUES	**$217,325,500**	**$201,723,744**	**$163,681**	**$201,887,425**	**$97,134,005**	**$72,143,923**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	560,358	1,373,943	130,919	1,504,862	1,478,712	1,478,712
3400 Other Funds Ltd	2,569,224	3,872,485	390,589	4,263,074	4,565,886	3,921,222
6400 Federal Funds Ltd	1,885,710	2,059,211	206,349	2,265,560	1,767,834	22,482

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Single Family Housing Programs

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	5,015,292	7,305,639	727,857	8,033,496	7,812,432	5,422,416
3160 Temporary Appointments						
8000 General Fund	6,061	-	-	-	-	-
3400 Other Funds Ltd	22,410	-	-	-	-	-
6400 Federal Funds Ltd	20,328	-	-	-	-	-
All Funds	48,799	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	491	-	-	-	-	-
3400 Other Funds Ltd	1,765	-	-	-	-	-
6400 Federal Funds Ltd	3,125	-	-	-	-	-
All Funds	5,381	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	1	-	-	-	-	-
3400 Other Funds Ltd	2	-	-	-	-	-
6400 Federal Funds Ltd	3	-	-	-	-	-
All Funds	6	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	7,133	-	-	-	-	-
3400 Other Funds Ltd	24,524	-	-	-	-	-
6400 Federal Funds Ltd	28,688	-	-	-	-	-
All Funds	60,345	-	-	-	-	-

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Single Family Housing Programs

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
TOTAL SALARIES & WAGES						
8000 General Fund	574,044	1,373,943	130,919	1,504,862	1,478,712	1,478,712
3400 Other Funds Ltd	2,617,925	3,872,485	390,589	4,263,074	4,565,886	3,921,222
6400 Federal Funds Ltd	1,937,854	2,059,211	206,349	2,265,560	1,767,834	22,482
TOTAL SALARIES & WAGES	**$5,129,823**	**$7,305,639**	**$727,857**	**$8,033,496**	**$7,812,432**	**$5,422,416**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	180	417	-	417	504	504
3400 Other Funds Ltd	825	1,158	-	1,158	1,573	1,357
6400 Federal Funds Ltd	613	697	-	697	659	11
All Funds	1,618	2,272	-	2,272	2,736	1,872
3220 Public Employees' Retire Cont						
8000 General Fund	92,477	246,210	23,462	269,672	311,121	311,121
3400 Other Funds Ltd	424,220	693,950	69,993	763,943	960,664	825,026
6400 Federal Funds Ltd	312,871	369,011	36,979	405,990	371,951	4,730
All Funds	829,568	1,309,171	130,434	1,439,605	1,643,736	1,140,877
3221 Pension Obligation Bond						
8000 General Fund	29,096	65,900	2,194	68,094	68,094	57,988
3400 Other Funds Ltd	134,844	195,375	(3,450)	191,925	191,925	179,052
6400 Federal Funds Ltd	98,358	83,230	18,827	102,057	102,057	69,326

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	262,298	344,505	17,571	362,076	362,076	306,366
3230 Social Security Taxes						
8000 General Fund	43,336	105,108	10,016	115,124	113,121	113,121
3400 Other Funds Ltd	197,946	294,148	29,880	324,028	347,131	297,814
6400 Federal Funds Ltd	146,317	157,532	15,785	173,317	135,241	1,720
All Funds	387,599	556,788	55,681	612,469	595,493	412,655
3241 Paid Family Medical Leave Insurance						
8000 General Fund	689	5,496	525	6,021	5,914	5,914
3400 Other Funds Ltd	3,514	15,286	1,562	16,848	18,125	15,546
6400 Federal Funds Ltd	2,837	8,236	825	9,061	7,071	90
All Funds	7,040	29,018	2,912	31,930	31,110	21,550
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	119	362	-	362	294	294
3400 Other Funds Ltd	545	1,005	-	1,005	918	792
6400 Federal Funds Ltd	397	605	-	605	384	6
All Funds	1,061	1,972	-	1,972	1,596	1,092
3260 Mass Transit Tax						
8000 General Fund	6,622	8,243	786	9,029	9,029	8,872
3400 Other Funds Ltd	23,462	23,235	2,344	25,579	25,579	23,528
All Funds	30,084	31,478	3,130	34,608	34,608	32,400
3270 Flexible Benefits						

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Single Family Housing Programs

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
8000 General Fund	123,345	311,850	-	311,850	296,856	296,856
3400 Other Funds Ltd	555,347	865,260	-	865,260	926,615	799,391
6400 Federal Funds Ltd	420,881	520,740	-	520,740	388,033	6,361
All Funds	1,099,573	1,697,850	-	1,697,850	1,611,504	1,102,608
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	295,864	743,586	36,983	780,569	804,933	794,670
3400 Other Funds Ltd	1,340,703	2,089,417	100,329	2,189,746	2,472,530	2,142,506
6400 Federal Funds Ltd	982,274	1,140,051	72,416	1,212,467	1,005,396	82,244
TOTAL OTHER PAYROLL EXPENSES	**$2,618,841**	**$3,973,054**	**$209,728**	**$4,182,782**	**$4,282,859**	**$3,019,420**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(11,789)	-	(11,789)	(11,789)	(73,935)
3400 Other Funds Ltd	-	(37,651)	-	(37,651)	(37,651)	(196,061)
6400 Federal Funds Ltd	-	(16,777)	-	(16,777)	(16,777)	(1,124)
All Funds	-	(66,217)	-	(66,217)	(66,217)	(271,120)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	1	-	1	-	-
6400 Federal Funds Ltd	-	3	-	3	-	-
All Funds	-	4	-	4	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						

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Single Family Housing Programs

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	-	(11,789)	-	(11,789)	(11,789)	(73,935)
3400 Other Funds Ltd	-	(37,650)	-	(37,650)	(37,651)	(196,061)
6400 Federal Funds Ltd	-	(16,774)	-	(16,774)	(16,777)	(1,124)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($66,213)**	**-**	**($66,213)**	**($66,217)**	**($271,120)**
TOTAL PERSONAL SERVICES						
8000 General Fund	869,908	2,105,740	167,902	2,273,642	2,271,856	2,199,447
3400 Other Funds Ltd	3,958,628	5,924,252	490,918	6,415,170	7,000,765	5,867,667
6400 Federal Funds Ltd	2,920,128	3,182,488	278,765	3,461,253	2,756,453	103,602
TOTAL PERSONAL SERVICES	**$7,748,664**	**$11,212,480**	**$937,585**	**$12,150,065**	**$12,029,074**	**$8,170,716**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	490	18,182	-	18,182	18,182	19,152
3400 Other Funds Ltd	5,435	30,885	-	30,885	30,885	30,307
6400 Federal Funds Ltd	46	16,682	-	16,682	16,682	-
All Funds	5,971	65,749	-	65,749	65,749	49,459
4125 Out of State Travel						
8000 General Fund	60	-	-	-	-	-
3400 Other Funds Ltd	10,105	15,451	-	15,451	15,451	16,100
6400 Federal Funds Ltd	240	-	-	-	-	-
All Funds	10,405	15,451	-	15,451	15,451	16,100

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Single Family Housing Programs

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4150 Employee Training						
8000 General Fund	8,990	12,679	-	12,679	12,679	13,379
3400 Other Funds Ltd	5,270	28,315	-	28,315	28,315	28,019
6400 Federal Funds Ltd	830	5,700	-	5,700	5,700	-
All Funds	15,090	46,694	-	46,694	46,694	41,398
4175 Office Expenses						
8000 General Fund	379	30,281	-	30,281	30,281	31,927
3400 Other Funds Ltd	1,380	51,946	-	51,946	51,946	50,752
6400 Federal Funds Ltd	1,165	26,506	-	26,506	26,506	-
All Funds	2,924	108,733	-	108,733	108,733	82,679
4200 Telecommunications						
8000 General Fund	-	8,821	-	8,821	8,821	9,316
3400 Other Funds Ltd	-	20,137	-	20,137	20,137	19,858
6400 Federal Funds Ltd	-	14,761	-	14,761	14,761	-
All Funds	-	43,719	-	43,719	43,719	29,174
4250 Data Processing						
8000 General Fund	160,112	10,377	-	10,377	10,377	10,967
3400 Other Funds Ltd	-	15,643	-	15,643	15,643	14,925
6400 Federal Funds Ltd	1,337,355	30,132	-	30,132	30,132	-
All Funds	1,497,467	56,152	-	56,152	56,152	25,892
4275 Publicity and Publications						

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8000 General Fund	25	-	-	-	-	-
3400 Other Funds Ltd	-	3,542	-	3,542	3,542	3,691
6400 Federal Funds Ltd	344	-	-	-	-	-
All Funds	369	3,542	-	3,542	3,542	3,691
4300 Professional Services						
8000 General Fund	126,548	65,280	-	65,280	65,280	69,719
3400 Other Funds Ltd	328,247	258,857	-	258,857	258,857	276,459
6400 Federal Funds Ltd	198,674	2,611,200	-	2,611,200	2,611,200	-
All Funds	653,469	2,935,337	-	2,935,337	2,935,337	346,178
4315 IT Professional Services						
8000 General Fund	-	2,176	-	2,176	2,176	2,324
3400 Other Funds Ltd	-	1,078	-	1,078	1,078	1,151
All Funds	-	3,254	-	3,254	3,254	3,475
4325 Attorney General						
8000 General Fund	33,439	11,191	-	11,191	11,191	13,794
3400 Other Funds Ltd	240,620	31,010	-	31,010	31,010	38,223
6400 Federal Funds Ltd	65,071	-	-	-	-	-
All Funds	339,130	42,201	-	42,201	42,201	52,017
4375 Employee Recruitment and Develop						
8000 General Fund	534	1,882	-	1,882	1,882	1,985
3400 Other Funds Ltd	534	1,791	-	1,791	1,791	1,642

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	-	860	-	860	860	-
All Funds	1,068	4,533	-	4,533	4,533	3,627
4400 Dues and Subscriptions						
8000 General Fund	28	-	-	-	-	-
3400 Other Funds Ltd	7,204	1,779	-	1,779	1,779	1,854
6400 Federal Funds Ltd	6,335	-	-	-	-	-
All Funds	13,567	1,779	-	1,779	1,779	1,854
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	-	112,787	-	112,787	112,787	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	-	616	-	616	616	642
4575 Agency Program Related S and S						
8000 General Fund	3,316	-	-	-	-	-
3400 Other Funds Ltd	9,746	-	-	-	-	-
6400 Federal Funds Ltd	146,816	-	-	-	-	-
All Funds	159,878	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	103	327,588	-	327,588	327,588	341,911
3400 Other Funds Ltd	19,392	212,233	-	212,233	212,233	216,041
6400 Federal Funds Ltd	344	132,240	-	132,240	132,240	-
All Funds	19,839	672,061	-	672,061	672,061	557,952

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4700 Expendable Prop 250 - 5000						
8000 General Fund	-	4,300	-	4,300	4,300	4,996
3400 Other Funds Ltd	-	8,961	-	8,961	8,961	4,856
6400 Federal Funds Ltd	-	17,200	-	17,200	17,200	-
All Funds	-	30,461	-	30,461	30,461	9,852
4715 IT Expendable Property						
8000 General Fund	1,030	20,006	-	20,006	20,006	21,134
3400 Other Funds Ltd	6,037	39,309	-	39,309	39,309	38,355
6400 Federal Funds Ltd	18,011	10,000	-	10,000	10,000	-
All Funds	25,078	69,315	-	69,315	69,315	59,489
TOTAL SERVICES & SUPPLIES						
8000 General Fund	335,054	512,763	-	512,763	512,763	540,604
3400 Other Funds Ltd	633,970	834,340	-	834,340	834,340	742,875
6400 Federal Funds Ltd	1,775,231	2,865,281	-	2,865,281	2,865,281	-
TOTAL SERVICES & SUPPLIES	**$2,744,255**	**$4,212,384**	**-**	**$4,212,384**	**$4,212,384**	**$1,283,479**
SPECIAL PAYMENTS						
6015 Dist to Cities						
8000 General Fund	3,713,578	-	-	-	-	-
3400 Other Funds Ltd	22,000	-	-	-	-	-
6400 Federal Funds Ltd	-	789,397	-	789,397	789,397	822,552

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2025-27 Biennium **Cross Reference Number: 91400-040-00-00-00000**
Single Family Housing Programs

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	3,735,578	789,397	-	789,397	789,397	822,552
6020 Dist to Counties						
8000 General Fund	456,932	-	-	-	-	-
3400 Other Funds Ltd	231,526	279,122	-	279,122	279,122	290,845
All Funds	688,458	279,122	-	279,122	279,122	290,845
6025 Dist to Other Gov Unit						
8000 General Fund	305,576	-	-	-	-	-
3400 Other Funds Ltd	545,094	-	-	-	-	-
All Funds	850,670	-	-	-	-	-
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	540,292	-	-	-	-	-
6050 Dist to Non-Profit Organizations						
8000 General Fund	21,974,242	1,297,290	-	1,297,290	1,297,290	1,351,776
3400 Other Funds Ltd	14,477,032	12,397,592	-	12,397,592	12,397,592	12,918,291
6400 Federal Funds Ltd	1,240,582	-	-	-	-	-
All Funds	37,691,856	13,694,882	-	13,694,882	13,694,882	14,270,067
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	301,500,000	17,500,000	-	17,500,000	17,500,000	-
6080 Loans Made - Other						
3400 Other Funds Ltd	7,528,366	18,543,600	-	18,543,600	18,543,600	218,820
6400 Federal Funds Ltd	16,837,270	-	-	-	-	-

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Single Family Housing Programs

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	24,365,636	18,543,600	-	18,543,600	18,543,600	218,820
6085 Other Special Payments						
8000 General Fund	-	7,500,000	-	7,500,000	7,500,000	-
3400 Other Funds Ltd	94,368	43,234,902	-	43,234,902	43,234,902	-
6400 Federal Funds Ltd	-	62,049,927	-	62,049,927	62,049,927	-
All Funds	94,368	112,784,829	-	112,784,829	112,784,829	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	327,950,328	26,297,290	-	26,297,290	26,297,290	1,351,776
3400 Other Funds Ltd	23,438,678	74,455,216	-	74,455,216	74,455,216	13,427,956
6400 Federal Funds Ltd	18,077,852	62,839,324	-	62,839,324	62,839,324	822,552
TOTAL SPECIAL PAYMENTS	**$369,466,858**	**$163,591,830**	**-**	**$163,591,830**	**$163,591,830**	**$15,602,284**
EXPENDITURES						
8000 General Fund	329,155,290	28,915,793	167,902	29,083,695	29,081,909	4,091,827
3400 Other Funds Ltd	28,031,276	81,213,808	490,918	81,704,726	82,290,321	20,038,498
6400 Federal Funds Ltd	22,773,211	68,887,093	278,765	69,165,858	68,461,058	926,154
TOTAL EXPENDITURES	**$379,959,777**	**$179,016,694**	**$937,585**	**$179,954,279**	**$179,833,288**	**$25,056,479**
REVERSIONS						
9900 Reversions						
8000 General Fund	235,057,302	-	-	-	-	-
ENDING BALANCE						

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Single Family Housing Programs

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	-	-	-	-	-	-
3200 Other Funds Non-Ltd	10,000,000	-	-	-	62,400	62,400
3400 Other Funds Ltd	62,423,025	22,707,050	(773,904)	21,933,146	(15,226,779)	47,025,044
6400 Federal Funds Ltd	-	-	-	-	(67,534,904)	-
TOTAL ENDING BALANCE	**$72,423,025**	**$22,707,050**	**($773,904)**	**$21,933,146**	**($82,699,283)**	**$47,087,444**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	54	43	-	43	38	26
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	48.22	42.88	-	42.88	38.00	26.00

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Homeownership Stabilization Initiative

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	1,597,256	-	-	-	-	-
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	677,223	-	-	-	-	-
LOAN REPAYMENT						
0930 Housing Div Loan Repayments						
3400 Other Funds Ltd	4,922,844	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1,812,943	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	41,841	-	-	-	-	-
REVENUES						
3400 Other Funds Ltd	9,010,266	-	-	-	-	-
6400 Federal Funds Ltd	41,841	-	-	-	-	-
TOTAL REVENUES	**$9,052,107**	**-**	**-**	**-**	**-**	**-**

Housing & Community Svcs Dept ***Agency Number: 91400***

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Homeownership Stabilization Initiative

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
AVAILABLE REVENUES						
3400 Other Funds Ltd	9,010,266	-	-	-	-	-
6400 Federal Funds Ltd	41,841	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$9,052,107**	-	-	-	-	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	428,112	-	-	-	-	-
6400 Federal Funds Ltd	28,204	-	-	-	-	-
All Funds	456,316	-	-	-	-	-
3160 Temporary Appointments						
3400 Other Funds Ltd	13,131	-	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	57,286	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	10,931	-	-	-	-	-
6400 Federal Funds Ltd	1,454	-	-	-	-	-
All Funds	12,385	-	-	-	-	-
TOTAL SALARIES & WAGES						

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	509,460	-	-	-	-	-
6400 Federal Funds Ltd	29,658	-	-	-	-	-
TOTAL SALARIES & WAGES	**$539,118**	**-**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	147	-	-	-	-	-
6400 Federal Funds Ltd	8	-	-	-	-	-
All Funds	155	-	-	-	-	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	83,309	-	-	-	-	-
6400 Federal Funds Ltd	5,115	-	-	-	-	-
All Funds	88,424	-	-	-	-	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	26,292	-	-	-	-	-
6400 Federal Funds Ltd	1,657	-	-	-	-	-
All Funds	27,949	-	-	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	38,555	-	-	-	-	-
6400 Federal Funds Ltd	2,225	-	-	-	-	-
All Funds	40,780	-	-	-	-	-

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Homeownership Stabilization Initiative

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	109	-	-	-	-	-
6400 Federal Funds Ltd	7	-	-	-	-	-
All Funds	116	-	-	-	-	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	3,234	-	-	-	-	-
3270 Flexible Benefits						
3400 Other Funds Ltd	78,004	-	-	-	-	-
6400 Federal Funds Ltd	3,171	-	-	-	-	-
All Funds	81,175	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	229,650	-	-	-	-	-
6400 Federal Funds Ltd	12,183	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$241,833**	**-**	**-**	**-**	**-**	**-**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	739,110	-	-	-	-	-
6400 Federal Funds Ltd	41,841	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$780,951**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4175 Office Expenses						

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Homeownership Stabilization Initiative

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	1,361	-	-	-	-	-
4300 Professional Services						
3400 Other Funds Ltd	47,066	-	-	-	-	-
4325 Attorney General						
3400 Other Funds Ltd	1,065	-	-	-	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	3,605	-	-	-	-	-
4715 IT Expendable Property						
3400 Other Funds Ltd	4,780	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	57,877	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$57,877**	**-**	**-**	**-**	**-**	**-**
SPECIAL PAYMENTS						
6080 Loans Made - Other						
3400 Other Funds Ltd	5,020	-	-	-	-	-
EXPENDITURES						
3400 Other Funds Ltd	802,007	-	-	-	-	-
6400 Federal Funds Ltd	41,841	-	-	-	-	-
TOTAL EXPENDITURES	**$843,848**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE						

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Homeownership Stabilization Initiative

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	8,208,259	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**$8,208,259**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	14	-	-	-	-	-
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	5.94	-	-	-	-	-

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2025-27 Biennium **Cross Reference Number: 91400-060-00-00-00000**
Disaster Recovery & Resiliency

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	-	-	-	-	7,116,194	7,116,194
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	48,990,740	-	48,990,740	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	-	48,990,740	-	48,990,740	7,116,194	7,116,194
TOTAL BEGINNING BALANCE	**-**	**$48,990,740**	**-**	**$48,990,740**	**$7,116,194**	**$7,116,194**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	-	865,847	80,623	946,470	1,112,483	1,075,072
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	-	-	-	-	3,600,000	3,600,000
LOAN REPAYMENT						
0930 Housing Div Loan Repayments						
3400 Other Funds Ltd	-	-	-	-	10,325,336	10,325,336
OTHER						
0975 Other Revenues						

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Disaster Recovery & Resiliency

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	-	-	82,094	82,094	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	-	139,220,759	841,375	140,062,134	6,039,173	6,039,173
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	53,114,461	552,125	-	552,125	-	-
REVENUES						
8000 General Fund	-	865,847	80,623	946,470	1,112,483	1,075,072
3400 Other Funds Ltd	53,114,461	552,125	82,094	634,219	13,925,336	13,925,336
6400 Federal Funds Ltd	-	139,220,759	841,375	140,062,134	6,039,173	6,039,173
TOTAL REVENUES	**$53,114,461**	**$140,638,731**	**$1,004,092**	**$141,642,823**	**$21,076,992**	**$21,039,581**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	-	-	(26,496)	(26,496)	(520,154)	(520,154)
6400 Federal Funds Ltd	-	-	-	-	(2,166,879)	(2,166,879)
All Funds	-	-	(26,496)	(26,496)	(2,687,033)	(2,687,033)
AVAILABLE REVENUES						
8000 General Fund	-	865,847	80,623	946,470	1,112,483	1,075,072
3400 Other Funds Ltd	53,114,461	49,542,865	55,598	49,598,463	20,521,376	20,521,376

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Disaster Recovery & Resiliency

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	-	139,220,759	841,375	140,062,134	3,872,294	3,872,294
TOTAL AVAILABLE REVENUES	**$53,114,461**	**$189,629,471**	**$977,596**	**$190,607,067**	**$25,506,153**	**$25,468,742**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	509,784	43,737	553,521	662,184	662,184
3400 Other Funds Ltd	-	367,944	29,519	397,463	470,592	470,592
6400 Federal Funds Ltd	-	5,411,184	455,022	5,866,206	1,951,920	1,951,920
All Funds	-	6,288,912	528,278	6,817,190	3,084,696	3,084,696
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	159	-	159	216	216
3400 Other Funds Ltd	-	106	-	106	144	144
6400 Federal Funds Ltd	-	1,961	-	1,961	576	576
All Funds	-	2,226	-	2,226	936	936
3220 Public Employees' Retire Cont						
8000 General Fund	-	91,353	7,838	99,191	139,324	139,324
3400 Other Funds Ltd	-	65,936	5,290	71,226	99,012	99,012
6400 Federal Funds Ltd	-	969,681	81,540	1,051,221	410,682	410,682

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	-	1,126,970	94,668	1,221,638	649,018	649,018
3221 Pension Obligation Bond						
8000 General Fund	-	-	25,265	25,265	25,265	25,968
3400 Other Funds Ltd	-	-	18,236	18,236	18,236	18,454
6400 Federal Funds Ltd	-	-	268,184	268,184	268,184	76,545
All Funds	-	-	311,685	311,685	311,685	120,967
3230 Social Security Taxes						
8000 General Fund	-	38,999	3,346	42,345	50,658	50,658
3400 Other Funds Ltd	-	28,148	2,258	30,406	36,000	36,000
6400 Federal Funds Ltd	-	413,968	34,809	448,777	149,322	149,322
All Funds	-	481,115	40,413	521,528	235,980	235,980
3241 Paid Family Medical Leave Insurance						
8000 General Fund	-	2,039	175	2,214	2,649	2,649
3400 Other Funds Ltd	-	1,471	118	1,589	1,882	1,882
6400 Federal Funds Ltd	-	21,641	1,820	23,461	7,807	7,807
All Funds	-	25,151	2,113	27,264	12,338	12,338
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	-	138	-	138	126	126
3400 Other Funds Ltd	-	92	-	92	84	84
6400 Federal Funds Ltd	-	1,702	-	1,702	336	336
All Funds	-	1,932	-	1,932	546	546

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Disaster Recovery & Resiliency

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3260 Mass Transit Tax						
8000 General Fund	-	3,058	262	3,320	3,320	3,973
3400 Other Funds Ltd	-	2,207	177	2,384	2,384	2,824
All Funds	-	5,265	439	5,704	5,704	6,797
3270 Flexible Benefits						
8000 General Fund	-	118,800	-	118,800	127,224	127,224
3400 Other Funds Ltd	-	79,200	-	79,200	84,816	84,816
6400 Federal Funds Ltd	-	1,465,200	-	1,465,200	339,264	339,264
All Funds	-	1,663,200	-	1,663,200	551,304	551,304
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	-	254,546	36,886	291,432	348,782	350,138
3400 Other Funds Ltd	-	177,160	26,079	203,239	242,558	243,216
6400 Federal Funds Ltd	-	2,874,153	386,353	3,260,506	1,176,171	984,532
TOTAL OTHER PAYROLL EXPENSES	**-**	**$3,305,859**	**$449,318**	**$3,755,177**	**$1,767,511**	**$1,577,886**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	-	-	-	-	(33,109)
3400 Other Funds Ltd	-	-	-	-	-	(23,530)
6400 Federal Funds Ltd	-	-	-	-	-	(97,596)
All Funds	-	-	-	-	-	(154,235)

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Disaster Recovery & Resiliency

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
TOTAL PERSONAL SERVICES						
8000 General Fund	-	764,330	80,623	844,953	1,010,966	979,213
3400 Other Funds Ltd	-	545,104	55,598	600,702	713,150	690,278
6400 Federal Funds Ltd	-	8,285,337	841,375	9,126,712	3,128,091	2,838,856
TOTAL PERSONAL SERVICES	**-**	**$9,594,771**	**$977,596**	**$10,572,367**	**$4,852,207**	**$4,508,347**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	9,663	-	9,663	9,663	10,069
6400 Federal Funds Ltd	-	66,371	-	66,371	66,371	14,766
All Funds	-	76,034	-	76,034	76,034	24,835
4125 Out of State Travel						
6400 Federal Funds Ltd	-	8,902	-	8,902	8,902	-
4150 Employee Training						
8000 General Fund	-	8,484	-	8,484	8,484	8,840
6400 Federal Funds Ltd	-	52,579	-	52,579	52,579	11,727
All Funds	-	61,063	-	61,063	61,063	20,567
4175 Office Expenses						
8000 General Fund	-	17,301	-	17,301	17,301	18,028
6400 Federal Funds Ltd	-	119,301	-	119,301	119,301	26,405
All Funds	-	136,602	-	136,602	136,602	44,433

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4200 Telecommunications						
8000 General Fund	-	5,820	-	5,820	5,820	6,064
6400 Federal Funds Ltd	-	39,906	-	39,906	39,906	8,947
All Funds	-	45,726	-	45,726	45,726	15,011
4250 Data Processing						
8000 General Fund	-	6,787	-	6,787	6,787	7,072
6400 Federal Funds Ltd	-	48,283	-	48,283	48,283	10,423
All Funds	-	55,070	-	55,070	55,070	17,495
4275 Publicity and Publications						
6400 Federal Funds Ltd	-	90,000	-	90,000	90,000	-
4300 Professional Services						
6400 Federal Funds Ltd	-	600,000	-	600,000	600,000	-
4315 IT Professional Services						
6400 Federal Funds Ltd	-	2,235,000	-	2,235,000	2,235,000	871,488
4325 Attorney General						
6400 Federal Funds Ltd	-	381,823	-	381,823	381,823	28,879
4375 Employee Recruitment and Develop						
8000 General Fund	-	1,253	-	1,253	1,253	1,306
6400 Federal Funds Ltd	-	7,902	-	7,902	7,902	1,737
All Funds	-	9,155	-	9,155	9,155	3,043
4425 Facilities Rental and Taxes						

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Disaster Recovery & Resiliency

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
8000 General Fund	-	9,522	-	9,522	9,522	-
3400 Other Funds Ltd	-	7,021	-	7,021	7,021	-
6400 Federal Funds Ltd	-	5,553	-	5,553	5,553	-
All Funds	-	22,096	-	22,096	22,096	-
4650 Other Services and Supplies						
8000 General Fund	-	29,466	-	29,466	29,466	30,704
6400 Federal Funds Ltd	-	181,279	-	181,279	181,279	40,825
All Funds	-	210,745	-	210,745	210,745	71,529
4700 Expendable Prop 250 - 5000						
6400 Federal Funds Ltd	-	124,700	-	124,700	124,700	-
4715 IT Expendable Property						
8000 General Fund	-	13,221	-	13,221	13,221	13,776
6400 Federal Funds Ltd	-	90,006	-	90,006	90,006	18,241
All Funds	-	103,227	-	103,227	103,227	32,017
TOTAL SERVICES & SUPPLIES						
8000 General Fund	-	101,517	-	101,517	101,517	95,859
3400 Other Funds Ltd	-	7,021	-	7,021	7,021	-
6400 Federal Funds Ltd	-	4,051,605	-	4,051,605	4,051,605	1,033,438
TOTAL SERVICES & SUPPLIES	**-**	**$4,160,143**	**-**	**$4,160,143**	**$4,160,143**	**$1,129,297**
CAPITAL OUTLAY						

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Disaster Recovery & Resiliency

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
5900 Other Capital Outlay						
3400 Other Funds Ltd	-	27,101,190	-	27,101,190	27,101,190	-
SPECIAL PAYMENTS						
6085 Other Special Payments						
3400 Other Funds Ltd	-	21,889,550	-	21,889,550	21,889,550	-
6400 Federal Funds Ltd	-	126,883,817	-	126,883,817	126,883,817	-
All Funds	-	148,773,367	-	148,773,367	148,773,367	-
EXPENDITURES						
8000 General Fund	-	865,847	80,623	946,470	1,112,483	1,075,072
3400 Other Funds Ltd	-	49,542,865	55,598	49,598,463	49,710,911	690,278
6400 Federal Funds Ltd	-	139,220,759	841,375	140,062,134	134,063,513	3,872,294
TOTAL EXPENDITURES	**-**	**$189,629,471**	**$977,596**	**$190,607,067**	**$184,886,907**	**$5,637,644**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	53,114,461	-	-	-	(29,189,535)	19,831,098
6400 Federal Funds Ltd	-	-	-	-	(130,191,219)	-
TOTAL ENDING BALANCE	**$53,114,461**	**-**	**-**	**-**	**($159,380,754)**	**$19,831,098**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	42	-	42	13	13
AUTHORIZED FTE POSITIONS						

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Disaster Recovery & Resiliency

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8250 Class/Unclass FTE Positions	-	42.00	-	42.00	13.00	13.00

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Central Services

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	-	-	-	-	4,586,371	4,586,371
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	62,707,572	6,042,236	396,644	6,438,880	7,341,941	7,638,576
BOND SALES						
0565 Lottery Bonds						
3400 Other Funds Ltd	53,130,000	-	-	-	-	-
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	1,511,293	178,607	-	178,607	2,928,000	2,928,000
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	569,330	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	20,055	6,972	-	6,972	6,240	6,240
FEDERAL FUNDS REVENUE						
0995 Federal Funds						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	9,844,821	10,534,002	697,492	11,231,494	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	21,878,085	35,725,586	2,289,190	38,014,776	44,767,214	44,767,214
6400 Federal Funds Ltd	-	-	-	-	6,033,646	6,033,646
All Funds	21,878,085	35,725,586	2,289,190	38,014,776	50,800,860	50,800,860
1060 Transfer from General Fund						
3400 Other Funds Ltd	27,101,190	-	-	-	-	-
1443 Tsfr From Oregon Health Authority						
3400 Other Funds Ltd	-	346,576	-	346,576	477,300	477,300
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	48,979,275	36,072,162	2,289,190	38,361,352	45,244,514	45,244,514
6400 Federal Funds Ltd	-	-	-	-	6,033,646	6,033,646
TOTAL TRANSFERS IN	**$48,979,275**	**$36,072,162**	**$2,289,190**	**$38,361,352**	**$51,278,160**	**$51,278,160**
REVENUES						
8000 General Fund	62,707,572	6,042,236	396,644	6,438,880	7,341,941	7,638,576
3400 Other Funds Ltd	104,209,953	36,257,741	2,289,190	38,546,931	48,178,754	48,178,754
6400 Federal Funds Ltd	9,844,821	10,534,002	697,492	11,231,494	6,033,646	6,033,646
TOTAL REVENUES	**$176,762,346**	**$52,833,979**	**$3,383,326**	**$56,217,305**	**$61,554,341**	**$61,850,976**
TRANSFERS OUT						

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Central Services

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(53,114,461)	(206,937)	-	(206,937)	-	-
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(2,901,285)	-	-	-	-	-
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(56,015,746)	(206,937)	-	(206,937)	-	-
TOTAL TRANSFERS OUT	**($56,015,746)**	**($206,937)**	**-**	**($206,937)**	**-**	**-**
AVAILABLE REVENUES						
8000 General Fund	62,707,572	6,042,236	396,644	6,438,880	7,341,941	7,638,576
3400 Other Funds Ltd	48,194,207	36,050,804	2,289,190	38,339,994	52,765,125	52,765,125
6400 Federal Funds Ltd	9,844,821	10,534,002	697,492	11,231,494	6,033,646	6,033,646
TOTAL AVAILABLE REVENUES	**$120,746,600**	**$52,627,042**	**$3,383,326**	**$56,010,368**	**$66,140,712**	**$66,437,347**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	4,309,270	1,847,139	229,101	2,076,240	2,670,425	3,756,049
3400 Other Funds Ltd	9,196,597	17,972,426	1,768,942	19,741,368	21,151,110	22,120,452
6400 Federal Funds Ltd	4,863,566	5,774,629	593,867	6,368,496	6,668,065	2,890,641
All Funds	18,369,433	25,594,194	2,591,910	28,186,104	30,489,600	28,767,142

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3160 Temporary Appointments						
8000 General Fund	26,362	-	-	-	-	-
3400 Other Funds Ltd	49,215	79,688	-	79,688	79,688	83,035
6400 Federal Funds Ltd	36,966	693	-	693	693	722
All Funds	112,543	80,381	-	80,381	80,381	83,757
3170 Overtime Payments						
8000 General Fund	33,245	-	-	-	-	-
3400 Other Funds Ltd	85,592	-	-	-	-	-
6400 Federal Funds Ltd	44,189	-	-	-	-	-
All Funds	163,026	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	59	-	-	-	-	-
3400 Other Funds Ltd	144	-	-	-	-	-
6400 Federal Funds Ltd	68	-	-	-	-	-
All Funds	271	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	33,586	-	-	-	-	-
3400 Other Funds Ltd	82,854	10,988	-	10,988	10,988	11,449
6400 Federal Funds Ltd	46,709	144	-	144	144	150
All Funds	163,149	11,132	-	11,132	11,132	11,599
TOTAL SALARIES & WAGES						

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	4,402,522	1,847,139	229,101	2,076,240	2,670,425	3,756,049
3400 Other Funds Ltd	9,414,402	18,063,102	1,768,942	19,832,044	21,241,786	22,214,936
6400 Federal Funds Ltd	4,991,498	5,775,466	593,867	6,369,333	6,668,902	2,891,513
TOTAL SALARIES & WAGES	**$18,808,422**	**$25,685,707**	**$2,591,910**	**$28,277,617**	**$30,581,113**	**$28,862,498**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	1,305	694	13	707	1,040	1,328
3400 Other Funds Ltd	2,861	5,423	-	5,423	7,445	7,909
6400 Federal Funds Ltd	1,516	1,935	-	1,935	2,459	1,046
All Funds	5,682	8,052	13	8,065	10,944	10,283
3220 Public Employees' Retire Cont						
8000 General Fund	764,384	331,005	41,060	372,065	561,859	790,274
3400 Other Funds Ltd	1,644,710	3,221,477	316,995	3,538,472	4,451,141	4,655,189
6400 Federal Funds Ltd	853,292	1,034,839	106,419	1,141,258	1,402,993	608,226
All Funds	3,262,386	4,587,321	464,474	5,051,795	6,415,993	6,053,689
3221 Pension Obligation Bond						
8000 General Fund	234,855	-	91,546	91,546	91,546	104,720
3400 Other Funds Ltd	502,307	841,037	50,240	891,277	891,277	829,875
6400 Federal Funds Ltd	264,940	336,806	(50,602)	286,204	286,204	261,496
All Funds	1,002,102	1,177,843	91,184	1,269,027	1,269,027	1,196,091

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Central Services

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3230 Social Security Taxes						
8000 General Fund	332,757	141,310	17,527	158,837	204,288	285,986
3400 Other Funds Ltd	710,357	1,368,168	135,325	1,503,493	1,609,482	1,684,241
6400 Federal Funds Ltd	376,578	438,881	45,432	484,313	507,282	219,355
All Funds	1,419,692	1,948,359	198,284	2,146,643	2,321,052	2,189,582
3240 Unemployment Assessments						
8000 General Fund	6,830	-	-	-	-	-
3400 Other Funds Ltd	24,244	4,301	-	4,301	4,301	4,482
6400 Federal Funds Ltd	-	24	-	24	24	25
All Funds	31,074	4,325	-	4,325	4,325	4,507
3241 Paid Family Medical Leave Insurance						
8000 General Fund	5,930	7,388	916	8,304	10,683	14,940
3400 Other Funds Ltd	11,395	70,630	7,074	77,704	83,625	87,523
6400 Federal Funds Ltd	7,817	22,822	2,376	25,198	26,492	11,450
All Funds	25,142	100,840	10,366	111,206	120,800	113,913
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	902	603	11	614	607	772
3400 Other Funds Ltd	1,994	4,722	-	4,722	4,350	4,620
6400 Federal Funds Ltd	1,003	1,668	-	1,668	1,430	605
All Funds	3,899	6,993	11	7,004	6,387	5,997
3260 Mass Transit Tax						

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Central Services

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8000 General Fund	37,508	11,281	1,375	12,656	12,656	5,688
3400 Other Funds Ltd	75,738	109,289	10,614	119,903	119,903	126,909
All Funds	113,246	120,570	11,989	132,559	132,559	132,597
3270 Flexible Benefits						
8000 General Fund	842,196	519,750	9,900	529,650	612,796	784,970
3400 Other Funds Ltd	1,792,992	4,062,656	-	4,062,656	4,377,935	4,655,284
6400 Federal Funds Ltd	952,236	1,438,444	-	1,438,444	1,455,285	624,090
All Funds	3,587,424	6,020,850	9,900	6,030,750	6,446,016	6,064,344
3280 Other OPE						
8000 General Fund	71	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	-	-	16
All Funds	71	-	-	-	-	16
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	2,226,738	1,012,031	162,348	1,174,379	1,495,475	1,988,678
3400 Other Funds Ltd	4,766,598	9,687,703	520,248	10,207,951	11,549,459	12,056,032
6400 Federal Funds Ltd	2,457,382	3,275,419	103,625	3,379,044	3,682,169	1,726,309
TOTAL OTHER PAYROLL EXPENSES	**$9,450,718**	**$13,975,153**	**$786,221**	**$14,761,374**	**$16,727,103**	**$15,771,019**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(3)	-	(3)	(3)	(148,456)

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	-	(162,711)	-	(162,711)	(162,711)	(1,133,111)
6400 Federal Funds Ltd	-	(65,980)	-	(65,980)	(65,980)	(156,469)
All Funds	-	(228,694)	-	(228,694)	(228,694)	(1,438,036)
3465 Reconciliation Adjustment						
8000 General Fund	-	12,220	-	12,220	-	-
3400 Other Funds Ltd	-	(31,325)	-	(31,325)	-	-
6400 Federal Funds Ltd	-	1,077	-	1,077	-	-
All Funds	-	(18,028)	-	(18,028)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	12,217	-	12,217	(3)	(148,456)
3400 Other Funds Ltd	-	(194,036)	-	(194,036)	(162,711)	(1,133,111)
6400 Federal Funds Ltd	-	(64,903)	-	(64,903)	(65,980)	(156,469)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($246,722)**	**-**	**($246,722)**	**($228,694)**	**($1,438,036)**
TOTAL PERSONAL SERVICES						
8000 General Fund	6,629,260	2,871,387	391,449	3,262,836	4,165,897	5,596,271
3400 Other Funds Ltd	14,181,000	27,556,769	2,289,190	29,845,959	32,628,534	33,137,857
6400 Federal Funds Ltd	7,448,880	8,985,982	697,492	9,683,474	10,285,091	4,461,353
TOTAL PERSONAL SERVICES	**$28,259,140**	**$39,414,138**	**$3,378,131**	**$42,792,269**	**$47,079,522**	**$43,195,481**
SERVICES & SUPPLIES						
4100 Instate Travel						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	18,741	24,075	450	24,525	24,525	17,236
3400 Other Funds Ltd	29,989	153,888	-	153,888	153,888	160,353
6400 Federal Funds Ltd	9,972	44,067	-	44,067	44,067	40,446
All Funds	58,702	222,030	450	222,480	222,480	218,035
4125 Out of State Travel						
8000 General Fund	38,086	-	-	-	-	-
3400 Other Funds Ltd	37,718	56,635	-	56,635	56,635	59,013
6400 Federal Funds Ltd	13,501	6,401	-	6,401	6,401	6,670
All Funds	89,305	63,036	-	63,036	63,036	65,683
4150 Employee Training						
8000 General Fund	65,402	20,306	355	20,661	20,661	14,760
3400 Other Funds Ltd	124,049	127,091	-	127,091	127,091	132,430
6400 Federal Funds Ltd	57,215	44,970	-	44,970	44,970	42,405
All Funds	246,666	192,367	355	192,722	192,722	189,595
4175 Office Expenses						
8000 General Fund	16,487	43,335	810	44,145	44,145	31,024
3400 Other Funds Ltd	43,742	337,376	-	337,376	337,376	351,544
6400 Federal Funds Ltd	15,870	71,822	-	71,822	71,822	64,992
All Funds	76,099	452,533	810	453,343	453,343	447,560
4200 Telecommunications						
8000 General Fund	91,945	14,445	270	14,715	14,715	10,342

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	306,565	134,736	-	134,736	134,736	140,396
6400 Federal Funds Ltd	92,495	24,146	-	24,146	24,146	21,877
All Funds	491,005	173,327	270	173,597	173,597	172,615
4225 State Gov. Service Charges						
8000 General Fund	749,162	-	-	-	-	1,019,122
3400 Other Funds Ltd	2,623,473	3,979,605	-	3,979,605	3,979,605	5,949,139
6400 Federal Funds Ltd	885,341	1,057,870	-	1,057,870	1,057,870	784,567
All Funds	4,257,976	5,037,475	-	5,037,475	5,037,475	7,752,828
4250 Data Processing						
8000 General Fund	3,367	17,655	330	17,985	17,985	12,640
3400 Other Funds Ltd	9,310	692,164	-	692,164	692,164	721,235
6400 Federal Funds Ltd	7,144	28,604	-	28,604	28,604	25,794
All Funds	19,821	738,423	330	738,753	738,753	759,669
4275 Publicity and Publications						
8000 General Fund	2,049	-	-	-	-	-
3400 Other Funds Ltd	521	12,735	-	12,735	12,735	13,270
6400 Federal Funds Ltd	179	-	-	-	-	-
All Funds	2,749	12,735	-	12,735	12,735	13,270
4300 Professional Services						
8000 General Fund	1,629,147	2,200,000	-	2,200,000	2,200,000	-
3400 Other Funds Ltd	1,695,495	394,966	-	394,966	394,966	421,824

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	407,659	-	-	-	-	-
All Funds	3,732,301	2,594,966	-	2,594,966	2,594,966	421,824
4315 IT Professional Services						
3400 Other Funds Ltd	-	3,833	-	3,833	3,833	4,094
4325 Attorney General						
8000 General Fund	599,305	-	-	-	-	-
3400 Other Funds Ltd	272,331	142,979	-	142,979	142,979	176,237
6400 Federal Funds Ltd	88,378	-	-	-	-	-
All Funds	960,014	142,979	-	142,979	142,979	176,237
4375 Employee Recruitment and Develop						
8000 General Fund	38,345	3,065	55	3,120	3,120	2,225
3400 Other Funds Ltd	20,132	13,592	-	13,592	13,592	14,163
6400 Federal Funds Ltd	10,242	5,128	-	5,128	5,128	4,673
All Funds	68,719	21,785	55	21,840	21,840	21,061
4400 Dues and Subscriptions						
8000 General Fund	49,484	-	-	-	-	-
3400 Other Funds Ltd	122,959	92,659	-	92,659	92,659	96,552
6400 Federal Funds Ltd	52,439	-	-	-	-	-
All Funds	224,882	92,659	-	92,659	92,659	96,552
4425 Facilities Rental and Taxes						
8000 General Fund	444,064	-	-	-	-	429,271

Housing & Community Svcs Dept ***Agency Number: 91400***

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Central Services

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	1,678,969	1,157,364	-	1,157,364	1,157,364	2,505,872
6400 Federal Funds Ltd	529,065	90,678	-	90,678	90,678	330,474
All Funds	2,652,098	1,248,042	-	1,248,042	1,248,042	3,265,617
4475 Facilities Maintenance						
8000 General Fund	1,710	-	-	-	-	-
3400 Other Funds Ltd	7,234	14,037	-	14,037	14,037	14,627
6400 Federal Funds Ltd	2,392	2,339	-	2,339	2,339	2,437
All Funds	11,336	16,376	-	16,376	16,376	17,064
4575 Agency Program Related S and S						
8000 General Fund	1,553	-	-	-	-	-
3400 Other Funds Ltd	2,855	187,649	-	187,649	187,649	195,530
6400 Federal Funds Ltd	1,558	-	-	-	-	-
All Funds	5,966	187,649	-	187,649	187,649	195,530
4650 Other Services and Supplies						
8000 General Fund	9,295	751,068	1,225	752,293	752,293	421,176
3400 Other Funds Ltd	250,393	358,846	-	358,846	358,846	514,787
6400 Federal Funds Ltd	7,370	76,835	-	76,835	76,835	159,225
All Funds	267,058	1,186,749	1,225	1,187,974	1,187,974	1,095,188
4700 Expendable Prop 250 - 5000						
8000 General Fund	3,465	61,275	1,075	62,350	62,350	44,536
3400 Other Funds Ltd	14,921	160,217	-	160,217	160,217	166,947

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
6400 Federal Funds Ltd	4,171	28,002	-	28,002	28,002	15,736
All Funds	22,557	249,494	1,075	250,569	250,569	227,219
4715 IT Expendable Property						
8000 General Fund	194,776	35,625	625	36,250	36,250	25,892
3400 Other Funds Ltd	637,152	369,710	-	369,710	369,710	385,238
6400 Federal Funds Ltd	210,950	67,158	-	67,158	67,158	62,165
All Funds	1,042,878	472,493	625	473,118	473,118	473,295
TOTAL SERVICES & SUPPLIES						
8000 General Fund	3,956,383	3,170,849	5,195	3,176,044	3,176,044	2,028,224
3400 Other Funds Ltd	7,877,808	8,390,082	-	8,390,082	8,390,082	12,023,251
6400 Federal Funds Ltd	2,395,941	1,548,020	-	1,548,020	1,548,020	1,561,461
TOTAL SERVICES & SUPPLIES	**$14,230,132**	**$13,108,951**	**$5,195**	**$13,114,146**	**$13,114,146**	**$15,612,936**
CAPITAL OUTLAY						
5550 Data Processing Software						
8000 General Fund	-	-	-	-	-	14,081
3400 Other Funds Ltd	-	103,953	-	103,953	103,953	83,406
6400 Federal Funds Ltd	-	-	-	-	-	10,832
All Funds	-	103,953	-	103,953	103,953	108,319
SPECIAL PAYMENTS						
6020 Dist to Counties						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	16,439,244	-	-	-	-	-
3400 Other Funds Ltd	4,957,718	-	-	-	-	-
All Funds	21,396,962	-	-	-	-	-
6025 Dist to Other Gov Unit						
8000 General Fund	8,904,427	-	-	-	-	-
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	2,522,665	-	-	-	-	-
6050 Dist to Non-Profit Organizations						
8000 General Fund	997,912	-	-	-	-	-
3400 Other Funds Ltd	11,155,016	-	-	-	-	-
All Funds	12,152,928	-	-	-	-	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	27,101,190	-	-	-	-	-
6080 Loans Made - Other						
3400 Other Funds Ltd	7,500,000	-	-	-	-	-
6085 Other Special Payments						
8000 General Fund	641,864	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	54,084,637	-	-	-	-	-
3400 Other Funds Ltd	26,135,399	-	-	-	-	-

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Central Services

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
TOTAL SPECIAL PAYMENTS	**$80,220,036**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
8000 General Fund	64,670,280	6,042,236	396,644	6,438,880	7,341,941	7,638,576
3400 Other Funds Ltd	48,194,207	36,050,804	2,289,190	38,339,994	41,122,569	45,244,514
6400 Federal Funds Ltd	9,844,821	10,534,002	697,492	11,231,494	11,833,111	6,033,646
TOTAL EXPENDITURES	**$122,709,308**	**$52,627,042**	**$3,383,326**	**$56,010,368**	**$60,297,621**	**$58,916,736**
REVERSIONS						
9900 Reversions						
8000 General Fund	1,962,708	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	11,642,556	7,520,611
6400 Federal Funds Ltd	-	-	-	-	(5,799,465)	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**$5,843,091**	**$7,520,611**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	179	155	1	156	152	143
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	142.54	152.10	0.25	152.35	152.00	143.00
8280 FTE Reconciliation	-	(0.02)	-	(0.02)	-	-
TOTAL AUTHORIZED FTE	**142.54**	**152.08**	**0.25**	**152.33**	**152.00**	**143.00**

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Bond Activities and Debt Service

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	352,302,326	341,957,645	-	341,957,645	556,204,896	556,204,896
3400 Other Funds Ltd	12,449,220	596,786	-	596,786	1,285,108	1,285,108
All Funds	364,751,546	342,554,431	-	342,554,431	557,490,004	557,490,004
0030 Beginning Balance Adjustment						
4430 Lottery Funds Debt Svc Ltd	-	162,965	-	162,965	-	-
3430 Other Funds Debt Svc Ltd	-	29,000	-	29,000	-	-
All Funds	-	191,965	-	191,965	-	-
TOTAL BEGINNING BALANCE						
4430 Lottery Funds Debt Svc Ltd	-	162,965	-	162,965	-	-
3200 Other Funds Non-Ltd	352,302,326	341,957,645	-	341,957,645	556,204,896	556,204,896
3400 Other Funds Ltd	12,449,220	596,786	-	596,786	1,285,108	1,285,108
3430 Other Funds Debt Svc Ltd	-	29,000	-	29,000	-	-
TOTAL BEGINNING BALANCE	**$364,751,546**	**$342,746,396**	**-**	**$342,746,396**	**$557,490,004**	**$557,490,004**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	46,644	150,629	66,478	217,107	421,842	545,341
8030 General Fund Debt Svc	69,307,754	127,170,731	(503,300)	126,667,431	230,930,098	230,930,098

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Agency Worksheet - Revenues & Expenditures
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Bond Activities and Debt Service

Version: V - 01 - Agency Request Budget
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DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
All Funds	69,354,398	127,321,360	(436,822)	126,884,538	231,351,940	231,475,439
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3200 Other Funds Non-Ltd	1,465	-	-	-	-	-
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	-	4,280,000	-	4,280,000	-	-
0560 Dedicated Fund Oblig Bonds						
3200 Other Funds Non-Ltd	-	50,000,000	-	50,000,000	-	-
0565 Lottery Bonds						
3400 Other Funds Ltd	-	525,793	-	525,793	-	-
0570 Revenue Bonds						
3200 Other Funds Non-Ltd	295,925,000	500,000,000	-	500,000,000	-	-
TOTAL BOND SALES						
3200 Other Funds Non-Ltd	295,925,000	550,000,000	-	550,000,000	-	-
3400 Other Funds Ltd	-	4,805,793	-	4,805,793	-	-
TOTAL BOND SALES	**$295,925,000**	**$554,805,793**	**-**	**$554,805,793**	**-**	**-**
INTEREST EARNINGS						
0605 Interest Income						
4430 Lottery Funds Debt Svc Ltd	198,178	-	-	-	-	-

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DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3200 Other Funds Non-Ltd	71,279,510	89,600,000	-	89,600,000	89,736,000	89,736,000
3400 Other Funds Ltd	56,338	12,948	-	12,948	79,200	79,200
3430 Other Funds Debt Svc Ltd	7	-	1,396,554	1,396,554	-	-
All Funds	71,534,033	89,612,948	1,396,554	91,009,502	89,815,200	89,815,200
LOAN REPAYMENT						
0930 Housing Div Loan Repayments						
3200 Other Funds Non-Ltd	235,245,512	315,000,000	-	315,000,000	124,920,000	124,920,000
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	4,911	5,000,000	-	5,000,000	-	-
3400 Other Funds Ltd	80	-	-	-	-	-
All Funds	4,991	5,000,000	-	5,000,000	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	3,164	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
4430 Lottery Funds Debt Svc Ltd	862,853	-	-	-	-	-
3200 Other Funds Non-Ltd	24,862,410	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	-	324,175,922	139,750,437	139,750,437
3400 Other Funds Ltd	9,185,000	8,376,529	-	8,376,529	6,493,340	6,493,340

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Bond Activities and Debt Service

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	387,785,805	332,552,451	-	332,552,451	146,243,777	146,243,777
1107 Tsfr From Administrative Svcs						
4430 Lottery Funds Debt Svc Ltd	25,144,423	30,406,918	(862,853)	29,544,065	40,500,992	40,500,992
3430 Other Funds Debt Svc Ltd	33,216	-	-	-	-	-
All Funds	25,177,639	30,406,918	(862,853)	29,544,065	40,500,992	40,500,992
TOTAL TRANSFERS IN						
4430 Lottery Funds Debt Svc Ltd	26,007,276	30,406,918	(862,853)	29,544,065	40,500,992	40,500,992
3200 Other Funds Non-Ltd	24,862,410	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	-	324,175,922	139,750,437	139,750,437
3400 Other Funds Ltd	9,185,000	8,376,529	-	8,376,529	6,493,340	6,493,340
3430 Other Funds Debt Svc Ltd	33,216	-	-	-	-	-
TOTAL TRANSFERS IN	**$412,963,444**	**$362,959,369**	**($862,853)**	**$362,096,516**	**$186,744,769**	**$186,744,769**
REVENUES						
8000 General Fund	46,644	150,629	66,478	217,107	421,842	545,341
8030 General Fund Debt Svc	69,307,754	127,170,731	(503,300)	126,667,431	230,930,098	230,930,098
4430 Lottery Funds Debt Svc Ltd	26,205,454	30,406,918	(862,853)	29,544,065	40,500,992	40,500,992
3200 Other Funds Non-Ltd	627,318,808	959,600,000	-	959,600,000	214,656,000	214,656,000
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	-	324,175,922	139,750,437	139,750,437
3400 Other Funds Ltd	9,241,418	13,195,270	-	13,195,270	6,572,540	6,572,540
3430 Other Funds Debt Svc Ltd	33,223	-	1,396,554	1,396,554	-	-

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Bond Activities and Debt Service

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	3,164	-	-	-	-	-
TOTAL REVENUES	**$1,085,032,007**	**$1,454,699,470**	**$96,879**	**$1,454,796,349**	**$632,831,909**	**$632,955,408**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3200 Other Funds Non-Ltd	(383,935,394)	(335,175,922)	-	(335,175,922)	(150,648,146)	(150,648,146)
3400 Other Funds Ltd	(1,437,023)	(347,462)	-	(347,462)	-	-
All Funds	(385,372,417)	(335,523,384)	-	(335,523,384)	(150,648,146)	(150,648,146)
AVAILABLE REVENUES						
8000 General Fund	46,644	150,629	66,478	217,107	421,842	545,341
8030 General Fund Debt Svc	69,307,754	127,170,731	(503,300)	126,667,431	230,930,098	230,930,098
4430 Lottery Funds Debt Svc Ltd	26,205,454	30,569,883	(862,853)	29,707,030	40,500,992	40,500,992
3200 Other Funds Non-Ltd	595,685,740	966,381,723	-	966,381,723	620,212,750	620,212,750
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	-	324,175,922	139,750,437	139,750,437
3400 Other Funds Ltd	20,253,615	13,444,594	-	13,444,594	7,857,648	7,857,648
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,396,554	1,425,554	-	-
6400 Federal Funds Ltd	3,164	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$1,064,411,136**	**$1,461,922,482**	**$96,879**	**$1,462,019,361**	**$1,039,673,767**	**$1,039,797,266**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						

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Bond Activities and Debt Service

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,959	-	40,578	40,578	172,944	172,944
3400 Other Funds Ltd	1,671,280	1,771,748	165,128	1,936,876	2,046,336	2,046,336
6400 Federal Funds Ltd	2,036	-	-	-	-	-
All Funds	1,675,275	1,771,748	205,706	1,977,454	2,219,280	2,219,280
3170 Overtime Payments						
8000 General Fund	(5)	-	-	-	-	-
3400 Other Funds Ltd	(712)	-	-	-	-	-
6400 Federal Funds Ltd	(8)	-	-	-	-	-
All Funds	(725)	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	3	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	4,681	-	-	-	-	-
6400 Federal Funds Ltd	9	-	-	-	-	-
All Funds	4,690	-	-	-	-	-
TOTAL SALARIES & WAGES						
8000 General Fund	1,954	-	40,578	40,578	172,944	172,944
3400 Other Funds Ltd	1,675,252	1,771,748	165,128	1,936,876	2,046,336	2,046,336
6400 Federal Funds Ltd	2,037	-	-	-	-	-

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Bond Activities and Debt Service

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
TOTAL SALARIES & WAGES	**$1,679,243**	**$1,771,748**	**$205,706**	**$1,977,454**	**$2,219,280**	**$2,219,280**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	-	13	13	72	72
3400 Other Funds Ltd	472	472	-	472	648	648
All Funds	472	472	13	485	720	720
3220 Public Employees' Retire Cont						
8000 General Fund	366	-	7,272	7,272	36,387	36,387
3400 Other Funds Ltd	307,421	317,497	29,590	347,087	430,547	430,547
6400 Federal Funds Ltd	375	-	-	-	-	-
All Funds	308,162	317,497	36,862	354,359	466,934	466,934
3221 Pension Obligation Bond						
8000 General Fund	110	-	-	-	-	6,782
3400 Other Funds Ltd	93,204	86,257	1,553	87,810	87,810	80,247
6400 Federal Funds Ltd	114	-	-	-	-	-
All Funds	93,428	86,257	1,553	87,810	87,810	87,029
3230 Social Security Taxes						
8000 General Fund	149	-	3,104	3,104	13,230	13,230
3400 Other Funds Ltd	126,421	135,539	12,632	148,171	156,544	156,544
6400 Federal Funds Ltd	155	-	-	-	-	-

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Bond Activities and Debt Service

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	126,725	135,539	15,736	151,275	169,774	169,774
3241 Paid Family Medical Leave Insurance						
8000 General Fund	2	-	162	162	692	692
3400 Other Funds Ltd	1,637	7,087	661	7,748	8,184	8,184
6400 Federal Funds Ltd	4	-	-	-	-	-
All Funds	1,643	7,087	823	7,910	8,876	8,876
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	-	-	11	11	42	42
3400 Other Funds Ltd	289	410	-	410	378	378
All Funds	289	410	11	421	420	420
3260 Mass Transit Tax						
8000 General Fund	12	-	243	243	243	1,038
3400 Other Funds Ltd	9,939	10,630	991	11,621	11,621	12,278
All Funds	9,951	10,630	1,234	11,864	11,864	13,316
3270 Flexible Benefits						
8000 General Fund	395	-	9,900	9,900	42,408	42,408
3400 Other Funds Ltd	367,141	353,100	-	353,100	381,672	381,672
6400 Federal Funds Ltd	464	-	-	-	-	-
All Funds	368,000	353,100	9,900	363,000	424,080	424,080
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	1,034	-	20,705	20,705	93,074	100,651

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	906,524	910,992	45,427	956,419	1,077,404	1,070,498
6400 Federal Funds Ltd	1,112	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$908,670**	**$910,992**	**$66,132**	**$977,124**	**$1,170,478**	**$1,171,149**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	-	-	-	-	(8,647)
3400 Other Funds Ltd	-	(16,623)	-	(16,623)	(16,623)	(102,317)
All Funds	-	(16,623)	-	(16,623)	(16,623)	(110,964)
TOTAL PERSONAL SERVICES						
8000 General Fund	2,988	-	61,283	61,283	266,018	264,948
3400 Other Funds Ltd	2,581,776	2,666,117	210,555	2,876,672	3,107,117	3,014,517
6400 Federal Funds Ltd	3,149	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$2,587,913**	**$2,666,117**	**$271,838**	**$2,937,955**	**$3,373,135**	**$3,279,465**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	-	450	450	450	1,819
3400 Other Funds Ltd	-	6,465	-	6,465	6,465	6,737
All Funds	-	6,465	450	6,915	6,915	8,556
4125 Out of State Travel						
3400 Other Funds Ltd	3,766	15,781	-	15,781	15,781	16,444

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4150 Employee Training						
8000 General Fund	6	-	355	355	355	1,440
3400 Other Funds Ltd	5,417	14,279	-	14,279	14,279	14,879
6400 Federal Funds Ltd	1	-	-	-	-	-
All Funds	5,424	14,279	355	14,634	14,634	16,319
4175 Office Expenses						
8000 General Fund	-	-	810	810	810	3,274
3200 Other Funds Non-Ltd	19	1,000	-	1,000	1,000	1,000
3400 Other Funds Ltd	342	15,844	-	15,844	15,844	16,509
All Funds	361	16,844	810	17,654	17,654	20,783
4200 Telecommunications						
8000 General Fund	-	-	270	270	270	1,091
3400 Other Funds Ltd	-	7,927	-	7,927	7,927	8,260
All Funds	-	7,927	270	8,197	8,197	9,351
4225 State Gov. Service Charges						
8000 General Fund	-	150,629	-	150,629	150,629	259,396
3200 Other Funds Non-Ltd	114,479	-	-	-	-	-
3400 Other Funds Ltd	120,540	440,019	-	440,019	440,019	380,779
All Funds	235,019	590,648	-	590,648	590,648	640,175
4250 Data Processing						
8000 General Fund	-	-	330	330	330	1,334

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	35,979	36,666	-	36,666	36,666	38,206
All Funds	35,979	36,666	330	36,996	36,996	39,540
4275 Publicity and Publications						
3200 Other Funds Non-Ltd	-	175,000	-	175,000	175,000	175,000
4300 Professional Services						
8000 General Fund	6	-	-	-	-	-
3200 Other Funds Non-Ltd	6,129,695	9,126,576	-	9,126,576	9,126,576	9,126,576
3400 Other Funds Ltd	622,424	2,849,568	-	2,849,568	2,849,568	3,043,339
6400 Federal Funds Ltd	4	-	-	-	-	-
All Funds	6,752,129	11,976,144	-	11,976,144	11,976,144	12,169,915
4325 Attorney General						
3200 Other Funds Non-Ltd	32,893	130,696	-	130,696	130,696	130,696
3400 Other Funds Ltd	14,814	35,744	-	35,744	35,744	44,058
All Funds	47,707	166,440	-	166,440	166,440	174,754
4375 Employee Recruitment and Develop						
8000 General Fund	-	-	55	55	55	217
3400 Other Funds Ltd	-	505	-	505	505	526
All Funds	-	505	55	560	560	743
4400 Dues and Subscriptions						
8000 General Fund	1	-	-	-	-	-
3400 Other Funds Ltd	1,211	937	-	937	937	976

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	1	-	-	-	-	-
All Funds	1,213	937	-	937	937	976
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	-	58,009	-	58,009	58,009	-
4575 Agency Program Related S and S						
3200 Other Funds Non-Ltd	328,040	3,300,000	-	3,300,000	3,300,000	3,300,000
3400 Other Funds Ltd	-	1,169	-	1,169	1,169	1,218
All Funds	328,040	3,301,169	-	3,301,169	3,301,169	3,301,218
4650 Other Services and Supplies						
8000 General Fund	-	-	1,225	1,225	1,225	4,951
3200 Other Funds Non-Ltd	4,267,449	6,043,542	-	6,043,542	6,043,542	6,043,542
3400 Other Funds Ltd	1,692,003	4,920,532	-	4,920,532	4,920,532	119,558
All Funds	5,959,452	10,964,074	1,225	10,965,299	10,965,299	6,168,051
4700 Expendable Prop 250 - 5000						
8000 General Fund	2	-	1,075	1,075	1,075	4,345
3400 Other Funds Ltd	638	4,913	-	4,913	4,913	5,119
6400 Federal Funds Ltd	4	-	-	-	-	-
All Funds	644	4,913	1,075	5,988	5,988	9,464
4715 IT Expendable Property						
8000 General Fund	5	-	625	625	625	2,526
3400 Other Funds Ltd	11,106	9,842	-	9,842	9,842	10,255

Housing & Community Svcs Dept ***Agency Number: 91400***

Agency Worksheet - Revenues & Expenditures **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-080-00-00-00000**
Bond Activities and Debt Service

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	5	-	-	-	-	-
All Funds	11,116	9,842	625	10,467	10,467	12,781
TOTAL SERVICES & SUPPLIES						
8000 General Fund	20	150,629	5,195	155,824	155,824	280,393
3200 Other Funds Non-Ltd	10,872,575	18,776,814	-	18,776,814	18,776,814	18,776,814
3400 Other Funds Ltd	2,508,240	8,418,200	-	8,418,200	8,418,200	3,706,863
6400 Federal Funds Ltd	15	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$13,380,850**	**$27,345,643**	**$5,195**	**$27,350,838**	**$27,350,838**	**$22,764,070**
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3200 Other Funds Non-Ltd	-	5,996,320	-	5,996,320	5,996,320	5,996,320
6035 Dist to Individuals						
3200 Other Funds Non-Ltd	2,911,450	-	-	-	-	-
6080 Loans Made - Other						
3200 Other Funds Non-Ltd	286,665,990	533,500,000	-	533,500,000	533,500,000	533,500,000
TOTAL SPECIAL PAYMENTS						
3200 Other Funds Non-Ltd	289,577,440	539,496,320	-	539,496,320	539,496,320	539,496,320
TOTAL SPECIAL PAYMENTS	**$289,577,440**	**$539,496,320**	**-**	**$539,496,320**	**$539,496,320**	**$539,496,320**
DEBT SERVICE						
7100 Principal - Bonds						

Housing & Community Svcs Dept ***Agency Number: 91400***

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Bond Activities and Debt Service

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8030 General Fund Debt Svc	41,790,000	61,370,000	-	61,370,000	112,680,000	112,680,000
4430 Lottery Funds Debt Svc Ltd	20,839,829	22,698,400	-	22,698,400	28,565,567	28,565,567
3230 Other Funds Debt Svc Non-Ltd	297,780,000	267,810,000	-	267,810,000	66,510,000	66,510,000
All Funds	360,409,829	351,878,400	-	351,878,400	207,755,567	207,755,567
7150 Interest - Bonds						
8030 General Fund Debt Svc	25,032,093	65,800,731	(503,300)	65,297,431	118,250,098	118,250,098
4430 Lottery Funds Debt Svc Ltd	4,377,979	7,871,483	(862,853)	7,008,630	11,935,425	11,935,425
3230 Other Funds Debt Svc Non-Ltd	55,095,542	56,365,922	-	56,365,922	73,240,437	73,240,437
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,396,554	1,425,554	-	-
All Funds	84,538,837	130,067,136	30,401	130,097,537	203,425,960	203,425,960
TOTAL DEBT SERVICE						
8030 General Fund Debt Svc	66,822,093	127,170,731	(503,300)	126,667,431	230,930,098	230,930,098
4430 Lottery Funds Debt Svc Ltd	25,217,808	30,569,883	(862,853)	29,707,030	40,500,992	40,500,992
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	-	324,175,922	139,750,437	139,750,437
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,396,554	1,425,554	-	-
TOTAL DEBT SERVICE	**$444,948,666**	**$481,945,536**	**$30,401**	**$481,975,937**	**$411,181,527**	**$411,181,527**
EXPENDITURES						
8000 General Fund	3,008	150,629	66,478	217,107	421,842	545,341
8030 General Fund Debt Svc	66,822,093	127,170,731	(503,300)	126,667,431	230,930,098	230,930,098
4430 Lottery Funds Debt Svc Ltd	25,217,808	30,569,883	(862,853)	29,707,030	40,500,992	40,500,992

Housing & Community Svcs Dept ***Agency Number: 91400***

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Bond Activities and Debt Service

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3200 Other Funds Non-Ltd	300,450,015	558,273,134	-	558,273,134	558,273,134	558,273,134
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	-	324,175,922	139,750,437	139,750,437
3400 Other Funds Ltd	5,090,016	11,084,317	210,555	11,294,872	11,525,317	6,721,380
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,396,554	1,425,554	-	-
6400 Federal Funds Ltd	3,164	-	-	-	-	-
TOTAL EXPENDITURES	**$750,494,869**	**$1,051,453,616**	**$307,434**	**$1,051,761,050**	**$981,401,820**	**$976,721,382**
REVERSIONS						
9900 Reversions						
8000 General Fund	(43,636)	-	-	-	-	-
8030 General Fund Debt Svc	(2,485,661)	-	-	-	-	-
All Funds	(2,529,297)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	987,646	-	-	-	-	-
3200 Other Funds Non-Ltd	295,235,725	408,108,589	-	408,108,589	61,939,616	61,939,616
3230 Other Funds Debt Svc Non-Ltd	-	-	-	-	-	-
3400 Other Funds Ltd	15,163,599	2,360,277	(210,555)	2,149,722	(3,667,669)	1,136,268
3430 Other Funds Debt Svc Ltd	-	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	-	-	-

Housing & Community Svcs Dept ***Agency Number: 91400***

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Bond Activities and Debt Service

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
TOTAL ENDING BALANCE	**$311,386,970**	**$410,468,866**	**($210,555)**	**$410,258,311**	**$58,271,947**	**$63,075,884**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	8	9	1	10	10	10
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	8.00	8.92	0.25	9.17	10.00	10.00

Housing & Community Svcs Dept ***Agency Number: 91400***

Agency Worksheet - Revenues & Expenditures **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-089-00-00-00000**
Capital Construction

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
BEGINNING BALANCE						
0025 Beginning Balance						
3020 Other Funds Cap Construct	582,832	-	-	-	-	-
REVENUE CATEGORIES						
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	411,685,000	600,000,000	-	600,000,000	-	-
INTEREST EARNINGS						
0605 Interest Income						
3020 Other Funds Cap Construct	12,349,100	-	-	-	-	-
REVENUES						
3020 Other Funds Cap Construct	424,034,100	600,000,000	-	600,000,000	-	-
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3020 Other Funds Cap Construct	(1,685,000)	-	-	-	-	-
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	422,931,932	600,000,000	-	600,000,000	-	-
EXPENDITURES						
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	-	600,000,000	-	600,000,000	-	-

Housing & Community Svcs Dept ***Agency Number: 91400***

Agency Worksheet - Revenues & Expenditures
2025-27 Biennium
Capital Construction

Version: V - 01 - Agency Request Budget
Cross Reference Number: 91400-089-00-00-00000

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
SPECIAL PAYMENTS						
6080 Loans Made - Other						
3020 Other Funds Cap Construct	410,000,000	-	-	-	-	-
EXPENDITURES						
3020 Other Funds Cap Construct	410,000,000	600,000,000	-	600,000,000	-	-
ENDING BALANCE						
3020 Other Funds Cap Construct	12,931,932	-	-	-	-	-
TOTAL ENDING BALANCE	**$12,931,932**	**-**	**-**	**-**	**-**	**-**

Housing & Community Svcs Dept ***Agency Number: 91400***

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-000-00-00-00000**
Housing & Community Svcs Dept

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3200 Other Funds Non-Ltd	558,205,696	-	558,205,696	-	558,205,696
3400 Other Funds Ltd	323,609,623	-	323,609,623	-	323,609,623
All Funds	881,815,319	-	881,815,319	-	881,815,319
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	723,412,467	(634,902,044)	88,510,423	1,029,809,484	1,118,319,907
8030 General Fund Debt Svc	230,930,098	-	230,930,098	31,996,491	262,926,589
All Funds	954,342,565	(634,902,044)	319,440,521	1,061,805,975	1,381,246,496
TAXES					
0190 Other Selective Taxes					
3400 Other Funds Ltd	2,640,000	-	2,640,000	-	2,640,000
LICENSES AND FEES					
0210 Non-business Lic. and Fees					
3400 Other Funds Ltd	223,200	-	223,200	-	223,200
0240 Public Utilities Fees					
3400 Other Funds Ltd	109,848,500	-	109,848,500	-	109,848,500
TOTAL LICENSES AND FEES					
3400 Other Funds Ltd	110,071,700	-	110,071,700	-	110,071,700
CHARGES FOR SERVICES					
0410 Charges for Services					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	2,640,000	-	2,640,000	-	2,640,000
0415 Admin and Service Charges					
3400 Other Funds Ltd	49,565,203	-	49,565,203	-	49,565,203
TOTAL CHARGES FOR SERVICES					
3400 Other Funds Ltd	52,205,203	-	52,205,203	-	52,205,203
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	40,000	-	40,000	-	40,000
BOND SALES					
0555 General Fund Obligation Bonds					
3020 Other Funds Cap Construct	-	-	-	680,000,000	680,000,000
3400 Other Funds Ltd	-	-	-	5,100,000	5,100,000
All Funds	-	-	-	685,100,000	685,100,000
0565 Lottery Bonds					
3400 Other Funds Ltd	-	-	-	378,040,811	378,040,811
TOTAL BOND SALES					
3020 Other Funds Cap Construct	-	-	-	680,000,000	680,000,000
3400 Other Funds Ltd	-	-	-	383,140,811	383,140,811
TOTAL BOND SALES	**-**	**-**	**-**	**$1,063,140,811**	**$1,063,140,811**
INTEREST EARNINGS					
0605 Interest Income					
3200 Other Funds Non-Ltd	89,862,600	-	89,862,600	-	89,862,600
3400 Other Funds Ltd	41,858,890	-	41,858,890	-	41,858,890

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	131,721,490	-	131,721,490	-	131,721,490
LOAN REPAYMENT					
0930 Housing Div Loan Repayments					
3200 Other Funds Non-Ltd	124,972,700	-	124,972,700	-	124,972,700
3400 Other Funds Ltd	20,820,536	-	20,820,536	-	20,820,536
All Funds	145,793,236	-	145,793,236	-	145,793,236
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	340,640	-	340,640	-	340,640
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6200 Federal Funds Non-Ltd	185,102,399	-	185,102,399	-	185,102,399
6400 Federal Funds Ltd	166,892,298	-	166,892,298	172,227,477	339,119,775
All Funds	351,994,697	-	351,994,697	172,227,477	524,222,174
TRANSFERS IN					
1010 Transfer In - Intrafund					
3230 Other Funds Debt Svc Non-Ltd	139,750,437	-	139,750,437	-	139,750,437
3400 Other Funds Ltd	53,426,310	-	53,426,310	1,891,584	55,317,894
6400 Federal Funds Ltd	6,033,646	-	6,033,646	435,209	6,468,855
All Funds	199,210,393	-	199,210,393	2,326,793	201,537,186
1040 Transfer In Lottery Proceeds					
4430 Lottery Funds Debt Svc Ltd	-	-	-	20,949,360	20,949,360
1060 Transfer from General Fund					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	337,910	-	337,910	365,691,160	366,029,070
1100 Tsfr From Human Svcs, Dept of					
3400 Other Funds Ltd	5,000,000	-	5,000,000	-	5,000,000
1107 Tsfr From Administrative Svcs					
4430 Lottery Funds Debt Svc Ltd	40,500,992	-	40,500,992	-	40,500,992
1150 Tsfr From Revenue, Dept of					
3400 Other Funds Ltd	68,849,000	-	68,849,000	-	68,849,000
1443 Tsfr From Oregon Health Authority					
3400 Other Funds Ltd	1,054,879	-	1,054,879	-	1,054,879
TOTAL TRANSFERS IN					
4430 Lottery Funds Debt Svc Ltd	40,500,992	-	40,500,992	20,949,360	61,450,352
3230 Other Funds Debt Svc Non-Ltd	139,750,437	-	139,750,437	-	139,750,437
3400 Other Funds Ltd	128,668,099	-	128,668,099	367,582,744	496,250,843
6400 Federal Funds Ltd	6,033,646	-	6,033,646	435,209	6,468,855
TOTAL TRANSFERS IN	**$314,953,174**	**-**	**$314,953,174**	**$388,967,313**	**$703,920,487**
TOTAL REVENUES					
8000 General Fund	723,412,467	(634,902,044)	88,510,423	1,029,809,484	1,118,319,907
8030 General Fund Debt Svc	230,930,098	-	230,930,098	31,996,491	262,926,589
4430 Lottery Funds Debt Svc Ltd	40,500,992	-	40,500,992	20,949,360	61,450,352
3020 Other Funds Cap Construct	-	-	-	680,000,000	680,000,000
3200 Other Funds Non-Ltd	214,835,300	-	214,835,300	-	214,835,300
3230 Other Funds Debt Svc Non-Ltd	139,750,437	-	139,750,437	-	139,750,437
3400 Other Funds Ltd	356,645,068	-	356,645,068	750,723,555	1,107,368,623

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6200 Federal Funds Non-Ltd	185,102,399	-	185,102,399	-	185,102,399
6400 Federal Funds Ltd	172,925,944	-	172,925,944	172,662,686	345,588,630
TOTAL REVENUES	**$2,064,102,705**	**($634,902,044)**	**$1,429,200,661**	**$2,686,141,576**	**$4,115,342,237**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3200 Other Funds Non-Ltd	(150,648,146)	-	(150,648,146)	(95,982)	(150,744,128)
3400 Other Funds Ltd	(42,528,601)	-	(42,528,601)	(1,795,602)	(44,324,203)
6400 Federal Funds Ltd	(6,033,646)	-	(6,033,646)	(435,209)	(6,468,855)
All Funds	(199,210,393)	-	(199,210,393)	(2,326,793)	(201,537,186)
AVAILABLE REVENUES					
8000 General Fund	723,412,467	(634,902,044)	88,510,423	1,029,809,484	1,118,319,907
8030 General Fund Debt Svc	230,930,098	-	230,930,098	31,996,491	262,926,589
4430 Lottery Funds Debt Svc Ltd	40,500,992	-	40,500,992	20,949,360	61,450,352
3020 Other Funds Cap Construct	-	-	-	680,000,000	680,000,000
3200 Other Funds Non-Ltd	622,392,850	-	622,392,850	(95,982)	622,296,868
3230 Other Funds Debt Svc Non-Ltd	139,750,437	-	139,750,437	-	139,750,437
3400 Other Funds Ltd	637,726,090	-	637,726,090	748,927,953	1,386,654,043
6200 Federal Funds Non-Ltd	185,102,399	-	185,102,399	-	185,102,399
6400 Federal Funds Ltd	166,892,298	-	166,892,298	172,227,477	339,119,775
TOTAL AVAILABLE REVENUES	**$2,746,707,631**	**($634,902,044)**	**$2,111,805,587**	**$2,683,814,783**	**$4,795,620,370**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	12,468,269	(1,985,512)	10,482,757	8,008,298	18,491,055
3400 Other Funds Ltd	61,798,631	324,678	62,123,309	2,268,486	64,391,795
6400 Federal Funds Ltd	13,733,912	(5,522,776)	8,211,136	6,508,323	14,719,459
All Funds	88,000,812	(7,183,610)	80,817,202	16,785,107	97,602,309
3160 Temporary Appointments					
3400 Other Funds Ltd	79,688	3,347	83,035	-	83,035
6400 Federal Funds Ltd	693	29	722	-	722
All Funds	80,381	3,376	83,757	-	83,757
3190 All Other Differential					
3400 Other Funds Ltd	12,805	537	13,342	-	13,342
6400 Federal Funds Ltd	151	6	157	-	157
All Funds	12,956	543	13,499	-	13,499
TOTAL SALARIES & WAGES					
8000 General Fund	12,468,269	(1,985,512)	10,482,757	8,008,298	18,491,055
3400 Other Funds Ltd	61,891,124	328,562	62,219,686	2,268,486	64,488,172
6400 Federal Funds Ltd	13,734,756	(5,522,741)	8,212,015	6,508,323	14,720,338
TOTAL SALARIES & WAGES	**$88,094,149**	**($7,179,691)**	**$80,914,458**	**$16,785,107**	**$97,699,565**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	4,725	(864)	3,861	3,184	7,045
3400 Other Funds Ltd	22,004	248	22,252	942	23,194
6400 Federal Funds Ltd	4,843	(2,061)	2,782	2,696	5,478

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	31,572	(2,677)	28,895	6,822	35,717
3220 Public Employees' Retire Cont					
8000 General Fund	2,623,317	(417,749)	2,205,568	1,684,949	3,890,517
3400 Other Funds Ltd	13,003,741	68,426	13,072,167	477,290	13,549,457
6400 Federal Funds Ltd	2,889,647	(1,161,988)	1,727,659	1,369,349	3,097,008
All Funds	18,516,705	(1,511,311)	17,005,394	3,531,588	20,536,982
3221 Pension Obligation Bond					
8000 General Fund	434,490	54,454	488,944	-	488,944
3400 Other Funds Ltd	2,517,422	(93,479)	2,423,943	-	2,423,943
6400 Federal Funds Ltd	794,327	(255,742)	538,585	-	538,585
All Funds	3,746,239	(294,767)	3,451,472	-	3,451,472
3230 Social Security Taxes					
8000 General Fund	953,823	(153,245)	800,578	612,639	1,413,217
3400 Other Funds Ltd	4,713,761	25,448	4,739,209	173,538	4,912,747
6400 Federal Funds Ltd	1,046,742	(421,448)	625,294	497,889	1,123,183
All Funds	6,714,326	(549,245)	6,165,081	1,284,066	7,449,147
3240 Unemployment Assessments					
3400 Other Funds Ltd	4,301	181	4,482	-	4,482
6400 Federal Funds Ltd	24	1	25	-	25
All Funds	4,325	182	4,507	-	4,507
3241 Paid Family Medical Leave Insurance					
8000 General Fund	49,879	(8,030)	41,849	32,038	73,887
3400 Other Funds Ltd	245,883	1,319	247,202	9,074	256,276

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	54,686	(22,023)	32,663	26,038	58,701
All Funds	350,448	(28,734)	321,714	67,150	388,864
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	2,757	(507)	2,250	1,854	4,104
3400 Other Funds Ltd	12,845	144	12,989	552	13,541
6400 Federal Funds Ltd	2,820	(1,203)	1,617	1,581	3,198
All Funds	18,422	(1,566)	16,856	3,987	20,843
3260 Mass Transit Tax					
8000 General Fund	61,604	(15,556)	46,048	47,744	93,792
3400 Other Funds Ltd	335,065	31,863	366,928	12,608	379,536
All Funds	396,669	16,307	412,976	60,352	473,328
3270 Flexible Benefits					
8000 General Fund	2,783,534	(506,354)	2,277,180	1,872,838	4,150,018
3400 Other Funds Ltd	12,951,557	150,125	13,101,682	554,490	13,656,172
6400 Federal Funds Ltd	2,860,817	(1,212,867)	1,647,950	1,590,830	3,238,780
All Funds	18,595,908	(1,569,096)	17,026,812	4,018,158	21,044,970
3280 Other OPE					
6400 Federal Funds Ltd	-	16	16	610	626
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	6,914,129	(1,047,851)	5,866,278	4,255,246	10,121,524
3400 Other Funds Ltd	33,806,579	184,275	33,990,854	1,228,494	35,219,348
6400 Federal Funds Ltd	7,653,906	(3,077,315)	4,576,591	3,488,993	8,065,584
TOTAL OTHER PAYROLL EXPENSES	**$48,374,614**	**($3,940,891)**	**$44,433,723**	**$8,972,733**	**$53,406,456**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(36,088)	(448,704)	(484,792)	-	(484,792)
3400 Other Funds Ltd	(423,334)	(2,709,920)	(3,133,254)	-	(3,133,254)
6400 Federal Funds Ltd	(114,251)	(308,244)	(422,495)	-	(422,495)
All Funds	(573,673)	(3,466,868)	(4,040,541)	-	(4,040,541)
TOTAL PERSONAL SERVICES					
8000 General Fund	19,346,310	(3,482,067)	15,864,243	12,263,544	28,127,787
3400 Other Funds Ltd	95,274,369	(2,197,083)	93,077,286	3,496,980	96,574,266
6400 Federal Funds Ltd	21,274,411	(8,908,300)	12,366,111	9,997,316	22,363,427
TOTAL PERSONAL SERVICES	**$135,895,090**	**($14,587,450)**	**$121,307,640**	**$25,757,840**	**$147,065,480**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	116,196	(25,602)	90,594	79,617	170,211
3400 Other Funds Ltd	549,180	21,193	570,373	23,660	594,033
6400 Federal Funds Ltd	177,743	(70,719)	107,024	58,028	165,052
All Funds	843,119	(75,128)	767,991	161,305	929,296
4125 Out of State Travel					
8000 General Fund	15,383	646	16,029	-	16,029
3400 Other Funds Ltd	199,064	8,360	207,424	-	207,424
6400 Federal Funds Ltd	55,903	(6,927)	48,976	-	48,976
All Funds	270,350	2,079	272,429	-	272,429
4150 Employee Training					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	88,251	(21,163)	67,088	66,833	133,921
3400 Other Funds Ltd	358,266	13,563	371,829	21,091	392,920
6400 Federal Funds Ltd	146,591	(48,782)	97,809	64,166	161,975
All Funds	593,108	(56,382)	536,726	152,090	688,816
4175 Office Expenses					
8000 General Fund	228,030	(45,291)	182,739	143,312	326,051
3200 Other Funds Non-Ltd	1,000	-	1,000	-	1,000
3400 Other Funds Ltd	695,512	25,833	721,345	42,587	763,932
6400 Federal Funds Ltd	284,269	(125,122)	159,147	104,333	263,480
All Funds	1,208,811	(144,580)	1,064,231	290,232	1,354,463
4200 Telecommunications					
8000 General Fund	70,536	(15,327)	55,209	47,769	102,978
3400 Other Funds Ltd	295,005	11,266	306,271	14,195	320,466
6400 Federal Funds Ltd	97,117	(47,783)	49,334	37,050	86,384
All Funds	462,658	(51,844)	410,814	99,014	509,828
4225 State Gov. Service Charges					
8000 General Fund	150,629	1,127,889	1,278,518	-	1,278,518
3400 Other Funds Ltd	4,419,624	1,910,294	6,329,918	-	6,329,918
6400 Federal Funds Ltd	1,057,870	(273,303)	784,567	-	784,567
All Funds	5,628,123	2,764,880	8,393,003	-	8,393,003
4250 Data Processing					
8000 General Fund	69,617	(19,427)	50,190	58,387	108,577
3400 Other Funds Ltd	982,599	39,895	1,022,494	17,350	1,039,844

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	118,012	(71,028)	46,984	49,339	96,323
All Funds	1,170,228	(50,560)	1,119,668	125,076	1,244,744
4275 Publicity and Publications					
8000 General Fund	3,597	151	3,748	-	3,748
3200 Other Funds Non-Ltd	175,000	-	175,000	-	175,000
3400 Other Funds Ltd	48,738	2,048	50,786	-	50,786
6400 Federal Funds Ltd	92,820	(89,881)	2,939	-	2,939
All Funds	320,155	(87,682)	232,473	-	232,473
4300 Professional Services					
8000 General Fund	4,056,196	(3,916,942)	139,254	2,575,000	2,714,254
3200 Other Funds Non-Ltd	9,126,576	-	9,126,576	-	9,126,576
3400 Other Funds Ltd	5,504,161	374,283	5,878,444	1,516,000	7,394,444
6400 Federal Funds Ltd	5,996,487	(3,021,801)	2,974,686	10,000,000	12,974,686
All Funds	24,683,420	(6,564,460)	18,118,960	14,091,000	32,209,960
4315 IT Professional Services					
8000 General Fund	3,334	227	3,561	1,250,000	1,253,561
3400 Other Funds Ltd	124,305	8,452	132,757	-	132,757
6400 Federal Funds Ltd	2,235,599	(1,363,471)	872,128	628,512	1,500,640
All Funds	2,363,238	(1,354,792)	1,008,446	1,878,512	2,886,958
4325 Attorney General					
8000 General Fund	150,892	(55,828)	95,064	-	95,064
3200 Other Funds Non-Ltd	130,696	-	130,696	-	130,696
3400 Other Funds Ltd	2,497,029	580,810	3,077,839	-	3,077,839

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	388,246	(351,450)	36,796	371,121	407,917
All Funds	3,166,863	173,532	3,340,395	371,121	3,711,516
4375 Employee Recruitment and Develop					
8000 General Fund	11,953	(3,254)	8,699	10,084	18,783
3400 Other Funds Ltd	31,719	1,108	32,827	3,182	36,009
6400 Federal Funds Ltd	14,952	(7,659)	7,293	10,414	17,707
All Funds	58,624	(9,805)	48,819	23,680	72,499
4400 Dues and Subscriptions					
8000 General Fund	4,596	193	4,789	-	4,789
3400 Other Funds Ltd	99,477	4,179	103,656	-	103,656
6400 Federal Funds Ltd	20,078	844	20,922	18,850	39,772
All Funds	124,151	5,216	129,367	18,850	148,217
4425 Facilities Rental and Taxes					
8000 General Fund	90,121	339,150	429,271	-	429,271
3400 Other Funds Ltd	2,090,895	414,977	2,505,872	-	2,505,872
6400 Federal Funds Ltd	184,221	146,253	330,474	-	330,474
All Funds	2,365,237	900,380	3,265,617	-	3,265,617
4475 Facilities Maintenance					
8000 General Fund	662	28	690	-	690
3400 Other Funds Ltd	15,892	669	16,561	-	16,561
6400 Federal Funds Ltd	3,067	129	3,196	-	3,196
All Funds	19,621	826	20,447	-	20,447
4575 Agency Program Related S and S					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3200 Other Funds Non-Ltd	3,300,000	-	3,300,000	-	3,300,000
3400 Other Funds Ltd	192,079	8,067	200,146	-	200,146
All Funds	3,492,079	8,067	3,500,146	-	3,500,146
4650 Other Services and Supplies					
8000 General Fund	1,300,322	(370,379)	929,943	229,810	1,159,753
3200 Other Funds Non-Ltd	6,193,542	-	6,193,542	-	6,193,542
3400 Other Funds Ltd	6,130,681	(4,614,385)	1,516,296	8,213,331	9,729,627
6400 Federal Funds Ltd	436,466	(193,473)	242,993	45,570	288,563
All Funds	14,061,011	(5,178,237)	8,882,774	8,488,711	17,371,485
4700 Expendable Prop 250 - 5000					
8000 General Fund	169,598	(67,915)	101,683	201,670	303,353
3400 Other Funds Ltd	402,489	12,424	414,913	63,640	478,553
6400 Federal Funds Ltd	186,125	(157,964)	28,161	174,840	203,001
All Funds	758,212	(213,455)	544,757	440,150	984,907
4715 IT Expendable Property					
8000 General Fund	146,134	(38,442)	107,692	117,250	224,942
3400 Other Funds Ltd	675,606	25,771	701,377	37,000	738,377
6400 Federal Funds Ltd	192,582	(88,296)	104,286	120,400	224,686
All Funds	1,014,322	(100,967)	913,355	274,650	1,188,005
TOTAL SERVICES & SUPPLIES					
8000 General Fund	6,676,047	(3,111,286)	3,564,761	4,779,732	8,344,493
3200 Other Funds Non-Ltd	18,926,814	-	18,926,814	-	18,926,814
3400 Other Funds Ltd	25,312,321	(1,151,193)	24,161,128	9,952,036	34,113,164

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	11,688,148	(5,770,433)	5,917,715	11,682,623	17,600,338
TOTAL SERVICES & SUPPLIES	**$62,603,330**	**($10,032,912)**	**$52,570,418**	**$26,414,391**	**$78,984,809**
CAPITAL OUTLAY					
5550 Data Processing Software					
8000 General Fund	-	14,081	14,081	-	14,081
3400 Other Funds Ltd	103,953	(20,547)	83,406	-	83,406
6400 Federal Funds Ltd	-	10,832	10,832	-	10,832
All Funds	103,953	4,366	108,319	-	108,319
5900 Other Capital Outlay					
3020 Other Funds Cap Construct	-	-	-	680,000,000	680,000,000
3400 Other Funds Ltd	27,101,190	(27,101,190)	-	-	-
All Funds	27,101,190	(27,101,190)	-	680,000,000	680,000,000
TOTAL CAPITAL OUTLAY					
8000 General Fund	-	14,081	14,081	-	14,081
3020 Other Funds Cap Construct	-	-	-	680,000,000	680,000,000
3400 Other Funds Ltd	27,205,143	(27,121,737)	83,406	-	83,406
6400 Federal Funds Ltd	-	10,832	10,832	-	10,832
TOTAL CAPITAL OUTLAY	**$27,205,143**	**($27,096,824)**	**$108,319**	**$680,000,000**	**$680,108,319**
SPECIAL PAYMENTS					
6015 Dist to Cities					
6400 Federal Funds Ltd	789,397	33,155	822,552	-	822,552
6020 Dist to Counties					
8000 General Fund	17,735,792	744,903	18,480,695	-	18,480,695

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	27,921,579	1,172,706	29,094,285	-	29,094,285
6400 Federal Funds Ltd	36,531,735	(5,440,291)	31,091,444	-	31,091,444
All Funds	82,189,106	(3,522,682)	78,666,424	-	78,666,424
6025 Dist to Other Gov Unit					
8000 General Fund	495,233	20,800	516,033	-	516,033
3400 Other Funds Ltd	25,417,300	26,567,527	51,984,827	-	51,984,827
All Funds	25,912,533	26,588,327	52,500,860	-	52,500,860
6030 Dist to Non-Gov Units					
8000 General Fund	77,787,732	(77,787,732)	-	-	-
3200 Other Funds Non-Ltd	5,996,320	-	5,996,320	-	5,996,320
3400 Other Funds Ltd	65,115,718	2,734,860	67,850,578	-	67,850,578
All Funds	148,899,770	(75,052,872)	73,846,898	-	73,846,898
6035 Dist to Individuals					
3400 Other Funds Ltd	456,345	19,166	475,511	-	475,511
6200 Federal Funds Non-Ltd	185,102,399	-	185,102,399	-	185,102,399
6400 Federal Funds Ltd	39,324	1,652	40,976	-	40,976
All Funds	185,598,068	20,818	185,618,886	-	185,618,886
6050 Dist to Non-Profit Organizations					
8000 General Fund	188,123,719	(161,460,274)	26,663,445	-	26,663,445
3400 Other Funds Ltd	132,133,208	(2,593,636)	129,539,572	-	129,539,572
6400 Federal Funds Ltd	109,477,564	(23,834,553)	85,643,011	-	85,643,011
All Funds	429,734,491	(187,888,463)	241,846,028	-	241,846,028
6055 Dist to Contract Svc Providers					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	34,000,000	(34,000,000)	-	-	-
6060 Intra-Agency Gen Fund Transfer					
8000 General Fund	150,537,910	(150,200,000)	337,910	365,691,160	366,029,070
6080 Loans Made - Other					
3200 Other Funds Non-Ltd	533,750,000	-	533,750,000	-	533,750,000
3400 Other Funds Ltd	69,727,132	(26,282,472)	43,444,660	105,000,000	148,444,660
All Funds	603,477,132	(26,282,472)	577,194,660	105,000,000	682,194,660
6085 Other Special Payments					
8000 General Fund	228,709,724	(205,640,469)	23,069,255	647,075,048	670,144,303
3400 Other Funds Ltd	304,622,186	(240,558,780)	64,063,406	631,000,882	695,064,288
6400 Federal Funds Ltd	218,683,894	(187,684,237)	30,999,657	150,547,538	181,547,195
All Funds	752,015,804	(633,883,486)	118,132,318	1,428,623,468	1,546,755,786
TOTAL SPECIAL PAYMENTS					
8000 General Fund	697,390,110	(628,322,772)	69,067,338	1,012,766,208	1,081,833,546
3200 Other Funds Non-Ltd	539,746,320	-	539,746,320	-	539,746,320
3400 Other Funds Ltd	625,393,468	(238,940,629)	386,452,839	736,000,882	1,122,453,721
6200 Federal Funds Non-Ltd	185,102,399	-	185,102,399	-	185,102,399
6400 Federal Funds Ltd	365,521,914	(216,924,274)	148,597,640	150,547,538	299,145,178
TOTAL SPECIAL PAYMENTS	**$2,413,154,211**	**($1,084,187,675)**	**$1,328,966,536**	**$1,899,314,628**	**$3,228,281,164**
DEBT SERVICE					
7100 Principal - Bonds					
8030 General Fund Debt Svc	112,680,000	-	112,680,000	8,650,000	121,330,000
4430 Lottery Funds Debt Svc Ltd	28,565,567	-	28,565,567	5,260,000	33,825,567

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3230 Other Funds Debt Svc Non-Ltd	66,510,000	-	66,510,000	-	66,510,000
All Funds	207,755,567	-	207,755,567	13,910,000	221,665,567
7150 Interest - Bonds					
8030 General Fund Debt Svc	118,250,098	-	118,250,098	23,346,491	141,596,589
4430 Lottery Funds Debt Svc Ltd	11,935,425	-	11,935,425	15,689,360	27,624,785
3230 Other Funds Debt Svc Non-Ltd	73,240,437	-	73,240,437	-	73,240,437
All Funds	203,425,960	-	203,425,960	39,035,851	242,461,811
TOTAL DEBT SERVICE					
8030 General Fund Debt Svc	230,930,098	-	230,930,098	31,996,491	262,926,589
4430 Lottery Funds Debt Svc Ltd	40,500,992	-	40,500,992	20,949,360	61,450,352
3230 Other Funds Debt Svc Non-Ltd	139,750,437	-	139,750,437	-	139,750,437
TOTAL DEBT SERVICE	**$411,181,527**	**-**	**$411,181,527**	**$52,945,851**	**$464,127,378**
TOTAL EXPENDITURES					
8000 General Fund	723,412,467	(634,902,044)	88,510,423	1,029,809,484	1,118,319,907
8030 General Fund Debt Svc	230,930,098	-	230,930,098	31,996,491	262,926,589
4430 Lottery Funds Debt Svc Ltd	40,500,992	-	40,500,992	20,949,360	61,450,352
3020 Other Funds Cap Construct	-	-	-	680,000,000	680,000,000
3200 Other Funds Non-Ltd	558,673,134	-	558,673,134	-	558,673,134
3230 Other Funds Debt Svc Non-Ltd	139,750,437	-	139,750,437	-	139,750,437
3400 Other Funds Ltd	773,185,301	(269,410,642)	503,774,659	749,449,898	1,253,224,557
6200 Federal Funds Non-Ltd	185,102,399	-	185,102,399	-	185,102,399
6400 Federal Funds Ltd	398,484,473	(231,592,175)	166,892,298	172,227,477	339,119,775
TOTAL EXPENDITURES	**$3,050,039,301**	**($1,135,904,861)**	**$1,914,134,440**	**$2,684,432,710**	**$4,598,567,150**

Housing & Community Svcs Dept ***Agency Number: 91400***

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**
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Housing & Community Svcs Dept

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
ENDING BALANCE					
3200 Other Funds Non-Ltd	63,719,716	-	63,719,716	(95,982)	63,623,734
3400 Other Funds Ltd	(135,459,211)	269,410,642	133,951,431	(521,945)	133,429,486
6400 Federal Funds Ltd	(231,592,175)	231,592,175	-	-	-
TOTAL ENDING BALANCE	**($303,331,670)**	**$501,002,817**	**$197,671,147**	**($617,927)**	**$197,053,220**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	439	(37)	402	99	501
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	438.50	(37.00)	401.50	94.90	496.40

Housing & Community Svcs Dept ***Agency Number: 91400***

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**
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Housing Stabilization Programs

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	58,518,594	-	58,518,594	-	58,518,594
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	527,553,190	(478,969,763)	48,583,427	720,001,048	768,584,475
LICENSES AND FEES					
0240 Public Utilities Fees					
3400 Other Funds Ltd	99,600,000	-	99,600,000	-	99,600,000
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3400 Other Funds Ltd	600,000	-	600,000	-	600,000
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	4,811,400	-	4,811,400	-	4,811,400
LOAN REPAYMENT					
0930 Housing Div Loan Repayments					
3400 Other Funds Ltd	24,000	-	24,000	-	24,000
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	134,400	-	134,400	-	134,400
FEDERAL FUNDS REVENUE					

Housing & Community Svcs Dept ***Agency Number: 91400***

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Housing Stabilization Programs

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
0995 Federal Funds					
6400 Federal Funds Ltd	117,753,531	-	117,753,531	784,804	118,538,335
TRANSFERS IN					
1060 Transfer from General Fund					
3400 Other Funds Ltd	337,910	-	337,910	105,191,160	105,529,070
1100 Tsfr From Human Svcs, Dept of					
3400 Other Funds Ltd	5,000,000	-	5,000,000	-	5,000,000
1150 Tsfr From Revenue, Dept of					
3400 Other Funds Ltd	6,884,900	-	6,884,900	-	6,884,900
1443 Tsfr From Oregon Health Authority					
3400 Other Funds Ltd	577,579	-	577,579	-	577,579
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	12,800,389	-	12,800,389	105,191,160	117,991,549
TOTAL REVENUES					
8000 General Fund	527,553,190	(478,969,763)	48,583,427	720,001,048	768,584,475
3400 Other Funds Ltd	117,970,189	-	117,970,189	105,191,160	223,161,349
6400 Federal Funds Ltd	117,753,531	-	117,753,531	784,804	118,538,335
TOTAL REVENUES	**$763,276,910**	**($478,969,763)**	**$284,307,147**	**$825,977,012**	**$1,110,284,159**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(5,582,840)	-	(5,582,840)	(235,899)	(5,818,739)
6400 Federal Funds Ltd	(2,405,258)	-	(2,405,258)	(173,493)	(2,578,751)
All Funds	(7,988,098)	-	(7,988,098)	(409,392)	(8,397,490)

Housing & Community Svcs Dept ***Agency Number: 91400***

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**
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Housing Stabilization Programs

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
AVAILABLE REVENUES					
8000 General Fund	527,553,190	(478,969,763)	48,583,427	720,001,048	768,584,475
3400 Other Funds Ltd	170,905,943	-	170,905,943	104,955,261	275,861,204
6400 Federal Funds Ltd	115,348,273	-	115,348,273	611,311	115,959,584
TOTAL AVAILABLE REVENUES	**$813,807,406**	**($478,969,763)**	**$334,837,643**	**$825,567,620**	**$1,160,405,263**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	5,339,724	(3,071,136)	2,268,588	3,515,878	5,784,466
3400 Other Funds Ltd	5,337,413	-	5,337,413	-	5,337,413
6400 Federal Funds Ltd	2,113,303	-	2,113,303	353,364	2,466,667
All Funds	12,790,440	(3,071,136)	9,719,304	3,869,242	13,588,546
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	2,029	(1,152)	877	1,354	2,231
3400 Other Funds Ltd	1,823	-	1,823	-	1,823
6400 Federal Funds Ltd	756	-	756	176	932
All Funds	4,608	(1,152)	3,456	1,530	4,986
3220 Public Employees' Retire Cont					
8000 General Fund	1,123,473	(646,164)	477,309	739,737	1,217,046
3400 Other Funds Ltd	1,122,992	-	1,122,992	-	1,122,992
6400 Federal Funds Ltd	444,642	-	444,642	74,348	518,990

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	2,691,107	(646,164)	2,044,943	814,085	2,859,028
3221 Pension Obligation Bond					
8000 General Fund	214,416	(5,018)	209,398	-	209,398
3400 Other Funds Ltd	212,347	(3,040)	209,307	-	209,307
6400 Federal Funds Ltd	86,573	(3,700)	82,873	-	82,873
All Funds	513,336	(11,758)	501,578	-	501,578
3230 Social Security Taxes					
8000 General Fund	408,490	(234,943)	173,547	268,965	442,512
3400 Other Funds Ltd	407,235	-	407,235	-	407,235
6400 Federal Funds Ltd	160,589	-	160,589	27,032	187,621
All Funds	976,314	(234,943)	741,371	295,997	1,037,368
3241 Paid Family Medical Leave Insurance					
8000 General Fund	21,362	(12,287)	9,075	14,067	23,142
3400 Other Funds Ltd	21,282	-	21,282	-	21,282
6400 Federal Funds Ltd	8,384	-	8,384	1,414	9,798
All Funds	51,028	(12,287)	38,741	15,481	54,222
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	1,184	(672)	512	791	1,303
3400 Other Funds Ltd	1,064	-	1,064	-	1,064
6400 Federal Funds Ltd	441	-	441	102	543
All Funds	2,689	(672)	2,017	893	2,910
3260 Mass Transit Tax					
8000 General Fund	28,961	(15,350)	13,611	21,096	34,707

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	27,125	4,900	32,025	-	32,025
All Funds	56,086	(10,450)	45,636	21,096	66,732
3270 Flexible Benefits					
8000 General Fund	1,195,354	(678,528)	516,826	797,800	1,314,626
3400 Other Funds Ltd	1,072,921	-	1,072,921	-	1,072,921
6400 Federal Funds Ltd	445,837	-	445,837	103,370	549,207
All Funds	2,714,112	(678,528)	2,035,584	901,170	2,936,754
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	2,995,269	(1,594,114)	1,401,155	1,843,810	3,244,965
3400 Other Funds Ltd	2,866,789	1,860	2,868,649	-	2,868,649
6400 Federal Funds Ltd	1,147,222	(3,700)	1,143,522	206,442	1,349,964
TOTAL OTHER PAYROLL EXPENSES	**$7,009,280**	**($1,595,954)**	**$5,413,326**	**$2,050,252**	**$7,463,578**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(21,130)	(92,301)	(113,431)	-	(113,431)
3400 Other Funds Ltd	(38,556)	(228,316)	(266,872)	-	(266,872)
6400 Federal Funds Ltd	(20,262)	(85,404)	(105,666)	-	(105,666)
All Funds	(79,948)	(406,021)	(485,969)	-	(485,969)
TOTAL PERSONAL SERVICES					
8000 General Fund	8,313,863	(4,757,551)	3,556,312	5,359,688	8,916,000
3400 Other Funds Ltd	8,165,646	(226,456)	7,939,190	-	7,939,190
6400 Federal Funds Ltd	3,240,263	(89,104)	3,151,159	559,806	3,710,965
TOTAL PERSONAL SERVICES	**$19,719,772**	**($5,073,111)**	**$14,646,661**	**$5,919,494**	**$20,566,155**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	48,601	(30,097)	18,504	33,876	52,380
3400 Other Funds Ltd	37,529	1,576	39,105	-	39,105
6400 Federal Funds Ltd	38,374	674	39,048	4,392	43,440
All Funds	124,504	(27,847)	96,657	38,268	134,925
4125 Out of State Travel					
8000 General Fund	15,383	646	16,029	-	16,029
3400 Other Funds Ltd	20,640	867	21,507	-	21,507
6400 Federal Funds Ltd	30,487	1,281	31,768	-	31,768
All Funds	66,510	2,794	69,304	-	69,304
4150 Employee Training					
8000 General Fund	36,040	(24,115)	11,925	27,788	39,713
3400 Other Funds Ltd	26,000	1,092	27,092	-	27,092
6400 Federal Funds Ltd	35,510	6	35,516	3,563	39,079
All Funds	97,550	(23,017)	74,533	31,351	105,884
4175 Office Expenses					
8000 General Fund	111,669	(53,159)	58,510	60,977	119,487
3400 Other Funds Ltd	40,492	1,700	42,192	-	42,192
6400 Federal Funds Ltd	60,849	867	61,716	7,906	69,622
All Funds	213,010	(50,592)	162,418	68,883	231,301
4200 Telecommunications					
8000 General Fund	33,697	(17,868)	15,829	20,326	36,155

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	17,037	715	17,752	-	17,752
6400 Federal Funds Ltd	15,562	91	15,653	2,635	18,288
All Funds	66,296	(17,062)	49,234	22,961	72,195
4250 Data Processing					
8000 General Fund	26,599	(22,451)	4,148	24,842	28,990
3400 Other Funds Ltd	15,266	642	15,908	-	15,908
6400 Federal Funds Ltd	8,291	(340)	7,951	3,221	11,172
All Funds	50,156	(22,149)	28,007	28,063	56,070
4275 Publicity and Publications					
8000 General Fund	3,597	151	3,748	-	3,748
3400 Other Funds Ltd	13,388	562	13,950	-	13,950
6400 Federal Funds Ltd	2,820	119	2,939	-	2,939
All Funds	19,805	832	20,637	-	20,637
4300 Professional Services					
8000 General Fund	1,790,916	(1,721,381)	69,535	375,000	444,535
3400 Other Funds Ltd	1,540,240	104,736	1,644,976	-	1,644,976
6400 Federal Funds Ltd	2,765,089	188,026	2,953,115	-	2,953,115
All Funds	6,096,245	(1,428,619)	4,667,626	375,000	5,042,626
4315 IT Professional Services					
8000 General Fund	1,158	79	1,237	-	1,237
3400 Other Funds Ltd	401	27	428	-	428
6400 Federal Funds Ltd	599	41	640	-	640
All Funds	2,158	147	2,305	-	2,305

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4325 Attorney General					
8000 General Fund	115,739	(34,709)	81,030	-	81,030
3400 Other Funds Ltd	10,029	2,333	12,362	-	12,362
6400 Federal Funds Ltd	1,459	339	1,798	-	1,798
All Funds	127,227	(32,037)	95,190	-	95,190
4375 Employee Recruitment and Develop					
8000 General Fund	4,246	(3,688)	558	4,193	4,751
3400 Other Funds Ltd	1,381	58	1,439	-	1,439
6400 Federal Funds Ltd	645	(197)	448	538	986
All Funds	6,272	(3,827)	2,445	4,731	7,176
4400 Dues and Subscriptions					
8000 General Fund	4,596	193	4,789	-	4,789
3400 Other Funds Ltd	1,885	79	1,964	-	1,964
6400 Federal Funds Ltd	20,078	844	20,922	-	20,922
All Funds	26,559	1,116	27,675	-	27,675
4425 Facilities Rental and Taxes					
8000 General Fund	57,736	(57,736)	-	-	-
3400 Other Funds Ltd	153,244	(153,244)	-	-	-
6400 Federal Funds Ltd	77,674	(77,674)	-	-	-
All Funds	288,654	(288,654)	-	-	-
4475 Facilities Maintenance					
8000 General Fund	662	28	690	-	690
3400 Other Funds Ltd	537	23	560	-	560

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	728	31	759	-	759
All Funds	1,927	82	2,009	-	2,009
4575 Agency Program Related S and S					
3400 Other Funds Ltd	2,174	91	2,265	-	2,265
4650 Other Services and Supplies					
8000 General Fund	158,123	(80,547)	77,576	95,550	173,126
3400 Other Funds Ltd	50,182	2,107	52,289	-	52,289
6400 Federal Funds Ltd	34,365	(3,662)	30,703	12,250	42,953
All Funds	242,670	(82,102)	160,568	107,800	268,368
4700 Expendable Prop 250 - 5000					
8000 General Fund	77,094	(74,097)	2,997	83,850	86,847
3400 Other Funds Ltd	11,911	500	12,411	-	12,411
6400 Federal Funds Ltd	13,904	(3,896)	10,008	10,750	20,758
All Funds	102,909	(77,493)	25,416	94,600	120,016
4715 IT Expendable Property					
8000 General Fund	57,201	(43,498)	13,703	48,750	62,453
3400 Other Funds Ltd	35,619	1,496	37,115	-	37,115
6400 Federal Funds Ltd	18,764	(1,817)	16,947	6,250	23,197
All Funds	111,584	(43,819)	67,765	55,000	122,765
TOTAL SERVICES & SUPPLIES					
8000 General Fund	2,543,057	(2,162,249)	380,808	775,152	1,155,960
3400 Other Funds Ltd	1,977,955	(34,640)	1,943,315	-	1,943,315
6400 Federal Funds Ltd	3,125,198	104,733	3,229,931	51,505	3,281,436

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL SERVICES & SUPPLIES	**$7,646,210**	**($2,092,156)**	**$5,554,054**	**$826,657**	**$6,380,711**
SPECIAL PAYMENTS					
6020 Dist to Counties					
8000 General Fund	17,735,792	744,903	18,480,695	-	18,480,695
3400 Other Funds Ltd	27,642,457	1,160,983	28,803,440	-	28,803,440
6400 Federal Funds Ltd	36,531,735	(5,440,291)	31,091,444	-	31,091,444
All Funds	81,909,984	(3,534,405)	78,375,579	-	78,375,579
6025 Dist to Other Gov Unit					
8000 General Fund	495,233	20,800	516,033	-	516,033
6030 Dist to Non-Gov Units					
8000 General Fund	77,787,732	(77,787,732)	-	-	-
3400 Other Funds Ltd	247,021	10,375	257,396	-	257,396
All Funds	78,034,753	(77,777,357)	257,396	-	257,396
6035 Dist to Individuals					
3400 Other Funds Ltd	456,345	19,166	475,511	-	475,511
6050 Dist to Non-Profit Organizations					
8000 General Fund	186,826,429	(161,514,760)	25,311,669	-	25,311,669
3400 Other Funds Ltd	81,749,081	(4,709,769)	77,039,312	-	77,039,312
6400 Federal Funds Ltd	102,023,368	(24,147,629)	77,875,739	-	77,875,739
All Funds	370,598,878	(190,372,158)	180,226,720	-	180,226,720
6055 Dist to Contract Svc Providers					
8000 General Fund	34,000,000	(34,000,000)	-	-	-
6060 Intra-Agency Gen Fund Transfer					

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Housing Stabilization Programs

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	44,337,910	(44,000,000)	337,910	105,191,160	105,529,070
6085 Other Special Payments					
8000 General Fund	155,513,174	(155,513,174)	-	608,675,048	608,675,048
3400 Other Funds Ltd	36,325,638	(21,344,556)	14,981,082	105,191,160	120,172,242
All Funds	191,838,812	(176,857,730)	14,981,082	713,866,208	728,847,290
TOTAL SPECIAL PAYMENTS					
8000 General Fund	516,696,270	(472,049,963)	44,646,307	713,866,208	758,512,515
3400 Other Funds Ltd	146,420,542	(24,863,801)	121,556,741	105,191,160	226,747,901
6400 Federal Funds Ltd	138,555,103	(29,587,920)	108,967,183	-	108,967,183
TOTAL SPECIAL PAYMENTS	**$801,671,915**	**($526,501,684)**	**$275,170,231**	**$819,057,368**	**$1,094,227,599**
TOTAL EXPENDITURES					
8000 General Fund	527,553,190	(478,969,763)	48,583,427	720,001,048	768,584,475
3400 Other Funds Ltd	156,564,143	(25,124,897)	131,439,246	105,191,160	236,630,406
6400 Federal Funds Ltd	144,920,564	(29,572,291)	115,348,273	611,311	115,959,584
TOTAL EXPENDITURES	**$829,037,897**	**($533,666,951)**	**$295,370,946**	**$825,803,519**	**$1,121,174,465**
ENDING BALANCE					
3400 Other Funds Ltd	14,341,800	25,124,897	39,466,697	(235,899)	39,230,798
6400 Federal Funds Ltd	(29,572,291)	29,572,291	-	-	-
TOTAL ENDING BALANCE	**($15,230,491)**	**$54,697,188**	**$39,466,697**	**($235,899)**	**$39,230,798**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	64	(16)	48	22	70
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	64.00	(16.00)	48.00	21.26	69.26

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Project-Based Rental Housing Assistance

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	6,829,249	-	6,829,249	-	6,829,249
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	20,363,736	3,333,241	23,696,977	32,644,089	56,341,066
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3400 Other Funds Ltd	7,920,000	-	7,920,000	-	7,920,000
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6200 Federal Funds Non-Ltd	185,102,399	-	185,102,399	-	185,102,399
6400 Federal Funds Ltd	1,192,083	-	1,192,083	(88,531)	1,103,552
All Funds	186,294,482	-	186,294,482	(88,531)	186,205,951
TRANSFERS IN					
1060 Transfer from General Fund					
3400 Other Funds Ltd	-	-	-	10,000,000	10,000,000
TOTAL REVENUES					
8000 General Fund	20,363,736	3,333,241	23,696,977	32,644,089	56,341,066
3400 Other Funds Ltd	7,920,000	-	7,920,000	10,000,000	17,920,000
6200 Federal Funds Non-Ltd	185,102,399	-	185,102,399	-	185,102,399
6400 Federal Funds Ltd	1,192,083	-	1,192,083	(88,531)	1,103,552

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Project-Based Rental Housing Assistance

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL REVENUES	**$214,578,218**	**$3,333,241**	**$217,911,459**	**$42,555,558**	**$260,467,017**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(4,017,578)	-	(4,017,578)	(169,755)	(4,187,333)
6400 Federal Funds Ltd	(71,512)	-	(71,512)	(5,158)	(76,670)
All Funds	(4,089,090)	-	(4,089,090)	(174,913)	(4,264,003)
AVAILABLE REVENUES					
8000 General Fund	20,363,736	3,333,241	23,696,977	32,644,089	56,341,066
3400 Other Funds Ltd	10,731,671	-	10,731,671	9,830,245	20,561,916
6200 Federal Funds Non-Ltd	185,102,399	-	185,102,399	-	185,102,399
6400 Federal Funds Ltd	1,120,571	-	1,120,571	(93,689)	1,026,882
TOTAL AVAILABLE REVENUES	**$217,318,377**	**$3,333,241**	**$220,651,618**	**$42,380,645**	**$263,032,263**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	403,056	-	403,056	144,186	547,242
3400 Other Funds Ltd	3,484,248	-	3,484,248	-	3,484,248
6400 Federal Funds Ltd	56,580	-	56,580	(56,580)	-
All Funds	3,943,884	-	3,943,884	87,606	4,031,490
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	144	-	144	63	207

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	1,440	-	1,440	-	1,440
6400 Federal Funds Ltd	36	-	36	(36)	-
All Funds	1,620	-	1,620	27	1,647
3220 Public Employees' Retire Cont					
8000 General Fund	84,803	-	84,803	30,337	115,140
3400 Other Funds Ltd	733,085	-	733,085	-	733,085
6400 Federal Funds Ltd	11,904	-	11,904	(11,904)	-
All Funds	829,792	-	829,792	18,433	848,225
3221 Pension Obligation Bond					
8000 General Fund	16,597	(791)	15,806	-	15,806
3400 Other Funds Ltd	132,804	3,831	136,635	-	136,635
6400 Federal Funds Ltd	2,358	(139)	2,219	-	2,219
All Funds	151,759	2,901	154,660	-	154,660
3230 Social Security Taxes					
8000 General Fund	30,834	-	30,834	11,030	41,864
3400 Other Funds Ltd	266,548	-	266,548	-	266,548
6400 Federal Funds Ltd	4,328	-	4,328	(4,328)	-
All Funds	301,710	-	301,710	6,702	308,412
3241 Paid Family Medical Leave Insurance					
8000 General Fund	1,612	-	1,612	577	2,189
3400 Other Funds Ltd	13,942	-	13,942	-	13,942
6400 Federal Funds Ltd	226	-	226	(226)	-
All Funds	15,780	-	15,780	351	16,131

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	84	-	84	37	121
3400 Other Funds Ltd	840	-	840	-	840
6400 Federal Funds Ltd	21	-	21	(21)	-
All Funds	945	-	945	16	961
3260 Mass Transit Tax					
8000 General Fund	2,221	197	2,418	865	3,283
3400 Other Funds Ltd	17,935	2,970	20,905	-	20,905
All Funds	20,156	3,167	23,323	865	24,188
3270 Flexible Benefits					
8000 General Fund	84,816	-	84,816	37,107	121,923
3400 Other Funds Ltd	848,160	-	848,160	-	848,160
6400 Federal Funds Ltd	21,204	-	21,204	(21,204)	-
All Funds	954,180	-	954,180	15,903	970,083
3280 Other OPE					
6400 Federal Funds Ltd	-	-	-	610	610
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	221,111	(594)	220,517	80,016	300,533
3400 Other Funds Ltd	2,014,754	6,801	2,021,555	-	2,021,555
6400 Federal Funds Ltd	40,077	(139)	39,938	(37,109)	2,829
TOTAL OTHER PAYROLL EXPENSES	**$2,275,942**	**$6,068**	**$2,282,010**	**$42,907**	**$2,324,917**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	(3,166)	(16,987)	(20,153)	-	(20,153)
3400 Other Funds Ltd	(19,919)	(154,294)	(174,213)	-	(174,213)
6400 Federal Funds Ltd	(507)	(2,322)	(2,829)	-	(2,829)
All Funds	(23,592)	(173,603)	(197,195)	-	(197,195)
TOTAL PERSONAL SERVICES					
8000 General Fund	621,001	(17,581)	603,420	224,202	827,622
3400 Other Funds Ltd	5,479,083	(147,493)	5,331,590	-	5,331,590
6400 Federal Funds Ltd	96,150	(2,461)	93,689	(93,689)	-
TOTAL PERSONAL SERVICES	**$6,196,234**	**($167,535)**	**$6,028,699**	**$130,513**	**$6,159,212**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	5,325	224	5,549	1,584	7,133
3400 Other Funds Ltd	39,851	1,674	41,525	-	41,525
6400 Federal Funds Ltd	564	24	588	-	588
All Funds	45,740	1,922	47,662	1,584	49,246
4125 Out of State Travel					
3400 Other Funds Ltd	15,781	663	16,444	-	16,444
6400 Federal Funds Ltd	1,692	71	1,763	-	1,763
All Funds	17,473	734	18,207	-	18,207
4150 Employee Training					
8000 General Fund	1,836	77	1,913	1,425	3,338
3400 Other Funds Ltd	22,559	947	23,506	-	23,506
6400 Federal Funds Ltd	338	14	352	-	352

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	24,733	1,038	25,771	1,425	27,196
4175 Office Expenses					
8000 General Fund	6,814	286	7,100	2,851	9,951
3400 Other Funds Ltd	34,038	1,430	35,468	-	35,468
6400 Federal Funds Ltd	338	14	352	-	352
All Funds	41,190	1,730	42,920	2,851	45,771
4200 Telecommunications					
8000 General Fund	1,543	65	1,608	950	2,558
3400 Other Funds Ltd	16,912	710	17,622	-	17,622
6400 Federal Funds Ltd	564	24	588	-	588
All Funds	19,019	799	19,818	950	20,768
4250 Data Processing					
8000 General Fund	609	26	635	1,162	1,797
3400 Other Funds Ltd	52,522	2,206	54,728	-	54,728
6400 Federal Funds Ltd	564	24	588	-	588
All Funds	53,695	2,256	55,951	1,162	57,113
4300 Professional Services					
8000 General Fund	-	-	-	500,000	500,000
3400 Other Funds Ltd	90,408	6,148	96,556	-	96,556
All Funds	90,408	6,148	96,556	500,000	596,556
4315 IT Professional Services					
3400 Other Funds Ltd	107,848	7,334	115,182	-	115,182
4325 Attorney General					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	4,844	1,127	5,971	-	5,971
6400 Federal Funds Ltd	1,589	370	1,959	-	1,959
All Funds	6,433	1,497	7,930	-	7,930
4375 Employee Recruitment and Develop					
8000 General Fund	163	7	170	215	385
3400 Other Funds Ltd	1,869	78	1,947	-	1,947
All Funds	2,032	85	2,117	215	2,332
4400 Dues and Subscriptions					
3400 Other Funds Ltd	361	15	376	-	376
4425 Facilities Rental and Taxes					
8000 General Fund	22,863	(22,863)	-	-	-
3400 Other Funds Ltd	104,004	(104,004)	-	-	-
All Funds	126,867	(126,867)	-	-	-
4475 Facilities Maintenance					
3400 Other Funds Ltd	233	10	243	-	243
4650 Other Services and Supplies					
8000 General Fund	2,522	106	2,628	4,900	7,528
3400 Other Funds Ltd	39,433	1,656	41,089	-	41,089
6400 Federal Funds Ltd	1,692	71	1,763	-	1,763
All Funds	43,647	1,833	45,480	4,900	50,380
4700 Expendable Prop 250 - 5000					
8000 General Fund	54	2	56	4,300	4,356
3400 Other Funds Ltd	26,270	1,103	27,373	-	27,373

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	564	24	588	-	588
All Funds	26,888	1,129	28,017	4,300	32,317
4715 IT Expendable Property					
8000 General Fund	4,456	187	4,643	2,500	7,143
3400 Other Funds Ltd	29,023	1,219	30,242	-	30,242
6400 Federal Funds Ltd	1,692	71	1,763	-	1,763
All Funds	35,171	1,477	36,648	2,500	39,148
TOTAL SERVICES & SUPPLIES					
8000 General Fund	46,185	(21,883)	24,302	519,887	544,189
3400 Other Funds Ltd	585,956	(77,684)	508,272	-	508,272
6400 Federal Funds Ltd	9,597	707	10,304	-	10,304
TOTAL SERVICES & SUPPLIES	**$641,738**	**($98,860)**	**$542,878**	**$519,887**	**$1,062,765**
SPECIAL PAYMENTS					
6035 Dist to Individuals					
6200 Federal Funds Non-Ltd	185,102,399	-	185,102,399	-	185,102,399
6400 Federal Funds Ltd	39,324	1,652	40,976	-	40,976
All Funds	185,141,723	1,652	185,143,375	-	185,143,375
6060 Intra-Agency Gen Fund Transfer					
8000 General Fund	4,000,000	(4,000,000)	-	10,000,000	10,000,000
6085 Other Special Payments					
8000 General Fund	15,696,550	7,372,705	23,069,255	21,900,000	44,969,255
3400 Other Funds Ltd	4,000,000	(4,000,000)	-	10,000,000	10,000,000
6400 Federal Funds Ltd	936,278	39,324	975,602	-	975,602

Housing & Community Svcs Dept ***Agency Number: 91400***

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**

2025-27 Biennium **Cross Reference Number: 91400-025-00-00-00000**

Project-Based Rental Housing Assistance

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	20,632,828	3,412,029	24,044,857	31,900,000	55,944,857
TOTAL SPECIAL PAYMENTS					
8000 General Fund	19,696,550	3,372,705	23,069,255	31,900,000	54,969,255
3400 Other Funds Ltd	4,000,000	(4,000,000)	-	10,000,000	10,000,000
6200 Federal Funds Non-Ltd	185,102,399	-	185,102,399	-	185,102,399
6400 Federal Funds Ltd	975,602	40,976	1,016,578	-	1,016,578
TOTAL SPECIAL PAYMENTS	**$209,774,551**	**($586,319)**	**$209,188,232**	**$41,900,000**	**$251,088,232**
TOTAL EXPENDITURES					
8000 General Fund	20,363,736	3,333,241	23,696,977	32,644,089	56,341,066
3400 Other Funds Ltd	10,065,039	(4,225,177)	5,839,862	10,000,000	15,839,862
6200 Federal Funds Non-Ltd	185,102,399	-	185,102,399	-	185,102,399
6400 Federal Funds Ltd	1,081,349	39,222	1,120,571	(93,689)	1,026,882
TOTAL EXPENDITURES	**$216,612,523**	**($852,714)**	**$215,759,809**	**$42,550,400**	**$258,310,209**
ENDING BALANCE					
3400 Other Funds Ltd	666,632	4,225,177	4,891,809	(169,755)	4,722,054
6400 Federal Funds Ltd	39,222	(39,222)	-	-	-
TOTAL ENDING BALANCE	**$705,854**	**$4,185,955**	**$4,891,809**	**($169,755)**	**$4,722,054**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	23	-	23	-	23
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	22.50	-	22.50	0.38	22.88

Housing & Community Svcs Dept ***Agency Number: 91400***

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**
Multifamily Rental Housing Programs

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3200 Other Funds Non-Ltd	2,000,800	-	2,000,800	-	2,000,800
3400 Other Funds Ltd	202,901,267	-	202,901,267	-	202,901,267
All Funds	204,902,067	-	204,902,067	-	204,902,067
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	137,537,366	(134,658,163)	2,879,203	113,265,132	116,144,335
LICENSES AND FEES					
0240 Public Utilities Fees					
3400 Other Funds Ltd	10,248,500	-	10,248,500	-	10,248,500
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3400 Other Funds Ltd	37,356,625	-	37,356,625	-	37,356,625
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	40,000	-	40,000	-	40,000
BOND SALES					
0565 Lottery Bonds					
3400 Other Funds Ltd	-	-	-	375,000,000	375,000,000
INTEREST EARNINGS					
0605 Interest Income					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3200 Other Funds Non-Ltd	64,200	-	64,200	-	64,200
3400 Other Funds Ltd	25,105,090	-	25,105,090	-	25,105,090
All Funds	25,169,290	-	25,169,290	-	25,169,290
LOAN REPAYMENT					
0930 Housing Div Loan Repayments					
3200 Other Funds Non-Ltd	52,700	-	52,700	-	52,700
3400 Other Funds Ltd	5,524,800	-	5,524,800	-	5,524,800
All Funds	5,577,500	-	5,577,500	-	5,577,500
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	200,000	-	200,000	-	200,000
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	40,902,279	-	40,902,279	94,557	40,996,836
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	2,165,756	-	2,165,756	-	2,165,756
1060 Transfer from General Fund					
3400 Other Funds Ltd	-	-	-	98,000,000	98,000,000
1150 Tsfr From Revenue, Dept of					
3400 Other Funds Ltd	52,325,240	-	52,325,240	-	52,325,240
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	54,490,996	-	54,490,996	98,000,000	152,490,996

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL REVENUES					
8000 General Fund	137,537,366	(134,658,163)	2,879,203	113,265,132	116,144,335
3200 Other Funds Non-Ltd	116,900	-	116,900	-	116,900
3400 Other Funds Ltd	132,966,011	-	132,966,011	473,000,000	605,966,011
6400 Federal Funds Ltd	40,902,279	-	40,902,279	94,557	40,996,836
TOTAL REVENUES	**$311,522,556**	**($134,658,163)**	**$176,864,393**	**$586,359,689**	**$763,224,082**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(27,986,493)	-	(27,986,493)	(1,181,142)	(29,167,635)
6400 Federal Funds Ltd	(1,310,919)	-	(1,310,919)	(94,557)	(1,405,476)
All Funds	(29,297,412)	-	(29,297,412)	(1,275,699)	(30,573,111)
AVAILABLE REVENUES					
8000 General Fund	137,537,366	(134,658,163)	2,879,203	113,265,132	116,144,335
3200 Other Funds Non-Ltd	2,117,700	-	2,117,700	-	2,117,700
3400 Other Funds Ltd	307,880,785	-	307,880,785	471,818,858	779,699,643
6400 Federal Funds Ltd	39,591,360	-	39,591,360	-	39,591,360
TOTAL AVAILABLE REVENUES	**$487,127,211**	**($134,658,163)**	**$352,469,048**	**$585,083,990**	**$937,553,038**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	1,741,224	-	1,741,224	1,095,645	2,836,869
3400 Other Funds Ltd	24,743,046	-	24,743,046	-	24,743,046

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	1,176,210	-	1,176,210	-	1,176,210
All Funds	27,660,480	-	27,660,480	1,095,645	28,756,125
3190 All Other Differential					
3400 Other Funds Ltd	1,817	76	1,893	-	1,893
6400 Federal Funds Ltd	7	-	7	-	7
All Funds	1,824	76	1,900	-	1,900
TOTAL SALARIES & WAGES					
8000 General Fund	1,741,224	-	1,741,224	1,095,645	2,836,869
3400 Other Funds Ltd	24,744,863	76	24,744,939	-	24,744,939
6400 Federal Funds Ltd	1,176,217	-	1,176,217	-	1,176,217
TOTAL SALARIES & WAGES	**$27,662,304**	**$76**	**$27,662,380**	**$1,095,645**	**$28,758,025**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	720	-	720	486	1,206
3400 Other Funds Ltd	8,931	-	8,931	-	8,931
6400 Federal Funds Ltd	357	-	357	-	357
All Funds	10,008	-	10,008	486	10,494
3220 Public Employees' Retire Cont					
8000 General Fund	366,350	-	366,350	230,525	596,875
3400 Other Funds Ltd	5,206,300	16	5,206,316	-	5,206,316
6400 Federal Funds Ltd	247,475	-	247,475	-	247,475
All Funds	5,820,125	16	5,820,141	230,525	6,050,666
3221 Pension Obligation Bond					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	18,572	49,710	68,282	-	68,282
3400 Other Funds Ltd	983,023	(12,650)	970,373	-	970,373
6400 Federal Funds Ltd	48,951	(2,825)	46,126	-	46,126
All Funds	1,050,546	34,235	1,084,781	-	1,084,781
3230 Social Security Taxes					
8000 General Fund	133,202	-	133,202	83,817	217,019
3400 Other Funds Ltd	1,890,821	6	1,890,827	-	1,890,827
6400 Federal Funds Ltd	89,980	-	89,980	-	89,980
All Funds	2,114,003	6	2,114,009	83,817	2,197,826
3241 Paid Family Medical Leave Insurance					
8000 General Fund	6,967	-	6,967	4,383	11,350
3400 Other Funds Ltd	98,843	-	98,843	-	98,843
6400 Federal Funds Ltd	4,706	-	4,706	-	4,706
All Funds	110,516	-	110,516	4,383	114,899
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	420	-	420	285	705
3400 Other Funds Ltd	5,211	-	5,211	-	5,211
6400 Federal Funds Ltd	208	-	208	-	208
All Funds	5,839	-	5,839	285	6,124
3260 Mass Transit Tax					
8000 General Fund	5,174	5,274	10,448	6,574	17,022
3400 Other Funds Ltd	130,518	17,941	148,459	-	148,459
All Funds	135,692	23,215	158,907	6,574	165,481

Housing & Community Svcs Dept ***Agency Number: 91400***

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**
Multifamily Rental Housing Programs

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3270 Flexible Benefits					
8000 General Fund	424,080	-	424,080	286,254	710,334
3400 Other Funds Ltd	5,259,438	-	5,259,438	-	5,259,438
6400 Federal Funds Ltd	211,194	-	211,194	-	211,194
All Funds	5,894,712	-	5,894,712	286,254	6,180,966
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	955,485	54,984	1,010,469	612,324	1,622,793
3400 Other Funds Ltd	13,583,085	5,313	13,588,398	-	13,588,398
6400 Federal Funds Ltd	602,871	(2,825)	600,046	-	600,046
TOTAL OTHER PAYROLL EXPENSES	**$15,141,441**	**$57,472**	**$15,198,913**	**$612,324**	**$15,811,237**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	-	(87,061)	(87,061)	-	(87,061)
3400 Other Funds Ltd	(147,874)	(1,089,276)	(1,237,150)	-	(1,237,150)
6400 Federal Funds Ltd	(10,725)	(48,086)	(58,811)	-	(58,811)
All Funds	(158,599)	(1,224,423)	(1,383,022)	-	(1,383,022)
TOTAL PERSONAL SERVICES					
8000 General Fund	2,696,709	(32,077)	2,664,632	1,707,969	4,372,601
3400 Other Funds Ltd	38,180,074	(1,083,887)	37,096,187	-	37,096,187
6400 Federal Funds Ltd	1,768,363	(50,911)	1,717,452	-	1,717,452
TOTAL PERSONAL SERVICES	**$42,645,146**	**($1,166,875)**	**$41,478,271**	**$1,707,969**	**$43,186,240**
SERVICES & SUPPLIES					
4100 Instate Travel					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	9,450	8,815	18,265	12,204	30,469
3400 Other Funds Ltd	280,562	11,784	292,346	-	292,346
6400 Federal Funds Ltd	11,685	491	12,176	-	12,176
All Funds	301,697	21,090	322,787	12,204	334,991
4125 Out of State Travel					
3400 Other Funds Ltd	74,776	3,140	77,916	-	77,916
6400 Federal Funds Ltd	8,421	354	8,775	-	8,775
All Funds	83,197	3,494	86,691	-	86,691
4150 Employee Training					
8000 General Fund	8,196	6,635	14,831	11,400	26,231
3400 Other Funds Ltd	140,022	5,881	145,903	-	145,903
6400 Federal Funds Ltd	7,494	315	7,809	-	7,809
All Funds	155,712	12,831	168,543	11,400	179,943
4175 Office Expenses					
8000 General Fund	17,010	15,866	32,876	21,967	54,843
3400 Other Funds Ltd	215,816	9,064	224,880	-	224,880
6400 Federal Funds Ltd	5,453	229	5,682	-	5,682
All Funds	238,279	25,159	263,438	21,967	285,405
4200 Telecommunications					
8000 General Fund	5,670	5,289	10,959	7,322	18,281
3400 Other Funds Ltd	98,256	4,127	102,383	-	102,383
6400 Federal Funds Ltd	2,178	91	2,269	-	2,269
All Funds	106,104	9,507	115,611	7,322	122,933

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4250 Data Processing					
8000 General Fund	6,930	6,464	13,394	8,950	22,344
3400 Other Funds Ltd	170,338	7,154	177,492	-	177,492
6400 Federal Funds Ltd	2,138	90	2,228	-	2,228
All Funds	179,406	13,708	193,114	8,950	202,064
4275 Publicity and Publications					
3400 Other Funds Ltd	19,073	802	19,875	-	19,875
4300 Professional Services					
8000 General Fund	-	-	-	400,000	400,000
3400 Other Funds Ltd	370,122	25,168	395,290	1,516,000	1,911,290
6400 Federal Funds Ltd	20,198	1,373	21,571	-	21,571
All Funds	390,320	26,541	416,861	1,916,000	2,332,861
4315 IT Professional Services					
3400 Other Funds Ltd	11,145	757	11,902	-	11,902
4325 Attorney General					
8000 General Fund	23,962	(23,722)	240	-	240
3400 Other Funds Ltd	2,272,423	528,565	2,800,988	-	2,800,988
6400 Federal Funds Ltd	3,375	785	4,160	-	4,160
All Funds	2,299,760	505,628	2,805,388	-	2,805,388
4375 Employee Recruitment and Develop					
8000 General Fund	1,234	1,004	2,238	1,720	3,958
3400 Other Funds Ltd	12,581	529	13,110	-	13,110
6400 Federal Funds Ltd	417	18	435	-	435

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	14,232	1,551	15,783	1,720	17,503
4400 Dues and Subscriptions					
3400 Other Funds Ltd	1,856	78	1,934	-	1,934
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	498,466	(498,466)	-	-	-
6400 Federal Funds Ltd	10,316	(10,316)	-	-	-
All Funds	508,782	(508,782)	-	-	-
4475 Facilities Maintenance					
3400 Other Funds Ltd	469	20	489	-	489
4575 Agency Program Related S and S					
3400 Other Funds Ltd	1,087	46	1,133	-	1,133
4650 Other Services and Supplies					
8000 General Fund	29,105	21,892	50,997	39,200	90,197
3200 Other Funds Non-Ltd	150,000	-	150,000	-	150,000
3400 Other Funds Ltd	549,455	23,077	572,532	-	572,532
6400 Federal Funds Ltd	10,055	422	10,477	-	10,477
All Funds	738,615	45,391	784,006	39,200	823,206
4700 Expendable Prop 250 - 5000					
8000 General Fund	24,725	20,028	44,753	34,400	79,153
3400 Other Funds Ltd	190,217	7,990	198,207	-	198,207
6400 Federal Funds Ltd	1,755	74	1,829	-	1,829
All Funds	216,697	28,092	244,789	34,400	279,189
4715 IT Expendable Property					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	14,375	11,643	26,018	20,000	46,018
3400 Other Funds Ltd	192,103	8,069	200,172	-	200,172
6400 Federal Funds Ltd	4,962	208	5,170	-	5,170
All Funds	211,440	19,920	231,360	20,000	251,360
TOTAL SERVICES & SUPPLIES					
8000 General Fund	140,657	73,914	214,571	557,163	771,734
3200 Other Funds Non-Ltd	150,000	-	150,000	-	150,000
3400 Other Funds Ltd	5,098,767	137,785	5,236,552	1,516,000	6,752,552
6400 Federal Funds Ltd	88,447	(5,866)	82,581	-	82,581
TOTAL SERVICES & SUPPLIES	**$5,477,871**	**$205,833**	**$5,683,704**	**$2,073,163**	**$7,756,867**
SPECIAL PAYMENTS					
6025 Dist to Other Gov Unit					
3400 Other Funds Ltd	25,417,300	26,567,527	51,984,827	-	51,984,827
6030 Dist to Non-Gov Units					
3400 Other Funds Ltd	64,868,697	2,724,485	67,593,182	-	67,593,182
6050 Dist to Non-Profit Organizations					
3400 Other Funds Ltd	37,986,535	1,595,434	39,581,969	-	39,581,969
6400 Federal Funds Ltd	7,454,196	313,076	7,767,272	-	7,767,272
All Funds	45,440,731	1,908,510	47,349,241	-	47,349,241
6060 Intra-Agency Gen Fund Transfer					
8000 General Fund	84,700,000	(84,700,000)	-	98,000,000	98,000,000
6080 Loans Made - Other					
3200 Other Funds Non-Ltd	250,000	-	250,000	-	250,000

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	51,183,532	(7,957,692)	43,225,840	35,000,000	78,225,840
All Funds	51,433,532	(7,957,692)	43,475,840	35,000,000	78,475,840
6085 Other Special Payments					
8000 General Fund	50,000,000	(50,000,000)	-	13,000,000	13,000,000
3400 Other Funds Ltd	199,172,096	(150,089,772)	49,082,324	438,000,000	487,082,324
6400 Federal Funds Ltd	28,813,872	1,210,183	30,024,055	-	30,024,055
All Funds	277,985,968	(198,879,589)	79,106,379	451,000,000	530,106,379
TOTAL SPECIAL PAYMENTS					
8000 General Fund	134,700,000	(134,700,000)	-	111,000,000	111,000,000
3200 Other Funds Non-Ltd	250,000	-	250,000	-	250,000
3400 Other Funds Ltd	378,628,160	(127,160,018)	251,468,142	473,000,000	724,468,142
6400 Federal Funds Ltd	36,268,068	1,523,259	37,791,327	-	37,791,327
TOTAL SPECIAL PAYMENTS	**$549,846,228**	**($260,336,759)**	**$289,509,469**	**$584,000,000**	**$873,509,469**
TOTAL EXPENDITURES					
8000 General Fund	137,537,366	(134,658,163)	2,879,203	113,265,132	116,144,335
3200 Other Funds Non-Ltd	400,000	-	400,000	-	400,000
3400 Other Funds Ltd	421,907,001	(128,106,120)	293,800,881	474,516,000	768,316,881
6400 Federal Funds Ltd	38,124,878	1,466,482	39,591,360	-	39,591,360
TOTAL EXPENDITURES	**$597,969,245**	**($261,297,801)**	**$336,671,444**	**$587,781,132**	**$924,452,576**
ENDING BALANCE					
3200 Other Funds Non-Ltd	1,717,700	-	1,717,700	-	1,717,700
3400 Other Funds Ltd	(114,026,216)	128,106,120	14,079,904	(2,697,142)	11,382,762
6400 Federal Funds Ltd	1,466,482	(1,466,482)	-	-	-

Housing & Community Svcs Dept ***Agency Number: 91400***

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**

2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**

Multifamily Rental Housing Programs

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL ENDING BALANCE	**($110,842,034)**	**$126,639,638**	**$15,797,604**	**($2,697,142)**	**$13,100,462**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	139	-	139	8	147
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	139.00	-	139.00	6.78	145.78

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	42,372,840	-	42,372,840	-	42,372,840
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	29,081,909	(24,990,082)	4,091,827	127,279,320	131,371,147
TAXES					
0190 Other Selective Taxes					
3400 Other Funds Ltd	2,640,000	-	2,640,000	-	2,640,000
LICENSES AND FEES					
0210 Non-business Lic. and Fees					
3400 Other Funds Ltd	223,200	-	223,200	-	223,200
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	2,640,000	-	2,640,000	-	2,640,000
0415 Admin and Service Charges					
3400 Other Funds Ltd	3,688,578	-	3,688,578	-	3,688,578
TOTAL CHARGES FOR SERVICES					
3400 Other Funds Ltd	6,328,578	-	6,328,578	-	6,328,578
INTEREST EARNINGS					
0605 Interest Income					
3200 Other Funds Non-Ltd	62,400	-	62,400	-	62,400

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	5,335,200	-	5,335,200	-	5,335,200
All Funds	5,397,600	-	5,397,600	-	5,397,600
LOAN REPAYMENT					
0930 Housing Div Loan Repayments					
3400 Other Funds Ltd	4,946,400	-	4,946,400	-	4,946,400
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	1,005,232	-	1,005,232	7,769,583	8,774,815
TRANSFERS IN					
1060 Transfer from General Fund					
3400 Other Funds Ltd	-	-	-	122,500,000	122,500,000
1150 Tsfr From Revenue, Dept of					
3400 Other Funds Ltd	9,638,860	-	9,638,860	-	9,638,860
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	9,638,860	-	9,638,860	122,500,000	132,138,860
TOTAL REVENUES					
8000 General Fund	29,081,909	(24,990,082)	4,091,827	127,279,320	131,371,147
3200 Other Funds Non-Ltd	62,400	-	62,400	-	62,400
3400 Other Funds Ltd	29,112,238	-	29,112,238	122,500,000	151,612,238
6400 Federal Funds Ltd	1,005,232	-	1,005,232	7,769,583	8,774,815
TOTAL REVENUES	**$59,261,779**	**($24,990,082)**	**$34,271,697**	**$257,548,903**	**$291,820,600**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	(4,421,536)	-	(4,421,536)	(186,827)	(4,608,363)
6400 Federal Funds Ltd	(79,078)	-	(79,078)	(5,706)	(84,784)
All Funds	(4,500,614)	-	(4,500,614)	(192,533)	(4,693,147)
AVAILABLE REVENUES					
8000 General Fund	29,081,909	(24,990,082)	4,091,827	127,279,320	131,371,147
3200 Other Funds Non-Ltd	62,400	-	62,400	-	62,400
3400 Other Funds Ltd	67,063,542	-	67,063,542	122,313,173	189,376,715
6400 Federal Funds Ltd	926,154	-	926,154	7,763,877	8,690,031
TOTAL AVAILABLE REVENUES	**$97,134,005**	**($24,990,082)**	**$72,143,923**	**$257,356,370**	**$329,500,293**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	1,478,712	-	1,478,712	795,990	2,274,702
3400 Other Funds Ltd	4,565,886	(644,664)	3,921,222	209,112	4,130,334
6400 Federal Funds Ltd	1,767,834	(1,745,352)	22,482	1,073,088	1,095,570
All Funds	7,812,432	(2,390,016)	5,422,416	2,078,190	7,500,606
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	504	-	504	279	783
3400 Other Funds Ltd	1,573	(216)	1,357	72	1,429
6400 Federal Funds Ltd	659	(648)	11	360	371
All Funds	2,736	(864)	1,872	711	2,583

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3220 Public Employees' Retire Cont					
8000 General Fund	311,121	-	311,121	167,477	478,598
3400 Other Funds Ltd	960,664	(135,638)	825,026	43,997	869,023
6400 Federal Funds Ltd	371,951	(367,221)	4,730	225,776	230,506
All Funds	1,643,736	(502,859)	1,140,877	437,250	1,578,127
3221 Pension Obligation Bond					
8000 General Fund	68,094	(10,106)	57,988	-	57,988
3400 Other Funds Ltd	191,925	(12,873)	179,052	-	179,052
6400 Federal Funds Ltd	102,057	(32,731)	69,326	-	69,326
All Funds	362,076	(55,710)	306,366	-	306,366
3230 Social Security Taxes					
8000 General Fund	113,121	-	113,121	60,893	174,014
3400 Other Funds Ltd	347,131	(49,317)	297,814	15,997	313,811
6400 Federal Funds Ltd	135,241	(133,521)	1,720	82,092	83,812
All Funds	595,493	(182,838)	412,655	158,982	571,637
3241 Paid Family Medical Leave Insurance					
8000 General Fund	5,914	-	5,914	3,184	9,098
3400 Other Funds Ltd	18,125	(2,579)	15,546	836	16,382
6400 Federal Funds Ltd	7,071	(6,981)	90	4,292	4,382
All Funds	31,110	(9,560)	21,550	8,312	29,862
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	294	-	294	163	457
3400 Other Funds Ltd	918	(126)	792	42	834

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	384	(378)	6	210	216
All Funds	1,596	(504)	1,092	415	1,507
3260 Mass Transit Tax					
8000 General Fund	9,029	(157)	8,872	4,776	13,648
3400 Other Funds Ltd	25,579	(2,051)	23,528	1,255	24,783
All Funds	34,608	(2,208)	32,400	6,031	38,431
3270 Flexible Benefits					
8000 General Fund	296,856	-	296,856	164,331	461,187
3400 Other Funds Ltd	926,615	(127,224)	799,391	42,408	841,799
6400 Federal Funds Ltd	388,033	(381,672)	6,361	212,040	218,401
All Funds	1,611,504	(508,896)	1,102,608	418,779	1,521,387
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	804,933	(10,263)	794,670	401,103	1,195,773
3400 Other Funds Ltd	2,472,530	(330,024)	2,142,506	104,607	2,247,113
6400 Federal Funds Ltd	1,005,396	(923,152)	82,244	524,770	607,014
TOTAL OTHER PAYROLL EXPENSES	**$4,282,859**	**($1,263,439)**	**$3,019,420**	**$1,030,480**	**$4,049,900**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(11,789)	(62,146)	(73,935)	-	(73,935)
3400 Other Funds Ltd	(37,651)	(158,410)	(196,061)	-	(196,061)
6400 Federal Funds Ltd	(16,777)	15,653	(1,124)	-	(1,124)
All Funds	(66,217)	(204,903)	(271,120)	-	(271,120)
TOTAL PERSONAL SERVICES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	2,271,856	(72,409)	2,199,447	1,197,093	3,396,540
3400 Other Funds Ltd	7,000,765	(1,133,098)	5,867,667	313,719	6,181,386
6400 Federal Funds Ltd	2,756,453	(2,652,851)	103,602	1,597,858	1,701,460
TOTAL PERSONAL SERVICES	**$12,029,074**	**($3,858,358)**	**$8,170,716**	**$3,108,670**	**$11,279,386**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	18,182	970	19,152	6,984	26,136
3400 Other Funds Ltd	30,885	(578)	30,307	1,800	32,107
6400 Federal Funds Ltd	16,682	(16,682)	-	9,000	9,000
All Funds	65,749	(16,290)	49,459	17,784	67,243
4125 Out of State Travel					
3400 Other Funds Ltd	15,451	649	16,100	-	16,100
4150 Employee Training					
8000 General Fund	12,679	700	13,379	5,700	19,079
3400 Other Funds Ltd	28,315	(296)	28,019	1,425	29,444
6400 Federal Funds Ltd	5,700	(5,700)	-	7,125	7,125
All Funds	46,694	(5,296)	41,398	14,250	55,648
4175 Office Expenses					
8000 General Fund	30,281	1,646	31,927	12,571	44,498
3400 Other Funds Ltd	51,946	(1,194)	50,752	3,240	53,992
6400 Federal Funds Ltd	26,506	(26,506)	-	16,200	16,200
All Funds	108,733	(26,054)	82,679	32,011	114,690
4200 Telecommunications					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	8,821	495	9,316	4,190	13,506
3400 Other Funds Ltd	20,137	(279)	19,858	1,080	20,938
6400 Federal Funds Ltd	14,761	(14,761)	-	5,400	5,400
All Funds	43,719	(14,545)	29,174	10,670	39,844
4250 Data Processing					
8000 General Fund	10,377	590	10,967	5,122	16,089
3400 Other Funds Ltd	15,643	(718)	14,925	1,320	16,245
6400 Federal Funds Ltd	30,132	(30,132)	-	6,600	6,600
All Funds	56,152	(30,260)	25,892	13,042	38,934
4275 Publicity and Publications					
3400 Other Funds Ltd	3,542	149	3,691	-	3,691
4300 Professional Services					
8000 General Fund	65,280	4,439	69,719	-	69,719
3400 Other Funds Ltd	258,857	17,602	276,459	-	276,459
6400 Federal Funds Ltd	2,611,200	(2,611,200)	-	-	-
All Funds	2,935,337	(2,589,159)	346,178	-	346,178
4315 IT Professional Services					
8000 General Fund	2,176	148	2,324	-	2,324
3400 Other Funds Ltd	1,078	73	1,151	-	1,151
All Funds	3,254	221	3,475	-	3,475
4325 Attorney General					
8000 General Fund	11,191	2,603	13,794	-	13,794
3400 Other Funds Ltd	31,010	7,213	38,223	-	38,223

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	42,201	9,816	52,017	-	52,017
4375 Employee Recruitment and Develop					
8000 General Fund	1,882	103	1,985	860	2,845
3400 Other Funds Ltd	1,791	(149)	1,642	215	1,857
6400 Federal Funds Ltd	860	(860)	-	1,075	1,075
All Funds	4,533	(906)	3,627	2,150	5,777
4400 Dues and Subscriptions					
3400 Other Funds Ltd	1,779	75	1,854	-	1,854
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	112,787	(112,787)	-	-	-
4475 Facilities Maintenance					
3400 Other Funds Ltd	616	26	642	-	642
4650 Other Services and Supplies					
8000 General Fund	327,588	14,323	341,911	19,600	361,511
3400 Other Funds Ltd	212,233	3,808	216,041	4,900	220,941
6400 Federal Funds Ltd	132,240	(132,240)	-	24,500	24,500
All Funds	672,061	(114,109)	557,952	49,000	606,952
4700 Expendable Prop 250 - 5000					
8000 General Fund	4,300	696	4,996	17,200	22,196
3400 Other Funds Ltd	8,961	(4,105)	4,856	4,300	9,156
6400 Federal Funds Ltd	17,200	(17,200)	-	21,500	21,500
All Funds	30,461	(20,609)	9,852	43,000	52,852
4715 IT Expendable Property					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	20,006	1,128	21,134	10,000	31,134
3400 Other Funds Ltd	39,309	(954)	38,355	2,500	40,855
6400 Federal Funds Ltd	10,000	(10,000)	-	12,500	12,500
All Funds	69,315	(9,826)	59,489	25,000	84,489
TOTAL SERVICES & SUPPLIES					
8000 General Fund	512,763	27,841	540,604	82,227	622,831
3400 Other Funds Ltd	834,340	(91,465)	742,875	20,780	763,655
6400 Federal Funds Ltd	2,865,281	(2,865,281)	-	103,900	103,900
TOTAL SERVICES & SUPPLIES	**$4,212,384**	**($2,928,905)**	**$1,283,479**	**$206,907**	**$1,490,386**
SPECIAL PAYMENTS					
6015 Dist to Cities					
6400 Federal Funds Ltd	789,397	33,155	822,552	-	822,552
6020 Dist to Counties					
3400 Other Funds Ltd	279,122	11,723	290,845	-	290,845
6050 Dist to Non-Profit Organizations					
8000 General Fund	1,297,290	54,486	1,351,776	-	1,351,776
3400 Other Funds Ltd	12,397,592	520,699	12,918,291	-	12,918,291
All Funds	13,694,882	575,185	14,270,067	-	14,270,067
6060 Intra-Agency Gen Fund Transfer					
8000 General Fund	17,500,000	(17,500,000)	-	122,500,000	122,500,000
6080 Loans Made - Other					
3400 Other Funds Ltd	18,543,600	(18,324,780)	218,820	70,000,000	70,218,820
6085 Other Special Payments					

Housing & Community Svcs Dept ***Agency Number: 91400***

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**

2025-27 Biennium **Cross Reference Number: 91400-040-00-00-00000**

Single Family Housing Programs

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	7,500,000	(7,500,000)	-	3,500,000	3,500,000
3400 Other Funds Ltd	43,234,902	(43,234,902)	-	52,500,000	52,500,000
6400 Federal Funds Ltd	62,049,927	(62,049,927)	-	6,062,119	6,062,119
All Funds	112,784,829	(112,784,829)	-	62,062,119	62,062,119
TOTAL SPECIAL PAYMENTS					
8000 General Fund	26,297,290	(24,945,514)	1,351,776	126,000,000	127,351,776
3400 Other Funds Ltd	74,455,216	(61,027,260)	13,427,956	122,500,000	135,927,956
6400 Federal Funds Ltd	62,839,324	(62,016,772)	822,552	6,062,119	6,884,671
TOTAL SPECIAL PAYMENTS	**$163,591,830**	**($147,989,546)**	**$15,602,284**	**$254,562,119**	**$270,164,403**
TOTAL EXPENDITURES					
8000 General Fund	29,081,909	(24,990,082)	4,091,827	127,279,320	131,371,147
3400 Other Funds Ltd	82,290,321	(62,251,823)	20,038,498	122,834,499	142,872,997
6400 Federal Funds Ltd	68,461,058	(67,534,904)	926,154	7,763,877	8,690,031
TOTAL EXPENDITURES	**$179,833,288**	**($154,776,809)**	**$25,056,479**	**$257,877,696**	**$282,934,175**
ENDING BALANCE					
3200 Other Funds Non-Ltd	62,400	-	62,400	-	62,400
3400 Other Funds Ltd	(15,226,779)	62,251,823	47,025,044	(521,326)	46,503,718
6400 Federal Funds Ltd	(67,534,904)	67,534,904	-	-	-
TOTAL ENDING BALANCE	**($82,699,283)**	**$129,786,727**	**$47,087,444**	**($521,326)**	**$46,566,118**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	38	(12)	26	10	36
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	38.00	(12.00)	26.00	9.88	35.88

Housing & Community Svcs Dept ***Agency Number: 91400***

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-060-00-00-00000**
Disaster Recovery & Resiliency

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	7,116,194	-	7,116,194	-	7,116,194
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	1,112,483	(37,411)	1,075,072	-	1,075,072
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	3,600,000	-	3,600,000	-	3,600,000
LOAN REPAYMENT					
0930 Housing Div Loan Repayments					
3400 Other Funds Ltd	10,325,336	-	10,325,336	-	10,325,336
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	6,039,173	-	6,039,173	163,667,064	169,706,237
TOTAL REVENUES					
8000 General Fund	1,112,483	(37,411)	1,075,072	-	1,075,072
3400 Other Funds Ltd	13,925,336	-	13,925,336	-	13,925,336
6400 Federal Funds Ltd	6,039,173	-	6,039,173	163,667,064	169,706,237
TOTAL REVENUES	**$21,076,992**	**($37,411)**	**$21,039,581**	**$163,667,064**	**$184,706,645**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	(520,154)	-	(520,154)	(21,979)	(542,133)
6400 Federal Funds Ltd	(2,166,879)	-	(2,166,879)	(156,295)	(2,323,174)
All Funds	(2,687,033)	-	(2,687,033)	(178,274)	(2,865,307)
AVAILABLE REVENUES					
8000 General Fund	1,112,483	(37,411)	1,075,072	-	1,075,072
3400 Other Funds Ltd	20,521,376	-	20,521,376	(21,979)	20,499,397
6400 Federal Funds Ltd	3,872,294	-	3,872,294	163,510,769	167,383,063
TOTAL AVAILABLE REVENUES	**$25,506,153**	**($37,411)**	**$25,468,742**	**$163,488,790**	**$188,957,532**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	662,184	-	662,184	-	662,184
3400 Other Funds Ltd	470,592	-	470,592	-	470,592
6400 Federal Funds Ltd	1,951,920	-	1,951,920	4,880,928	6,832,848
All Funds	3,084,696	-	3,084,696	4,880,928	7,965,624
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	216	-	216	-	216
3400 Other Funds Ltd	144	-	144	-	144
6400 Federal Funds Ltd	576	-	576	2,088	2,664
All Funds	936	-	936	2,088	3,024
3220 Public Employees' Retire Cont					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	139,324	-	139,324	-	139,324
3400 Other Funds Ltd	99,012	-	99,012	-	99,012
6400 Federal Funds Ltd	410,682	-	410,682	1,026,946	1,437,628
All Funds	649,018	-	649,018	1,026,946	1,675,964
3221 Pension Obligation Bond					
8000 General Fund	25,265	703	25,968	-	25,968
3400 Other Funds Ltd	18,236	218	18,454	-	18,454
6400 Federal Funds Ltd	268,184	(191,639)	76,545	-	76,545
All Funds	311,685	(190,718)	120,967	-	120,967
3230 Social Security Taxes					
8000 General Fund	50,658	-	50,658	-	50,658
3400 Other Funds Ltd	36,000	-	36,000	-	36,000
6400 Federal Funds Ltd	149,322	-	149,322	373,392	522,714
All Funds	235,980	-	235,980	373,392	609,372
3241 Paid Family Medical Leave Insurance					
8000 General Fund	2,649	-	2,649	-	2,649
3400 Other Funds Ltd	1,882	-	1,882	-	1,882
6400 Federal Funds Ltd	7,807	-	7,807	19,528	27,335
All Funds	12,338	-	12,338	19,528	31,866
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	126	-	126	-	126
3400 Other Funds Ltd	84	-	84	-	84
6400 Federal Funds Ltd	336	-	336	1,218	1,554

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	546	-	546	1,218	1,764
3260 Mass Transit Tax					
8000 General Fund	3,320	653	3,973	-	3,973
3400 Other Funds Ltd	2,384	440	2,824	-	2,824
All Funds	5,704	1,093	6,797	-	6,797
3270 Flexible Benefits					
8000 General Fund	127,224	-	127,224	-	127,224
3400 Other Funds Ltd	84,816	-	84,816	-	84,816
6400 Federal Funds Ltd	339,264	-	339,264	1,229,832	1,569,096
All Funds	551,304	-	551,304	1,229,832	1,781,136
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	348,782	1,356	350,138	-	350,138
3400 Other Funds Ltd	242,558	658	243,216	-	243,216
6400 Federal Funds Ltd	1,176,171	(191,639)	984,532	2,653,004	3,637,536
TOTAL OTHER PAYROLL EXPENSES	**$1,767,511**	**($189,625)**	**$1,577,886**	**$2,653,004**	**$4,230,890**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	-	(33,109)	(33,109)	-	(33,109)
3400 Other Funds Ltd	-	(23,530)	(23,530)	-	(23,530)
6400 Federal Funds Ltd	-	(97,596)	(97,596)	-	(97,596)
All Funds	-	(154,235)	(154,235)	-	(154,235)
TOTAL PERSONAL SERVICES					
8000 General Fund	1,010,966	(31,753)	979,213	-	979,213

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	713,150	(22,872)	690,278	-	690,278
6400 Federal Funds Ltd	3,128,091	(289,235)	2,838,856	7,533,932	10,372,788
TOTAL PERSONAL SERVICES	**$4,852,207**	**($343,860)**	**$4,508,347**	**$7,533,932**	**$12,042,279**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	9,663	406	10,069	-	10,069
6400 Federal Funds Ltd	66,371	(51,605)	14,766	41,784	56,550
All Funds	76,034	(51,199)	24,835	41,784	66,619
4125 Out of State Travel					
6400 Federal Funds Ltd	8,902	(8,902)	-	-	-
4150 Employee Training					
8000 General Fund	8,484	356	8,840	-	8,840
6400 Federal Funds Ltd	52,579	(40,852)	11,727	50,913	62,640
All Funds	61,063	(40,496)	20,567	50,913	71,480
4175 Office Expenses					
8000 General Fund	17,301	727	18,028	-	18,028
6400 Federal Funds Ltd	119,301	(92,896)	26,405	75,095	101,500
All Funds	136,602	(92,169)	44,433	75,095	119,528
4200 Telecommunications					
8000 General Fund	5,820	244	6,064	-	6,064
6400 Federal Funds Ltd	39,906	(30,959)	8,947	27,303	36,250
All Funds	45,726	(30,715)	15,011	27,303	42,314
4250 Data Processing					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	6,787	285	7,072	-	7,072
6400 Federal Funds Ltd	48,283	(37,860)	10,423	37,427	47,850
All Funds	55,070	(37,575)	17,495	37,427	54,922
4275 Publicity and Publications					
6400 Federal Funds Ltd	90,000	(90,000)	-	-	-
4300 Professional Services					
6400 Federal Funds Ltd	600,000	(600,000)	-	10,000,000	10,000,000
4315 IT Professional Services					
6400 Federal Funds Ltd	2,235,000	(1,363,512)	871,488	628,512	1,500,000
4325 Attorney General					
6400 Federal Funds Ltd	381,823	(352,944)	28,879	371,121	400,000
4375 Employee Recruitment and Develop					
8000 General Fund	1,253	53	1,306	-	1,306
6400 Federal Funds Ltd	7,902	(6,165)	1,737	8,413	10,150
All Funds	9,155	(6,112)	3,043	8,413	11,456
4400 Dues and Subscriptions					
6400 Federal Funds Ltd	-	-	-	18,850	18,850
4425 Facilities Rental and Taxes					
8000 General Fund	9,522	(9,522)	-	-	-
3400 Other Funds Ltd	7,021	(7,021)	-	-	-
6400 Federal Funds Ltd	5,553	(5,553)	-	-	-
All Funds	22,096	(22,096)	-	-	-
4650 Other Services and Supplies					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	29,466	1,238	30,704	-	30,704
6400 Federal Funds Ltd	181,279	(140,454)	40,825	-	40,825
All Funds	210,745	(139,216)	71,529	-	71,529
4700 Expendable Prop 250 - 5000					
6400 Federal Funds Ltd	124,700	(124,700)	-	134,850	134,850
4715 IT Expendable Property					
8000 General Fund	13,221	555	13,776	-	13,776
6400 Federal Funds Ltd	90,006	(71,765)	18,241	97,150	115,391
All Funds	103,227	(71,210)	32,017	97,150	129,167
TOTAL SERVICES & SUPPLIES					
8000 General Fund	101,517	(5,658)	95,859	-	95,859
3400 Other Funds Ltd	7,021	(7,021)	-	-	-
6400 Federal Funds Ltd	4,051,605	(3,018,167)	1,033,438	11,491,418	12,524,856
TOTAL SERVICES & SUPPLIES	**$4,160,143**	**($3,030,846)**	**$1,129,297**	**$11,491,418**	**$12,620,715**
CAPITAL OUTLAY					
5900 Other Capital Outlay					
3400 Other Funds Ltd	27,101,190	(27,101,190)	-	-	-
SPECIAL PAYMENTS					
6085 Other Special Payments					
3400 Other Funds Ltd	21,889,550	(21,889,550)	-	7,309,722	7,309,722
6400 Federal Funds Ltd	126,883,817	(126,883,817)	-	144,485,419	144,485,419
All Funds	148,773,367	(148,773,367)	-	151,795,141	151,795,141
TOTAL EXPENDITURES					

Housing & Community Svcs Dept ***Agency Number: 91400***

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**

2025-27 Biennium **Cross Reference Number: 91400-060-00-00-00000**

Disaster Recovery & Resiliency

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	1,112,483	(37,411)	1,075,072	-	1,075,072
3400 Other Funds Ltd	49,710,911	(49,020,633)	690,278	7,309,722	8,000,000
6400 Federal Funds Ltd	134,063,513	(130,191,219)	3,872,294	163,510,769	167,383,063
TOTAL EXPENDITURES	**$184,886,907**	**($179,249,263)**	**$5,637,644**	**$170,820,491**	**$176,458,135**
ENDING BALANCE					
3400 Other Funds Ltd	(29,189,535)	49,020,633	19,831,098	(7,331,701)	12,499,397
6400 Federal Funds Ltd	(130,191,219)	130,191,219	-	-	-
TOTAL ENDING BALANCE	**($159,380,754)**	**$179,211,852**	**$19,831,098**	**($7,331,701)**	**$12,499,397**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	13	-	13	29	42
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	13.00	-	13.00	29.00	42.00

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	4,586,371	-	4,586,371	-	4,586,371
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	7,341,941	296,635	7,638,576	36,619,895	44,258,471
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	2,928,000	-	2,928,000	-	2,928,000
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	6,240	-	6,240	-	6,240
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	44,767,214	-	44,767,214	1,891,584	46,658,798
6400 Federal Funds Ltd	6,033,646	-	6,033,646	435,209	6,468,855
All Funds	50,800,860	-	50,800,860	2,326,793	53,127,653
1060 Transfer from General Fund					
3400 Other Funds Ltd	-	-	-	30,000,000	30,000,000
1443 Tsfr From Oregon Health Authority					
3400 Other Funds Ltd	477,300	-	477,300	-	477,300
TOTAL TRANSFERS IN					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	45,244,514	-	45,244,514	31,891,584	77,136,098
6400 Federal Funds Ltd	6,033,646	-	6,033,646	435,209	6,468,855
TOTAL TRANSFERS IN	**$51,278,160**	**-**	**$51,278,160**	**$32,326,793**	**$83,604,953**
TOTAL REVENUES					
8000 General Fund	7,341,941	296,635	7,638,576	36,619,895	44,258,471
3400 Other Funds Ltd	48,178,754	-	48,178,754	31,891,584	80,070,338
6400 Federal Funds Ltd	6,033,646	-	6,033,646	435,209	6,468,855
TOTAL REVENUES	**$61,554,341**	**$296,635**	**$61,850,976**	**$68,946,688**	**$130,797,664**
AVAILABLE REVENUES					
8000 General Fund	7,341,941	296,635	7,638,576	36,619,895	44,258,471
3400 Other Funds Ltd	52,765,125	-	52,765,125	31,891,584	84,656,709
6400 Federal Funds Ltd	6,033,646	-	6,033,646	435,209	6,468,855
TOTAL AVAILABLE REVENUES	**$66,140,712**	**$296,635**	**$66,437,347**	**$68,946,688**	**$135,384,035**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	2,670,425	1,085,624	3,756,049	2,456,599	6,212,648
3400 Other Funds Ltd	21,151,110	969,342	22,120,452	2,059,374	24,179,826
6400 Federal Funds Ltd	6,668,065	(3,777,424)	2,890,641	257,523	3,148,164
All Funds	30,489,600	(1,722,458)	28,767,142	4,773,496	33,540,638
3160 Temporary Appointments					
3400 Other Funds Ltd	79,688	3,347	83,035	-	83,035

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	693	29	722	-	722
All Funds	80,381	3,376	83,757	-	83,757
3190 All Other Differential					
3400 Other Funds Ltd	10,988	461	11,449	-	11,449
6400 Federal Funds Ltd	144	6	150	-	150
All Funds	11,132	467	11,599	-	11,599
TOTAL SALARIES & WAGES					
8000 General Fund	2,670,425	1,085,624	3,756,049	2,456,599	6,212,648
3400 Other Funds Ltd	21,241,786	973,150	22,214,936	2,059,374	24,274,310
6400 Federal Funds Ltd	6,668,902	(3,777,389)	2,891,513	257,523	3,149,036
TOTAL SALARIES & WAGES	**$30,581,113**	**($1,718,615)**	**$28,862,498**	**$4,773,496**	**$33,635,994**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	1,040	288	1,328	1,002	2,330
3400 Other Funds Ltd	7,445	464	7,909	870	8,779
6400 Federal Funds Ltd	2,459	(1,413)	1,046	108	1,154
All Funds	10,944	(661)	10,283	1,980	12,263
3220 Public Employees' Retire Cont					
8000 General Fund	561,859	228,415	790,274	516,873	1,307,147
3400 Other Funds Ltd	4,451,141	204,048	4,655,189	433,293	5,088,482
6400 Federal Funds Ltd	1,402,993	(794,767)	608,226	54,183	662,409
All Funds	6,415,993	(362,304)	6,053,689	1,004,349	7,058,038
3221 Pension Obligation Bond					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	91,546	13,174	104,720	-	104,720
3400 Other Funds Ltd	891,277	(61,402)	829,875	-	829,875
6400 Federal Funds Ltd	286,204	(24,708)	261,496	-	261,496
All Funds	1,269,027	(72,936)	1,196,091	-	1,196,091
3230 Social Security Taxes					
8000 General Fund	204,288	81,698	285,986	187,934	473,920
3400 Other Funds Ltd	1,609,482	74,759	1,684,241	157,541	1,841,782
6400 Federal Funds Ltd	507,282	(287,927)	219,355	19,701	239,056
All Funds	2,321,052	(131,470)	2,189,582	365,176	2,554,758
3240 Unemployment Assessments					
3400 Other Funds Ltd	4,301	181	4,482	-	4,482
6400 Federal Funds Ltd	24	1	25	-	25
All Funds	4,325	182	4,507	-	4,507
3241 Paid Family Medical Leave Insurance					
8000 General Fund	10,683	4,257	14,940	9,827	24,767
3400 Other Funds Ltd	83,625	3,898	87,523	8,238	95,761
6400 Federal Funds Ltd	26,492	(15,042)	11,450	1,030	12,480
All Funds	120,800	(6,887)	113,913	19,095	133,008
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	607	165	772	578	1,350
3400 Other Funds Ltd	4,350	270	4,620	510	5,130
6400 Federal Funds Ltd	1,430	(825)	605	72	677
All Funds	6,387	(390)	5,997	1,160	7,157

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3260 Mass Transit Tax					
8000 General Fund	12,656	(6,968)	5,688	14,433	20,121
3400 Other Funds Ltd	119,903	7,006	126,909	11,353	138,262
All Funds	132,559	38	132,597	25,786	158,383
3270 Flexible Benefits					
8000 General Fund	612,796	172,174	784,970	587,346	1,372,316
3400 Other Funds Ltd	4,377,935	277,349	4,655,284	512,082	5,167,366
6400 Federal Funds Ltd	1,455,285	(831,195)	624,090	66,792	690,882
All Funds	6,446,016	(381,672)	6,064,344	1,166,220	7,230,564
3280 Other OPE					
6400 Federal Funds Ltd	-	16	16	-	16
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	1,495,475	493,203	1,988,678	1,317,993	3,306,671
3400 Other Funds Ltd	11,549,459	506,573	12,056,032	1,123,887	13,179,919
6400 Federal Funds Ltd	3,682,169	(1,955,860)	1,726,309	141,886	1,868,195
TOTAL OTHER PAYROLL EXPENSES	**$16,727,103**	**($956,084)**	**$15,771,019**	**$2,583,766**	**$18,354,785**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(3)	(148,453)	(148,456)	-	(148,456)
3400 Other Funds Ltd	(162,711)	(970,400)	(1,133,111)	-	(1,133,111)
6400 Federal Funds Ltd	(65,980)	(90,489)	(156,469)	-	(156,469)
All Funds	(228,694)	(1,209,342)	(1,438,036)	-	(1,438,036)
TOTAL PERSONAL SERVICES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	4,165,897	1,430,374	5,596,271	3,774,592	9,370,863
3400 Other Funds Ltd	32,628,534	509,323	33,137,857	3,183,261	36,321,118
6400 Federal Funds Ltd	10,285,091	(5,823,738)	4,461,353	399,409	4,860,762
TOTAL PERSONAL SERVICES	**$47,079,522**	**($3,884,041)**	**$43,195,481**	**$7,357,262**	**$50,552,743**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	24,525	(7,289)	17,236	24,969	42,205
3400 Other Funds Ltd	153,888	6,465	160,353	21,860	182,213
6400 Federal Funds Ltd	44,067	(3,621)	40,446	2,852	43,298
All Funds	222,480	(4,445)	218,035	49,681	267,716
4125 Out of State Travel					
3400 Other Funds Ltd	56,635	2,378	59,013	-	59,013
6400 Federal Funds Ltd	6,401	269	6,670	-	6,670
All Funds	63,036	2,647	65,683	-	65,683
4150 Employee Training					
8000 General Fund	20,661	(5,901)	14,760	20,520	35,280
3400 Other Funds Ltd	127,091	5,339	132,430	19,666	152,096
6400 Federal Funds Ltd	44,970	(2,565)	42,405	2,565	44,970
All Funds	192,722	(3,127)	189,595	42,751	232,346
4175 Office Expenses					
8000 General Fund	44,145	(13,121)	31,024	44,946	75,970
3400 Other Funds Ltd	337,376	14,168	351,544	39,347	390,891
6400 Federal Funds Ltd	71,822	(6,830)	64,992	5,132	70,124

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	453,343	(5,783)	447,560	89,425	536,985
4200 Telecommunications					
8000 General Fund	14,715	(4,373)	10,342	14,981	25,323
3400 Other Funds Ltd	134,736	5,660	140,396	13,115	153,511
6400 Federal Funds Ltd	24,146	(2,269)	21,877	1,712	23,589
All Funds	173,597	(982)	172,615	29,808	202,423
4225 State Gov. Service Charges					
8000 General Fund	-	1,019,122	1,019,122	-	1,019,122
3400 Other Funds Ltd	3,979,605	1,969,534	5,949,139	-	5,949,139
6400 Federal Funds Ltd	1,057,870	(273,303)	784,567	-	784,567
All Funds	5,037,475	2,715,353	7,752,828	-	7,752,828
4250 Data Processing					
8000 General Fund	17,985	(5,345)	12,640	18,311	30,951
3400 Other Funds Ltd	692,164	29,071	721,235	16,030	737,265
6400 Federal Funds Ltd	28,604	(2,810)	25,794	2,091	27,885
All Funds	738,753	20,916	759,669	36,432	796,101
4275 Publicity and Publications					
3400 Other Funds Ltd	12,735	535	13,270	-	13,270
4300 Professional Services					
8000 General Fund	2,200,000	(2,200,000)	-	1,300,000	1,300,000
3400 Other Funds Ltd	394,966	26,858	421,824	-	421,824
All Funds	2,594,966	(2,173,142)	421,824	1,300,000	1,721,824
4315 IT Professional Services					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	-	-	-	1,250,000	1,250,000
3400 Other Funds Ltd	3,833	261	4,094	-	4,094
All Funds	3,833	261	4,094	1,250,000	1,254,094
4325 Attorney General					
3400 Other Funds Ltd	142,979	33,258	176,237	-	176,237
4375 Employee Recruitment and Develop					
8000 General Fund	3,120	(895)	2,225	3,096	5,321
3400 Other Funds Ltd	13,592	571	14,163	2,967	17,130
6400 Federal Funds Ltd	5,128	(455)	4,673	388	5,061
All Funds	21,840	(779)	21,061	6,451	27,512
4400 Dues and Subscriptions					
3400 Other Funds Ltd	92,659	3,893	96,552	-	96,552
4425 Facilities Rental and Taxes					
8000 General Fund	-	429,271	429,271	-	429,271
3400 Other Funds Ltd	1,157,364	1,348,508	2,505,872	-	2,505,872
6400 Federal Funds Ltd	90,678	239,796	330,474	-	330,474
All Funds	1,248,042	2,017,575	3,265,617	-	3,265,617
4475 Facilities Maintenance					
3400 Other Funds Ltd	14,037	590	14,627	-	14,627
6400 Federal Funds Ltd	2,339	98	2,437	-	2,437
All Funds	16,376	688	17,064	-	17,064
4575 Agency Program Related S and S					
3400 Other Funds Ltd	187,649	7,881	195,530	-	195,530

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4650 Other Services and Supplies					
8000 General Fund	752,293	(331,117)	421,176	70,560	491,736
3400 Other Funds Ltd	358,846	155,941	514,787	67,620	582,407
6400 Federal Funds Ltd	76,835	82,390	159,225	8,820	168,045
All Funds	1,187,974	(92,786)	1,095,188	147,000	1,242,188
4700 Expendable Prop 250 - 5000					
8000 General Fund	62,350	(17,814)	44,536	61,920	106,456
3400 Other Funds Ltd	160,217	6,730	166,947	59,340	226,287
6400 Federal Funds Ltd	28,002	(12,266)	15,736	7,740	23,476
All Funds	250,569	(23,350)	227,219	129,000	356,219
4715 IT Expendable Property					
8000 General Fund	36,250	(10,358)	25,892	36,000	61,892
3400 Other Funds Ltd	369,710	15,528	385,238	34,500	419,738
6400 Federal Funds Ltd	67,158	(4,993)	62,165	4,500	66,665
All Funds	473,118	177	473,295	75,000	548,295
TOTAL SERVICES & SUPPLIES					
8000 General Fund	3,176,044	(1,147,820)	2,028,224	2,845,303	4,873,527
3400 Other Funds Ltd	8,390,082	3,633,169	12,023,251	274,445	12,297,696
6400 Federal Funds Ltd	1,548,020	13,441	1,561,461	35,800	1,597,261
TOTAL SERVICES & SUPPLIES	**$13,114,146**	**$2,498,790**	**$15,612,936**	**$3,155,548**	**$18,768,484**
CAPITAL OUTLAY					
5550 Data Processing Software					
8000 General Fund	-	14,081	14,081	-	14,081

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	103,953	(20,547)	83,406	-	83,406
6400 Federal Funds Ltd	-	10,832	10,832	-	10,832
All Funds	103,953	4,366	108,319	-	108,319
SPECIAL PAYMENTS					
6060 Intra-Agency Gen Fund Transfer					
8000 General Fund	-	-	-	30,000,000	30,000,000
6085 Other Special Payments					
3400 Other Funds Ltd	-	-	-	18,000,000	18,000,000
TOTAL SPECIAL PAYMENTS					
8000 General Fund	-	-	-	30,000,000	30,000,000
3400 Other Funds Ltd	-	-	-	18,000,000	18,000,000
TOTAL SPECIAL PAYMENTS	**-**	**-**	**-**	**$48,000,000**	**$48,000,000**
TOTAL EXPENDITURES					
8000 General Fund	7,341,941	296,635	7,638,576	36,619,895	44,258,471
3400 Other Funds Ltd	41,122,569	4,121,945	45,244,514	21,457,706	66,702,220
6400 Federal Funds Ltd	11,833,111	(5,799,465)	6,033,646	435,209	6,468,855
TOTAL EXPENDITURES	**$60,297,621**	**($1,380,885)**	**$58,916,736**	**$58,512,810**	**$117,429,546**
ENDING BALANCE					
3400 Other Funds Ltd	11,642,556	(4,121,945)	7,520,611	10,433,878	17,954,489
6400 Federal Funds Ltd	(5,799,465)	5,799,465	-	-	-
TOTAL ENDING BALANCE	**$5,843,091**	**$1,677,520**	**$7,520,611**	**$10,433,878**	**$17,954,489**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	152	(9)	143	30	173

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	152.00	(9.00)	143.00	27.60	170.60

Housing & Community Svcs Dept ***Agency Number: 91400***

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-080-00-00-00000**
Bond Activities and Debt Service

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3200 Other Funds Non-Ltd	556,204,896	-	556,204,896	-	556,204,896
3400 Other Funds Ltd	1,285,108	-	1,285,108	-	1,285,108
All Funds	557,490,004	-	557,490,004	-	557,490,004
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	421,842	123,499	545,341	-	545,341
8030 General Fund Debt Svc	230,930,098	-	230,930,098	31,996,491	262,926,589
All Funds	231,351,940	123,499	231,475,439	31,996,491	263,471,930
BOND SALES					
0555 General Fund Obligation Bonds					
3400 Other Funds Ltd	-	-	-	5,100,000	5,100,000
0565 Lottery Bonds					
3400 Other Funds Ltd	-	-	-	3,040,811	3,040,811
TOTAL BOND SALES					
3400 Other Funds Ltd	-	-	-	8,140,811	8,140,811
INTEREST EARNINGS					
0605 Interest Income					
3200 Other Funds Non-Ltd	89,736,000	-	89,736,000	-	89,736,000
3400 Other Funds Ltd	79,200	-	79,200	-	79,200
All Funds	89,815,200	-	89,815,200	-	89,815,200

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
LOAN REPAYMENT					
0930 Housing Div Loan Repayments					
3200 Other Funds Non-Ltd	124,920,000	-	124,920,000	-	124,920,000
TRANSFERS IN					
1010 Transfer In - Intrafund					
3230 Other Funds Debt Svc Non-Ltd	139,750,437	-	139,750,437	-	139,750,437
3400 Other Funds Ltd	6,493,340	-	6,493,340	-	6,493,340
All Funds	146,243,777	-	146,243,777	-	146,243,777
1040 Transfer In Lottery Proceeds					
4430 Lottery Funds Debt Svc Ltd	-	-	-	20,949,360	20,949,360
1107 Tsfr From Administrative Svcs					
4430 Lottery Funds Debt Svc Ltd	40,500,992	-	40,500,992	-	40,500,992
TOTAL TRANSFERS IN					
4430 Lottery Funds Debt Svc Ltd	40,500,992	-	40,500,992	20,949,360	61,450,352
3230 Other Funds Debt Svc Non-Ltd	139,750,437	-	139,750,437	-	139,750,437
3400 Other Funds Ltd	6,493,340	-	6,493,340	-	6,493,340
TOTAL TRANSFERS IN	**$186,744,769**	**-**	**$186,744,769**	**$20,949,360**	**$207,694,129**
TOTAL REVENUES					
8000 General Fund	421,842	123,499	545,341	-	545,341
8030 General Fund Debt Svc	230,930,098	-	230,930,098	31,996,491	262,926,589
4430 Lottery Funds Debt Svc Ltd	40,500,992	-	40,500,992	20,949,360	61,450,352
3200 Other Funds Non-Ltd	214,656,000	-	214,656,000	-	214,656,000
3230 Other Funds Debt Svc Non-Ltd	139,750,437	-	139,750,437	-	139,750,437

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	6,572,540	-	6,572,540	8,140,811	14,713,351
TOTAL REVENUES	**$632,831,909**	**$123,499**	**$632,955,408**	**$61,086,662**	**$694,042,070**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3200 Other Funds Non-Ltd	(150,648,146)	-	(150,648,146)	(95,982)	(150,744,128)
AVAILABLE REVENUES					
8000 General Fund	421,842	123,499	545,341	-	545,341
8030 General Fund Debt Svc	230,930,098	-	230,930,098	31,996,491	262,926,589
4430 Lottery Funds Debt Svc Ltd	40,500,992	-	40,500,992	20,949,360	61,450,352
3200 Other Funds Non-Ltd	620,212,750	-	620,212,750	(95,982)	620,116,768
3230 Other Funds Debt Svc Non-Ltd	139,750,437	-	139,750,437	-	139,750,437
3400 Other Funds Ltd	7,857,648	-	7,857,648	8,140,811	15,998,459
TOTAL AVAILABLE REVENUES	**$1,039,673,767**	**$123,499**	**$1,039,797,266**	**$60,990,680**	**$1,100,787,946**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	172,944	-	172,944	-	172,944
3400 Other Funds Ltd	2,046,336	-	2,046,336	-	2,046,336
All Funds	2,219,280	-	2,219,280	-	2,219,280
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	72	-	72	-	72

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	648	-	648	-	648
All Funds	720	-	720	-	720
3220 Public Employees' Retire Cont					
8000 General Fund	36,387	-	36,387	-	36,387
3400 Other Funds Ltd	430,547	-	430,547	-	430,547
All Funds	466,934	-	466,934	-	466,934
3221 Pension Obligation Bond					
8000 General Fund	-	6,782	6,782	-	6,782
3400 Other Funds Ltd	87,810	(7,563)	80,247	-	80,247
All Funds	87,810	(781)	87,029	-	87,029
3230 Social Security Taxes					
8000 General Fund	13,230	-	13,230	-	13,230
3400 Other Funds Ltd	156,544	-	156,544	-	156,544
All Funds	169,774	-	169,774	-	169,774
3241 Paid Family Medical Leave Insurance					
8000 General Fund	692	-	692	-	692
3400 Other Funds Ltd	8,184	-	8,184	-	8,184
All Funds	8,876	-	8,876	-	8,876
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	42	-	42	-	42
3400 Other Funds Ltd	378	-	378	-	378
All Funds	420	-	420	-	420
3260 Mass Transit Tax					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	243	795	1,038	-	1,038
3400 Other Funds Ltd	11,621	657	12,278	-	12,278
All Funds	11,864	1,452	13,316	-	13,316
3270 Flexible Benefits					
8000 General Fund	42,408	-	42,408	-	42,408
3400 Other Funds Ltd	381,672	-	381,672	-	381,672
All Funds	424,080	-	424,080	-	424,080
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	93,074	7,577	100,651	-	100,651
3400 Other Funds Ltd	1,077,404	(6,906)	1,070,498	-	1,070,498
TOTAL OTHER PAYROLL EXPENSES	**$1,170,478**	**$671**	**$1,171,149**	**-**	**$1,171,149**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	-	(8,647)	(8,647)	-	(8,647)
3400 Other Funds Ltd	(16,623)	(85,694)	(102,317)	-	(102,317)
All Funds	(16,623)	(94,341)	(110,964)	-	(110,964)
TOTAL PERSONAL SERVICES					
8000 General Fund	266,018	(1,070)	264,948	-	264,948
3400 Other Funds Ltd	3,107,117	(92,600)	3,014,517	-	3,014,517
TOTAL PERSONAL SERVICES	**$3,373,135**	**($93,670)**	**$3,279,465**	**-**	**$3,279,465**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	450	1,369	1,819	-	1,819

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	6,465	272	6,737	-	6,737
All Funds	6,915	1,641	8,556	-	8,556
4125 Out of State Travel					
3400 Other Funds Ltd	15,781	663	16,444	-	16,444
4150 Employee Training					
8000 General Fund	355	1,085	1,440	-	1,440
3400 Other Funds Ltd	14,279	600	14,879	-	14,879
All Funds	14,634	1,685	16,319	-	16,319
4175 Office Expenses					
8000 General Fund	810	2,464	3,274	-	3,274
3200 Other Funds Non-Ltd	1,000	-	1,000	-	1,000
3400 Other Funds Ltd	15,844	665	16,509	-	16,509
All Funds	17,654	3,129	20,783	-	20,783
4200 Telecommunications					
8000 General Fund	270	821	1,091	-	1,091
3400 Other Funds Ltd	7,927	333	8,260	-	8,260
All Funds	8,197	1,154	9,351	-	9,351
4225 State Gov. Service Charges					
8000 General Fund	150,629	108,767	259,396	-	259,396
3400 Other Funds Ltd	440,019	(59,240)	380,779	-	380,779
All Funds	590,648	49,527	640,175	-	640,175
4250 Data Processing					
8000 General Fund	330	1,004	1,334	-	1,334

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	36,666	1,540	38,206	-	38,206
All Funds	36,996	2,544	39,540	-	39,540
4275 Publicity and Publications					
3200 Other Funds Non-Ltd	175,000	-	175,000	-	175,000
4300 Professional Services					
3200 Other Funds Non-Ltd	9,126,576	-	9,126,576	-	9,126,576
3400 Other Funds Ltd	2,849,568	193,771	3,043,339	-	3,043,339
All Funds	11,976,144	193,771	12,169,915	-	12,169,915
4325 Attorney General					
3200 Other Funds Non-Ltd	130,696	-	130,696	-	130,696
3400 Other Funds Ltd	35,744	8,314	44,058	-	44,058
All Funds	166,440	8,314	174,754	-	174,754
4375 Employee Recruitment and Develop					
8000 General Fund	55	162	217	-	217
3400 Other Funds Ltd	505	21	526	-	526
All Funds	560	183	743	-	743
4400 Dues and Subscriptions					
3400 Other Funds Ltd	937	39	976	-	976
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	58,009	(58,009)	-	-	-
4575 Agency Program Related S and S					
3200 Other Funds Non-Ltd	3,300,000	-	3,300,000	-	3,300,000
3400 Other Funds Ltd	1,169	49	1,218	-	1,218

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	3,301,169	49	3,301,218	-	3,301,218
4650 Other Services and Supplies					
8000 General Fund	1,225	3,726	4,951	-	4,951
3200 Other Funds Non-Ltd	6,043,542	-	6,043,542	-	6,043,542
3400 Other Funds Ltd	4,920,532	(4,800,974)	119,558	8,140,811	8,260,369
All Funds	10,965,299	(4,797,248)	6,168,051	8,140,811	14,308,862
4700 Expendable Prop 250 - 5000					
8000 General Fund	1,075	3,270	4,345	-	4,345
3400 Other Funds Ltd	4,913	206	5,119	-	5,119
All Funds	5,988	3,476	9,464	-	9,464
4715 IT Expendable Property					
8000 General Fund	625	1,901	2,526	-	2,526
3400 Other Funds Ltd	9,842	413	10,255	-	10,255
All Funds	10,467	2,314	12,781	-	12,781
TOTAL SERVICES & SUPPLIES					
8000 General Fund	155,824	124,569	280,393	-	280,393
3200 Other Funds Non-Ltd	18,776,814	-	18,776,814	-	18,776,814
3400 Other Funds Ltd	8,418,200	(4,711,337)	3,706,863	8,140,811	11,847,674
TOTAL SERVICES & SUPPLIES	**$27,350,838**	**($4,586,768)**	**$22,764,070**	**$8,140,811**	**$30,904,881**
SPECIAL PAYMENTS					
6030 Dist to Non-Gov Units					
3200 Other Funds Non-Ltd	5,996,320	-	5,996,320	-	5,996,320
6080 Loans Made - Other					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3200 Other Funds Non-Ltd	533,500,000	-	533,500,000	-	533,500,000
TOTAL SPECIAL PAYMENTS					
3200 Other Funds Non-Ltd	539,496,320	-	539,496,320	-	539,496,320
DEBT SERVICE					
7100 Principal - Bonds					
8030 General Fund Debt Svc	112,680,000	-	112,680,000	8,650,000	121,330,000
4430 Lottery Funds Debt Svc Ltd	28,565,567	-	28,565,567	5,260,000	33,825,567
3230 Other Funds Debt Svc Non-Ltd	66,510,000	-	66,510,000	-	66,510,000
All Funds	207,755,567	-	207,755,567	13,910,000	221,665,567
7150 Interest - Bonds					
8030 General Fund Debt Svc	118,250,098	-	118,250,098	23,346,491	141,596,589
4430 Lottery Funds Debt Svc Ltd	11,935,425	-	11,935,425	15,689,360	27,624,785
3230 Other Funds Debt Svc Non-Ltd	73,240,437	-	73,240,437	-	73,240,437
All Funds	203,425,960	-	203,425,960	39,035,851	242,461,811
TOTAL DEBT SERVICE					
8030 General Fund Debt Svc	230,930,098	-	230,930,098	31,996,491	262,926,589
4430 Lottery Funds Debt Svc Ltd	40,500,992	-	40,500,992	20,949,360	61,450,352
3230 Other Funds Debt Svc Non-Ltd	139,750,437	-	139,750,437	-	139,750,437
TOTAL DEBT SERVICE	**$411,181,527**	**-**	**$411,181,527**	**$52,945,851**	**$464,127,378**
TOTAL EXPENDITURES					
8000 General Fund	421,842	123,499	545,341	-	545,341
8030 General Fund Debt Svc	230,930,098	-	230,930,098	31,996,491	262,926,589
4430 Lottery Funds Debt Svc Ltd	40,500,992	-	40,500,992	20,949,360	61,450,352

Housing & Community Svcs Dept ***Agency Number: 91400***

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-080-00-00-00000**
Bond Activities and Debt Service

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3200 Other Funds Non-Ltd	558,273,134	-	558,273,134	-	558,273,134
3230 Other Funds Debt Svc Non-Ltd	139,750,437	-	139,750,437	-	139,750,437
3400 Other Funds Ltd	11,525,317	(4,803,937)	6,721,380	8,140,811	14,862,191
TOTAL EXPENDITURES	**$981,401,820**	**($4,680,438)**	**$976,721,382**	**$61,086,662**	**$1,037,808,044**
ENDING BALANCE					
3200 Other Funds Non-Ltd	61,939,616	-	61,939,616	(95,982)	61,843,634
3400 Other Funds Ltd	(3,667,669)	4,803,937	1,136,268	-	1,136,268
TOTAL ENDING BALANCE	**$58,271,947**	**$4,803,937**	**$63,075,884**	**($95,982)**	**$62,979,902**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	10	-	10	-	10
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	10.00	-	10.00	-	10.00

Housing & Community Svcs Dept ***Agency Number: 91400***

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-089-00-00-00000**
Capital Construction

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
BOND SALES					
0555 General Fund Obligation Bonds					
3020 Other Funds Cap Construct	-	-	-	680,000,000	680,000,000
AVAILABLE REVENUES					
3020 Other Funds Cap Construct	-	-	-	680,000,000	680,000,000
EXPENDITURES					
CAPITAL OUTLAY					
5900 Other Capital Outlay					
3020 Other Funds Cap Construct	-	-	-	680,000,000	680,000,000

Housing & Community Svcs Dept ***Agency Number 91400***

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Housing & Community Svcs Dept

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(634,902,044)	(283,626)	6,897,775	(649,433,508)	3,755,960	4,161,355
AVAILABLE REVENUES						
8000 General Fund	(634,902,044)	(283,626)	6,897,775	(649,433,508)	3,755,960	4,161,355
TOTAL AVAILABLE REVENUES	**($634,902,044)**	**($283,626)**	**$6,897,775**	**($649,433,508)**	**$3,755,960**	**$4,161,355**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	(1,985,512)	-	-	(4,793,592)	-	2,808,080
3400 Other Funds Ltd	324,678	-	-	(644,664)	-	969,342
6400 Federal Funds Ltd	(5,522,776)	-	-	(1,745,352)	-	(3,777,424)
All Funds	(7,183,610)	-	-	(7,183,608)	-	(2)
3160 Temporary Appointments						
3400 Other Funds Ltd	3,347	3,347	-	-	-	-
6400 Federal Funds Ltd	29	29	-	-	-	-
All Funds	3,376	3,376	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	537	537	-	-	-	-
6400 Federal Funds Ltd	6	6	-	-	-	-
All Funds	543	543	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
SALARIES & WAGES						
8000 General Fund	(1,985,512)	-	-	(4,793,592)	-	2,808,080
3400 Other Funds Ltd	328,562	3,884	-	(644,664)	-	969,342
6400 Federal Funds Ltd	(5,522,741)	35	-	(1,745,352)	-	(3,777,424)
TOTAL SALARIES & WAGES	**($7,179,691)**	**$3,919**	**-**	**($7,183,608)**	**-**	**($2)**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	(864)	-	-	(1,800)	-	936
3400 Other Funds Ltd	248	-	-	(216)	-	464
6400 Federal Funds Ltd	(2,061)	-	-	(648)	-	(1,413)
All Funds	(2,677)	-	-	(2,664)	-	(13)
3220 Public Employees Retire Cont						
8000 General Fund	(417,749)	-	-	(1,008,570)	-	590,821
3400 Other Funds Ltd	68,426	113	-	(135,638)	-	203,951
6400 Federal Funds Ltd	(1,161,988)	1	-	(367,221)	-	(794,768)
All Funds	(1,511,311)	114	-	(1,511,429)	-	4
3221 Pension Obligation Bond						
8000 General Fund	54,454	54,454	-	-	-	-
3400 Other Funds Ltd	(93,479)	(93,479)	-	-	-	-
6400 Federal Funds Ltd	(255,742)	(255,743)	-	-	-	1
All Funds	(294,767)	(294,768)	-	-	-	1
3230 Social Security Taxes						
8000 General Fund	(153,245)	-	-	(366,711)	-	213,466

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	25,448	297	-	(49,317)	-	74,468
6400 Federal Funds Ltd	(421,448)	2	-	(133,521)	-	(287,929)
All Funds	(549,245)	299	-	(549,549)	-	5
3240 Unemployment Assessments						
3400 Other Funds Ltd	181	181	-	-	-	-
6400 Federal Funds Ltd	1	1	-	-	-	-
All Funds	182	182	-	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	(8,030)	-	-	(19,177)	-	11,147
3400 Other Funds Ltd	1,319	2	-	(2,579)	-	3,896
6400 Federal Funds Ltd	(22,023)	-	-	(6,981)	-	(15,042)
All Funds	(28,734)	2	-	(28,737)	-	1
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	(507)	-	-	(1,050)	-	543
3400 Other Funds Ltd	144	-	-	(126)	-	270
6400 Federal Funds Ltd	(1,203)	-	-	(378)	-	(825)
All Funds	(1,566)	-	-	(1,554)	-	(12)
3260 Mass Transit Tax						
8000 General Fund	(15,556)	9,567	-	(25,123)	-	-
3400 Other Funds Ltd	31,863	36,786	-	(4,923)	-	-
All Funds	16,307	46,353	-	(30,046)	-	-
3270 Flexible Benefits						
8000 General Fund	(506,354)	-	-	(1,060,200)	-	553,846

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	150,125	-	-	(127,224)	-	277,349
6400 Federal Funds Ltd	(1,212,867)	-	-	(381,672)	-	(831,195)
All Funds	(1,569,096)	-	-	(1,569,096)	-	-
3280 Other OPE						
6400 Federal Funds Ltd	16	-	-	-	-	16
OTHER PAYROLL EXPENSES						
8000 General Fund	(1,047,851)	64,021	-	(2,482,631)	-	1,370,759
3400 Other Funds Ltd	184,275	(56,100)	-	(320,023)	-	560,398
6400 Federal Funds Ltd	(3,077,315)	(255,739)	-	(890,421)	-	(1,931,155)
TOTAL OTHER PAYROLL EXPENSES	**($3,940,891)**	**($247,818)**	**-**	**($3,693,075)**	**-**	**$2**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(448,704)	(347,647)	-	-	-	(101,057)
3400 Other Funds Ltd	(2,709,920)	(2,634,041)	-	-	-	(75,879)
6400 Federal Funds Ltd	(308,244)	(485,180)	-	-	-	176,936
All Funds	(3,466,868)	(3,466,868)	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	(3,482,067)	(283,626)	-	(7,276,223)	-	4,077,782
3400 Other Funds Ltd	(2,197,083)	(2,686,257)	-	(964,687)	-	1,453,861
6400 Federal Funds Ltd	(8,908,300)	(740,884)	-	(2,635,773)	-	(5,531,643)
TOTAL PERSONAL SERVICES	**($14,587,450)**	**($3,710,767)**	**-**	**($10,876,683)**	**-**	**-**
SERVICES & SUPPLIES						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
4100 Instate Travel						
8000 General Fund	(25,602)	-	15,965	(44,568)	3,001	-
3400 Other Funds Ltd	21,193	-	-	(1,800)	22,993	-
6400 Federal Funds Ltd	(70,719)	-	-	(75,032)	4,313	-
All Funds	(75,128)	-	15,965	(121,400)	30,307	-
4125 Out of State Travel						
8000 General Fund	646	-	-	-	646	-
3400 Other Funds Ltd	8,360	-	-	-	8,360	-
6400 Federal Funds Ltd	(6,927)	-	-	(8,902)	1,975	-
All Funds	2,079	-	-	(8,902)	10,981	-
4150 Employee Training						
8000 General Fund	(21,163)	-	12,645	(35,996)	2,188	-
3400 Other Funds Ltd	13,563	-	-	(1,425)	14,988	-
6400 Federal Funds Ltd	(48,782)	-	-	(52,725)	3,943	-
All Funds	(56,382)	-	12,645	(90,146)	21,119	-
4175 Office Expenses						
8000 General Fund	(45,291)	-	28,740	(80,222)	6,191	-
3400 Other Funds Ltd	25,833	-	-	(3,240)	29,073	-
6400 Federal Funds Ltd	(125,122)	-	-	(131,536)	6,414	-
All Funds	(144,580)	-	28,740	(214,998)	41,678	-
4200 Telecommunications						
8000 General Fund	(15,327)	-	9,580	(26,741)	1,834	-
3400 Other Funds Ltd	11,266	-	-	(1,080)	12,346	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
6400 Federal Funds Ltd	(47,783)	-	-	(49,771)	1,988	-
All Funds	(51,844)	-	9,580	(77,592)	16,168	-
4225 State Gov. Service Charges						
8000 General Fund	1,127,889	-	-	-	1,127,889	-
3400 Other Funds Ltd	1,910,294	-	-	-	1,910,294	-
6400 Federal Funds Ltd	(273,303)	-	-	-	(273,303)	-
All Funds	2,764,880	-	-	-	2,764,880	-
4250 Data Processing						
8000 General Fund	(19,427)	-	11,710	(32,683)	1,546	-
3400 Other Funds Ltd	39,895	-	-	(1,320)	41,215	-
6400 Federal Funds Ltd	(71,028)	-	-	(72,922)	1,894	-
All Funds	(50,560)	-	11,710	(106,925)	44,655	-
4275 Publicity and Publications						
8000 General Fund	151	-	-	-	151	-
3400 Other Funds Ltd	2,048	-	-	-	2,048	-
6400 Federal Funds Ltd	(89,881)	-	-	(90,000)	119	-
All Funds	(87,682)	-	-	(90,000)	2,318	-
4300 Professional Services						
8000 General Fund	(3,916,942)	-	-	(3,925,808)	8,866	-
3400 Other Funds Ltd	374,283	-	-	-	374,283	-
6400 Federal Funds Ltd	(3,021,801)	-	-	(3,211,200)	189,399	-
All Funds	(6,564,460)	-	-	(7,137,008)	572,548	-
4315 IT Professional Services						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
8000 General Fund	227	-	-	-	227	-
3400 Other Funds Ltd	8,452	-	-	-	8,452	-
6400 Federal Funds Ltd	(1,363,471)	-	-	(1,419,000)	55,529	-
All Funds	(1,354,792)	-	-	(1,419,000)	64,208	-
4325 Attorney General						
8000 General Fund	(55,828)	-	-	(73,767)	17,939	-
3400 Other Funds Ltd	580,810	-	-	-	580,810	-
6400 Federal Funds Ltd	(351,450)	-	-	(358,394)	6,944	-
All Funds	173,532	-	-	(432,161)	605,693	-
4375 Employee Recruitment and Develop						
8000 General Fund	(3,254)	-	1,905	(5,432)	273	-
3400 Other Funds Ltd	1,108	-	-	(215)	1,323	-
6400 Federal Funds Ltd	(7,659)	-	-	(7,955)	296	-
All Funds	(9,805)	-	1,905	(13,602)	1,892	-
4400 Dues and Subscriptions						
8000 General Fund	193	-	-	-	193	-
3400 Other Funds Ltd	4,179	-	-	-	4,179	-
6400 Federal Funds Ltd	844	-	-	-	844	-
All Funds	5,216	-	-	-	5,216	-
4425 Facilities Rental and Taxes						
8000 General Fund	339,150	-	-	-	34,307	304,843
3400 Other Funds Ltd	414,977	-	-	-	795,945	(380,968)
6400 Federal Funds Ltd	146,253	-	-	-	70,128	76,125

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
All Funds	900,380	-	-	-	900,380	-
4475 Facilities Maintenance						
8000 General Fund	28	-	-	-	28	-
3400 Other Funds Ltd	669	-	-	-	669	-
6400 Federal Funds Ltd	129	-	-	-	129	-
All Funds	826	-	-	-	826	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	8,067	-	-	-	8,067	-
4650 Other Services and Supplies						
8000 General Fund	(370,379)	-	43,465	(223,494)	45,001	(235,351)
3400 Other Funds Ltd	(4,614,385)	-	-	(4,810,693)	55,438	140,870
6400 Federal Funds Ltd	(193,473)	-	-	(293,940)	5,986	94,481
All Funds	(5,178,237)	-	43,465	(5,328,127)	106,425	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	(67,915)	-	38,140	(108,618)	2,563	-
3400 Other Funds Ltd	12,424	-	-	(4,300)	16,724	-
6400 Federal Funds Ltd	(157,964)	-	-	(159,100)	1,136	-
All Funds	(213,455)	-	38,140	(272,018)	20,423	-
4715 IT Expendable Property						
8000 General Fund	(38,442)	-	22,175	(64,050)	3,433	-
3400 Other Funds Ltd	25,771	-	-	(2,500)	28,271	-
6400 Federal Funds Ltd	(88,296)	-	-	(92,500)	4,204	-
All Funds	(100,967)	-	22,175	(159,050)	35,908	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
SERVICES & SUPPLIES						
8000 General Fund	(3,111,286)	-	184,325	(4,621,379)	1,256,276	69,492
3400 Other Funds Ltd	(1,151,193)	-	-	(4,826,573)	3,915,478	(240,098)
6400 Federal Funds Ltd	(5,770,433)	-	-	(6,022,977)	81,938	170,606
TOTAL SERVICES & SUPPLIES	**($10,032,912)**	**-**	**$184,325**	**($15,470,929)**	**$5,253,692**	**-**
CAPITAL OUTLAY						
5550 Data Processing Software						
8000 General Fund	14,081	-	-	-	-	14,081
3400 Other Funds Ltd	(20,547)	-	-	-	4,366	(24,913)
6400 Federal Funds Ltd	10,832	-	-	-	-	10,832
All Funds	4,366	-	-	-	4,366	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	(27,101,190)	-	-	(27,101,190)	-	-
CAPITAL OUTLAY						
8000 General Fund	14,081	-	-	-	-	14,081
3400 Other Funds Ltd	(27,121,737)	-	-	(27,101,190)	4,366	(24,913)
6400 Federal Funds Ltd	10,832	-	-	-	-	10,832
TOTAL CAPITAL OUTLAY	**($27,096,824)**	**-**	**-**	**($27,101,190)**	**$4,366**	**-**
SPECIAL PAYMENTS						
6015 Dist to Cities						
6400 Federal Funds Ltd	33,155	-	-	-	33,155	-
6020 Dist to Counties						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
8000 General Fund	744,903	-	-	-	744,903	-
3400 Other Funds Ltd	1,172,706	-	-	-	1,172,706	-
6400 Federal Funds Ltd	(5,440,291)	-	-	(6,693,497)	1,253,206	-
All Funds	(3,522,682)	-	-	(6,693,497)	3,170,815	-
6025 Dist to Other Gov Unit						
8000 General Fund	20,800	-	-	-	20,800	-
3400 Other Funds Ltd	26,567,527	-	25,500,000	-	1,067,527	-
All Funds	26,588,327	-	25,500,000	-	1,088,327	-
6030 Dist to Non-Gov Units						
8000 General Fund	(77,787,732)	-	-	(77,787,732)	-	-
3400 Other Funds Ltd	2,734,860	-	-	-	2,734,860	-
All Funds	(75,052,872)	-	-	(77,787,732)	2,734,860	-
6035 Dist to Individuals						
3400 Other Funds Ltd	19,166	-	-	-	19,166	-
6400 Federal Funds Ltd	1,652	-	-	-	1,652	-
All Funds	20,818	-	-	-	20,818	-
6050 Dist to Non-Profit Organizations						
8000 General Fund	(161,460,274)	-	-	(162,535,000)	1,074,726	-
3400 Other Funds Ltd	(2,593,636)	-	-	(7,815,000)	5,221,364	-
6400 Federal Funds Ltd	(23,834,553)	-	-	(27,286,575)	3,452,022	-
All Funds	(187,888,463)	-	-	(197,636,575)	9,748,112	-
6055 Dist to Contract Svc Providers						
8000 General Fund	(34,000,000)	-	-	(34,000,000)	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	(150,200,000)	-	-	(150,200,000)	-	-
6080 Loans Made - Other						
3400 Other Funds Ltd	(26,282,472)	-	-	(28,033,600)	1,751,128	-
6085 Other Special Payments						
8000 General Fund	(205,640,469)	-	6,713,450	(213,013,174)	659,255	-
3400 Other Funds Ltd	(240,558,780)	-	-	(243,140,991)	2,582,211	-
6400 Federal Funds Ltd	(187,684,237)	-	-	(188,933,744)	1,249,507	-
All Funds	(633,883,486)	-	6,713,450	(645,087,909)	4,490,973	-
SPECIAL PAYMENTS						
8000 General Fund	(628,322,772)	-	6,713,450	(637,535,906)	2,499,684	-
3400 Other Funds Ltd	(238,940,629)	-	25,500,000	(278,989,591)	14,548,962	-
6400 Federal Funds Ltd	(216,924,274)	-	-	(222,913,816)	5,989,542	-
TOTAL SPECIAL PAYMENTS	**($1,084,187,675)**	**-**	**$32,213,450**	**($1,139,439,313)**	**$23,038,188**	**-**
EXPENDITURES						
8000 General Fund	(634,902,044)	(283,626)	6,897,775	(649,433,508)	3,755,960	4,161,355
3400 Other Funds Ltd	(269,410,642)	(2,686,257)	25,500,000	(311,882,041)	18,468,806	1,188,850
6400 Federal Funds Ltd	(231,592,175)	(740,884)	-	(231,572,566)	6,071,480	(5,350,205)
TOTAL EXPENDITURES	**($1,135,904,861)**	**($3,710,767)**	**$32,397,775**	**($1,192,888,115)**	**$28,296,246**	**-**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	269,410,642	2,686,257	(25,500,000)	311,882,041	(18,468,806)	(1,188,850)

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
6400 Federal Funds Ltd	231,592,175	740,884	-	231,572,566	(6,071,480)	5,350,205
TOTAL ENDING BALANCE	**$501,002,817**	**$3,427,141**	**($25,500,000)**	**$543,454,607**	**($24,540,286)**	**$4,161,355**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(37)	-	-	(37)	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(37.00)	-	-	(37.00)	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(478,969,763)	(96,877)	(480,630,121)	1,836,950	(79,715)	
AVAILABLE REVENUES						
8000 General Fund	(478,969,763)	(96,877)	(480,630,121)	1,836,950	(79,715)	
TOTAL AVAILABLE REVENUES	**($478,969,763)**	**($96,877)**	**($480,630,121)**	**$1,836,950**	**($79,715)**	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	(3,071,136)	-	(3,071,136)	-	-	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	(1,152)	-	(1,152)	-	-	
3220 Public Employees Retire Cont						
8000 General Fund	(646,164)	-	(646,164)	-	-	
3221 Pension Obligation Bond						
8000 General Fund	(5,018)	(5,018)	-	-	-	
3400 Other Funds Ltd	(3,040)	(3,040)	-	-	-	
6400 Federal Funds Ltd	(3,700)	(3,700)	-	-	-	
All Funds	(11,758)	(11,758)	-	-	-	
3230 Social Security Taxes						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00	
8000 General Fund	(234,943)	-	(234,943)	-	-	
3241 Paid Family Medical Leave Insurance						
8000 General Fund	(12,287)	-	(12,287)	-	-	
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	(672)	-	(672)	-	-	
3260 Mass Transit Tax						
8000 General Fund	(15,350)	442	(15,792)	-	-	
3400 Other Funds Ltd	4,900	4,900	-	-	-	
All Funds	(10,450)	5,342	(15,792)	-	-	
3270 Flexible Benefits						
8000 General Fund	(678,528)	-	(678,528)	-	-	
OTHER PAYROLL EXPENSES						
8000 General Fund	(1,594,114)	(4,576)	(1,589,538)	-	-	
3400 Other Funds Ltd	1,860	1,860	-	-	-	
6400 Federal Funds Ltd	(3,700)	(3,700)	-	-	-	
TOTAL OTHER PAYROLL EXPENSES	**($1,595,954)**	**($6,416)**	**($1,589,538)**	**-**	**-**	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(92,301)	(92,301)	-	-	-	
3400 Other Funds Ltd	(228,316)	(228,316)	-	-	-	
6400 Federal Funds Ltd	(85,404)	(85,404)	-	-	-	
All Funds	(406,021)	(406,021)	-	-	-	
PERSONAL SERVICES						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00	
8000 General Fund	(4,757,551)	(96,877)	(4,660,674)	-	-	
3400 Other Funds Ltd	(226,456)	(226,456)	-	-	-	
6400 Federal Funds Ltd	(89,104)	(89,104)	-	-	-	
TOTAL PERSONAL SERVICES	**($5,073,111)**	**($412,437)**	**($4,660,674)**	**-**	**-**	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	(30,097)	-	(30,843)	746	-	
3400 Other Funds Ltd	1,576	-	-	1,576	-	
6400 Federal Funds Ltd	674	-	(900)	1,574	-	
All Funds	(27,847)	-	(31,743)	3,896	-	
4125 Out of State Travel						
8000 General Fund	646	-	-	646	-	
3400 Other Funds Ltd	867	-	-	867	-	
6400 Federal Funds Ltd	1,281	-	-	1,281	-	
All Funds	2,794	-	-	2,794	-	
4150 Employee Training						
8000 General Fund	(24,115)	-	(24,596)	481	-	
3400 Other Funds Ltd	1,092	-	-	1,092	-	
6400 Federal Funds Ltd	6	-	(1,425)	1,431	-	
All Funds	(23,017)	-	(26,021)	3,004	-	
4175 Office Expenses						
8000 General Fund	(53,159)	-	(55,517)	2,358	-	
3400 Other Funds Ltd	1,700	-	-	1,700	-	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00	
6400 Federal Funds Ltd	867	-	(1,620)	2,487	-	
All Funds	(50,592)	-	(57,137)	6,545	-	
4200 Telecommunications						
8000 General Fund	(17,868)	-	(18,506)	638	-	
3400 Other Funds Ltd	715	-	-	715	-	
6400 Federal Funds Ltd	91	-	(540)	631	-	
All Funds	(17,062)	-	(19,046)	1,984	-	
4250 Data Processing						
8000 General Fund	(22,451)	-	(22,618)	167	-	
3400 Other Funds Ltd	642	-	-	642	-	
6400 Federal Funds Ltd	(340)	-	(660)	320	-	
All Funds	(22,149)	-	(23,278)	1,129	-	
4275 Publicity and Publications						
8000 General Fund	151	-	-	151	-	
3400 Other Funds Ltd	562	-	-	562	-	
6400 Federal Funds Ltd	119	-	-	119	-	
All Funds	832	-	-	832	-	
4300 Professional Services						
8000 General Fund	(1,721,381)	-	(1,725,808)	4,427	-	
3400 Other Funds Ltd	104,736	-	-	104,736	-	
6400 Federal Funds Ltd	188,026	-	-	188,026	-	
All Funds	(1,428,619)	-	(1,725,808)	297,189	-	
4315 IT Professional Services						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00	
8000 General Fund	79	-	-	79	-	
3400 Other Funds Ltd	27	-	-	27	-	
6400 Federal Funds Ltd	41	-	-	41	-	
All Funds	147	-	-	147	-	
4325 Attorney General						
8000 General Fund	(34,709)	-	(50,000)	15,291	-	
3400 Other Funds Ltd	2,333	-	-	2,333	-	
6400 Federal Funds Ltd	339	-	-	339	-	
All Funds	(32,037)	-	(50,000)	17,963	-	
4375 Employee Recruitment and Develop						
8000 General Fund	(3,688)	-	(3,711)	23	-	
3400 Other Funds Ltd	58	-	-	58	-	
6400 Federal Funds Ltd	(197)	-	(215)	18	-	
All Funds	(3,827)	-	(3,926)	99	-	
4400 Dues and Subscriptions						
8000 General Fund	193	-	-	193	-	
3400 Other Funds Ltd	79	-	-	79	-	
6400 Federal Funds Ltd	844	-	-	844	-	
All Funds	1,116	-	-	1,116	-	
4425 Facilities Rental and Taxes						
8000 General Fund	(57,736)	-	-	21,979	(79,715)	
3400 Other Funds Ltd	(153,244)	-	-	58,336	(211,580)	
6400 Federal Funds Ltd	(77,674)	-	-	29,568	(107,242)	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00	
All Funds	(288,654)	-	-	109,883	(398,537)	
4475 Facilities Maintenance						
8000 General Fund	28	-	-	28	-	
3400 Other Funds Ltd	23	-	-	23	-	
6400 Federal Funds Ltd	31	-	-	31	-	
All Funds	82	-	-	82	-	
4575 Agency Program Related S and S						
3400 Other Funds Ltd	91	-	-	91	-	
4650 Other Services and Supplies						
8000 General Fund	(80,547)	-	(83,674)	3,127	-	
3400 Other Funds Ltd	2,107	-	-	2,107	-	
6400 Federal Funds Ltd	(3,662)	-	(4,900)	1,238	-	
All Funds	(82,102)	-	(88,574)	6,472	-	
4700 Expendable Prop 250 - 5000						
8000 General Fund	(74,097)	-	(74,218)	121	-	
3400 Other Funds Ltd	500	-	-	500	-	
6400 Federal Funds Ltd	(3,896)	-	(4,300)	404	-	
All Funds	(77,493)	-	(78,518)	1,025	-	
4715 IT Expendable Property						
8000 General Fund	(43,498)	-	(44,050)	552	-	
3400 Other Funds Ltd	1,496	-	-	1,496	-	
6400 Federal Funds Ltd	(1,817)	-	(2,500)	683	-	
All Funds	(43,819)	-	(46,550)	2,731	-	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00	
SERVICES & SUPPLIES						
8000 General Fund	(2,162,249)	-	(2,133,541)	51,007	(79,715)	
3400 Other Funds Ltd	(34,640)	-	-	176,940	(211,580)	
6400 Federal Funds Ltd	104,733	-	(17,060)	229,035	(107,242)	
TOTAL SERVICES & SUPPLIES	**($2,092,156)**	**-**	**($2,150,601)**	**$456,982**	**($398,537)**	
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	744,903	-	-	744,903	-	
3400 Other Funds Ltd	1,160,983	-	-	1,160,983	-	
6400 Federal Funds Ltd	(5,440,291)	-	(6,693,497)	1,253,206	-	
All Funds	(3,534,405)	-	(6,693,497)	3,159,092	-	
6025 Dist to Other Gov Unit						
8000 General Fund	20,800	-	-	20,800	-	
6030 Dist to Non-Gov Units						
8000 General Fund	(77,787,732)	-	(77,787,732)	-	-	
3400 Other Funds Ltd	10,375	-	-	10,375	-	
All Funds	(77,777,357)	-	(77,787,732)	10,375	-	
6035 Dist to Individuals						
3400 Other Funds Ltd	19,166	-	-	19,166	-	
6050 Dist to Non-Profit Organizations						
8000 General Fund	(161,514,760)	-	(162,535,000)	1,020,240	-	
3400 Other Funds Ltd	(4,709,769)	-	(7,815,000)	3,105,231	-	
6400 Federal Funds Ltd	(24,147,629)	-	(27,286,575)	3,138,946	-	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00	
All Funds	(190,372,158)	-	(197,636,575)	7,264,417	-	
6055 Dist to Contract Svc Providers						
8000 General Fund	(34,000,000)	-	(34,000,000)	-	-	
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	(44,000,000)	-	(44,000,000)	-	-	
6085 Other Special Payments						
8000 General Fund	(155,513,174)	-	(155,513,174)	-	-	
3400 Other Funds Ltd	(21,344,556)	-	(21,948,400)	603,844	-	
All Funds	(176,857,730)	-	(177,461,574)	603,844	-	
SPECIAL PAYMENTS						
8000 General Fund	(472,049,963)	-	(473,835,906)	1,785,943	-	
3400 Other Funds Ltd	(24,863,801)	-	(29,763,400)	4,899,599	-	
6400 Federal Funds Ltd	(29,587,920)	-	(33,980,072)	4,392,152	-	
TOTAL SPECIAL PAYMENTS	**($526,501,684)**	**-**	**($537,579,378)**	**$11,077,694**	**-**	
EXPENDITURES						
8000 General Fund	(478,969,763)	(96,877)	(480,630,121)	1,836,950	(79,715)	
3400 Other Funds Ltd	(25,124,897)	(226,456)	(29,763,400)	5,076,539	(211,580)	
6400 Federal Funds Ltd	(29,572,291)	(89,104)	(33,997,132)	4,621,187	(107,242)	
TOTAL EXPENDITURES	**($533,666,951)**	**($412,437)**	**($544,390,653)**	**$11,534,676**	**($398,537)**	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	25,124,897	226,456	29,763,400	(5,076,539)	211,580	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00	
6400 Federal Funds Ltd	29,572,291	89,104	33,997,132	(4,621,187)	107,242	
TOTAL ENDING BALANCE	**$54,697,188**	**$315,560**	**$63,760,532**	**($9,697,726)**	**$318,822**	
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(16)	-	(16)	-	-	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(16.00)	-	(16.00)	-	-	

Housing & Community Svcs Dept ***Agency Number 91400***

BDV004B **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-025-00-00-00000**
Project-Based Rental Housing Assistance

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	3,333,241	(17,581)	6,713,450	(4,000,000)	668,938	(31,566)
AVAILABLE REVENUES						
8000 General Fund	3,333,241	(17,581)	6,713,450	(4,000,000)	668,938	(31,566)
TOTAL AVAILABLE REVENUES	**$3,333,241**	**($17,581)**	**$6,713,450**	**($4,000,000)**	**$668,938**	**($31,566)**
EXPENDITURES						
PERSONAL SERVICES						
OTHER PAYROLL EXPENSES						
3221 Pension Obligation Bond						
8000 General Fund	(791)	(791)	-	-	-	-
3400 Other Funds Ltd	3,831	3,831	-	-	-	-
6400 Federal Funds Ltd	(139)	(139)	-	-	-	-
All Funds	2,901	2,901	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	197	197	-	-	-	-
3400 Other Funds Ltd	2,970	2,970	-	-	-	-
All Funds	3,167	3,167	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	(594)	(594)	-	-	-	-
3400 Other Funds Ltd	6,801	6,801	-	-	-	-
6400 Federal Funds Ltd	(139)	(139)	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
TOTAL OTHER PAYROLL EXPENSES	**$6,068**	**$6,068**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(16,987)	(16,987)	-	-	-	-
3400 Other Funds Ltd	(154,294)	(154,294)	-	-	-	-
6400 Federal Funds Ltd	(2,322)	(2,322)	-	-	-	-
All Funds	(173,603)	(173,603)	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	(17,581)	(17,581)	-	-	-	-
3400 Other Funds Ltd	(147,493)	(147,493)	-	-	-	-
6400 Federal Funds Ltd	(2,461)	(2,461)	-	-	-	-
TOTAL PERSONAL SERVICES	**($167,535)**	**($167,535)**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	224	-	-	-	224	-
3400 Other Funds Ltd	1,674	-	-	-	1,674	-
6400 Federal Funds Ltd	24	-	-	-	24	-
All Funds	1,922	-	-	-	1,922	-
4125 Out of State Travel						
3400 Other Funds Ltd	663	-	-	-	663	-
6400 Federal Funds Ltd	71	-	-	-	71	-
All Funds	734	-	-	-	734	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
4150 Employee Training						
8000 General Fund	77	-	-	-	77	-
3400 Other Funds Ltd	947	-	-	-	947	-
6400 Federal Funds Ltd	14	-	-	-	14	-
All Funds	1,038	-	-	-	1,038	-
4175 Office Expenses						
8000 General Fund	286	-	-	-	286	-
3400 Other Funds Ltd	1,430	-	-	-	1,430	-
6400 Federal Funds Ltd	14	-	-	-	14	-
All Funds	1,730	-	-	-	1,730	-
4200 Telecommunications						
8000 General Fund	65	-	-	-	65	-
3400 Other Funds Ltd	710	-	-	-	710	-
6400 Federal Funds Ltd	24	-	-	-	24	-
All Funds	799	-	-	-	799	-
4250 Data Processing						
8000 General Fund	26	-	-	-	26	-
3400 Other Funds Ltd	2,206	-	-	-	2,206	-
6400 Federal Funds Ltd	24	-	-	-	24	-
All Funds	2,256	-	-	-	2,256	-
4300 Professional Services						
3400 Other Funds Ltd	6,148	-	-	-	6,148	-
4315 IT Professional Services						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	7,334	-	-	-	7,334	-
4325 Attorney General						
3400 Other Funds Ltd	1,127	-	-	-	1,127	-
6400 Federal Funds Ltd	370	-	-	-	370	-
All Funds	1,497	-	-	-	1,497	-
4375 Employee Recruitment and Develop						
8000 General Fund	7	-	-	-	7	-
3400 Other Funds Ltd	78	-	-	-	78	-
All Funds	85	-	-	-	85	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	15	-	-	-	15	-
4425 Facilities Rental and Taxes						
8000 General Fund	(22,863)	-	-	-	8,703	(31,566)
3400 Other Funds Ltd	(104,004)	-	-	-	39,591	(143,595)
All Funds	(126,867)	-	-	-	48,294	(175,161)
4475 Facilities Maintenance						
3400 Other Funds Ltd	10	-	-	-	10	-
4650 Other Services and Supplies						
8000 General Fund	106	-	-	-	106	-
3400 Other Funds Ltd	1,656	-	-	-	1,656	-
6400 Federal Funds Ltd	71	-	-	-	71	-
All Funds	1,833	-	-	-	1,833	-
4700 Expendable Prop 250 - 5000						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
8000 General Fund	2	-	-	-	2	-
3400 Other Funds Ltd	1,103	-	-	-	1,103	-
6400 Federal Funds Ltd	24	-	-	-	24	-
All Funds	1,129	-	-	-	1,129	-
4715 IT Expendable Property						
8000 General Fund	187	-	-	-	187	-
3400 Other Funds Ltd	1,219	-	-	-	1,219	-
6400 Federal Funds Ltd	71	-	-	-	71	-
All Funds	1,477	-	-	-	1,477	-
SERVICES & SUPPLIES						
8000 General Fund	(21,883)	-	-	-	9,683	(31,566)
3400 Other Funds Ltd	(77,684)	-	-	-	65,911	(143,595)
6400 Federal Funds Ltd	707	-	-	-	707	-
TOTAL SERVICES & SUPPLIES	**($98,860)**	**-**	**-**	**-**	**$76,301**	**($175,161)**
SPECIAL PAYMENTS						
6035 Dist to Individuals						
6400 Federal Funds Ltd	1,652	-	-	-	1,652	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	(4,000,000)	-	-	(4,000,000)	-	-
6085 Other Special Payments						
8000 General Fund	7,372,705	-	6,713,450	-	659,255	-
3400 Other Funds Ltd	(4,000,000)	-	-	(4,000,000)	-	-
6400 Federal Funds Ltd	39,324	-	-	-	39,324	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
All Funds	3,412,029	-	6,713,450	(4,000,000)	698,579	-
SPECIAL PAYMENTS						
8000 General Fund	3,372,705	-	6,713,450	(4,000,000)	659,255	-
3400 Other Funds Ltd	(4,000,000)	-	-	(4,000,000)	-	-
6400 Federal Funds Ltd	40,976	-	-	-	40,976	-
TOTAL SPECIAL PAYMENTS	**($586,319)**	**-**	**$6,713,450**	**($8,000,000)**	**$700,231**	**-**
EXPENDITURES						
8000 General Fund	3,333,241	(17,581)	6,713,450	(4,000,000)	668,938	(31,566)
3400 Other Funds Ltd	(4,225,177)	(147,493)	-	(4,000,000)	65,911	(143,595)
6400 Federal Funds Ltd	39,222	(2,461)	-	-	41,683	-
TOTAL EXPENDITURES	**($852,714)**	**($167,535)**	**$6,713,450**	**($8,000,000)**	**$776,532**	**($175,161)**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	4,225,177	147,493	-	4,000,000	(65,911)	143,595
6400 Federal Funds Ltd	(39,222)	2,461	-	-	(41,683)	-
TOTAL ENDING BALANCE	**$4,185,955**	**$149,954**	**-**	**$4,000,000**	**($107,594)**	**$143,595**

Housing & Community Svcs Dept ***Agency Number 91400***

BDV004B **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**
Multifamily Rental Housing Programs

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(134,658,163)	(30,515)	135,070	(134,765,959)	3,241	-
AVAILABLE REVENUES						
8000 General Fund	(134,658,163)	(30,515)	135,070	(134,765,959)	3,241	-
TOTAL AVAILABLE REVENUES	**($134,658,163)**	**($30,515)**	**$135,070**	**($134,765,959)**	**$3,241**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3190 All Other Differential						
3400 Other Funds Ltd	76	76	-	-	-	-
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	16	16	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	49,710	49,710	-	-	-	-
3400 Other Funds Ltd	(12,650)	(12,650)	-	-	-	-
6400 Federal Funds Ltd	(2,825)	(2,825)	-	-	-	-
All Funds	34,235	34,235	-	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	6	6	-	-	-	-
3260 Mass Transit Tax						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
8000 General Fund	5,274	6,836	-	(1,562)	-	-
3400 Other Funds Ltd	17,941	17,941	-	-	-	-
All Funds	23,215	24,777	-	(1,562)	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	54,984	56,546	-	(1,562)	-	-
3400 Other Funds Ltd	5,313	5,313	-	-	-	-
6400 Federal Funds Ltd	(2,825)	(2,825)	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$57,472**	**$59,034**	**-**	**($1,562)**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(87,061)	(87,061)	-	-	-	-
3400 Other Funds Ltd	(1,089,276)	(1,089,276)	-	-	-	-
6400 Federal Funds Ltd	(48,086)	(48,086)	-	-	-	-
All Funds	(1,224,423)	(1,224,423)	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	(32,077)	(30,515)	-	(1,562)	-	-
3400 Other Funds Ltd	(1,083,887)	(1,083,887)	-	-	-	-
6400 Federal Funds Ltd	(50,911)	(50,911)	-	-	-	-
TOTAL PERSONAL SERVICES	**($1,166,875)**	**($1,165,313)**	**-**	**($1,562)**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	8,815	-	11,700	(3,150)	265	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	11,784	-	-	-	11,784	-
6400 Federal Funds Ltd	491	-	-	-	491	-
All Funds	21,090	-	11,700	(3,150)	12,540	-
4125 Out of State Travel						
3400 Other Funds Ltd	3,140	-	-	-	3,140	-
6400 Federal Funds Ltd	354	-	-	-	354	-
All Funds	3,494	-	-	-	3,494	-
4150 Employee Training						
8000 General Fund	6,635	-	9,260	(2,850)	225	-
3400 Other Funds Ltd	5,881	-	-	-	5,881	-
6400 Federal Funds Ltd	315	-	-	-	315	-
All Funds	12,831	-	9,260	(2,850)	6,421	-
4175 Office Expenses						
8000 General Fund	15,866	-	21,060	(5,670)	476	-
3400 Other Funds Ltd	9,064	-	-	-	9,064	-
6400 Federal Funds Ltd	229	-	-	-	229	-
All Funds	25,159	-	21,060	(5,670)	9,769	-
4200 Telecommunications						
8000 General Fund	5,289	-	7,020	(1,890)	159	-
3400 Other Funds Ltd	4,127	-	-	-	4,127	-
6400 Federal Funds Ltd	91	-	-	-	91	-
All Funds	9,507	-	7,020	(1,890)	4,377	-
4250 Data Processing						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
8000 General Fund	6,464	-	8,580	(2,310)	194	-
3400 Other Funds Ltd	7,154	-	-	-	7,154	-
6400 Federal Funds Ltd	90	-	-	-	90	-
All Funds	13,708	-	8,580	(2,310)	7,438	-
4275 Publicity and Publications						
3400 Other Funds Ltd	802	-	-	-	802	-
4300 Professional Services						
3400 Other Funds Ltd	25,168	-	-	-	25,168	-
6400 Federal Funds Ltd	1,373	-	-	-	1,373	-
All Funds	26,541	-	-	-	26,541	-
4315 IT Professional Services						
3400 Other Funds Ltd	757	-	-	-	757	-
4325 Attorney General						
8000 General Fund	(23,722)	-	-	(23,767)	45	-
3400 Other Funds Ltd	528,565	-	-	-	528,565	-
6400 Federal Funds Ltd	785	-	-	-	785	-
All Funds	505,628	-	-	(23,767)	529,395	-
4375 Employee Recruitment and Develop						
8000 General Fund	1,004	-	1,400	(430)	34	-
3400 Other Funds Ltd	529	-	-	-	529	-
6400 Federal Funds Ltd	18	-	-	-	18	-
All Funds	1,551	-	1,400	(430)	581	-
4400 Dues and Subscriptions						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	78	-	-	-	78	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	(498,466)	-	-	-	189,751	(688,217)
6400 Federal Funds Ltd	(10,316)	-	-	-	3,926	(14,242)
All Funds	(508,782)	-	-	-	193,677	(702,459)
4475 Facilities Maintenance						
3400 Other Funds Ltd	20	-	-	-	20	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	46	-	-	-	46	-
4650 Other Services and Supplies						
8000 General Fund	21,892	-	31,850	(10,730)	772	-
3400 Other Funds Ltd	23,077	-	-	-	23,077	-
6400 Federal Funds Ltd	422	-	-	-	422	-
All Funds	45,391	-	31,850	(10,730)	24,271	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	20,028	-	27,950	(8,600)	678	-
3400 Other Funds Ltd	7,990	-	-	-	7,990	-
6400 Federal Funds Ltd	74	-	-	-	74	-
All Funds	28,092	-	27,950	(8,600)	8,742	-
4715 IT Expendable Property						
8000 General Fund	11,643	-	16,250	(5,000)	393	-
3400 Other Funds Ltd	8,069	-	-	-	8,069	-
6400 Federal Funds Ltd	208	-	-	-	208	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
All Funds	19,920	-	16,250	(5,000)	8,670	-
SERVICES & SUPPLIES						
8000 General Fund	73,914	-	135,070	(64,397)	3,241	-
3400 Other Funds Ltd	137,785	-	-	-	826,002	(688,217)
6400 Federal Funds Ltd	(5,866)	-	-	-	8,376	(14,242)
TOTAL SERVICES & SUPPLIES	**$205,833**	**-**	**$135,070**	**($64,397)**	**$837,619**	**($702,459)**
SPECIAL PAYMENTS						
6025 Dist to Other Gov Unit						
3400 Other Funds Ltd	26,567,527	-	25,500,000	-	1,067,527	-
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	2,724,485	-	-	-	2,724,485	-
6050 Dist to Non-Profit Organizations						
3400 Other Funds Ltd	1,595,434	-	-	-	1,595,434	-
6400 Federal Funds Ltd	313,076	-	-	-	313,076	-
All Funds	1,908,510	-	-	-	1,908,510	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	(84,700,000)	-	-	(84,700,000)	-	-
6080 Loans Made - Other						
3400 Other Funds Ltd	(7,957,692)	-	-	(9,700,000)	1,742,308	-
6085 Other Special Payments						
8000 General Fund	(50,000,000)	-	-	(50,000,000)	-	-
3400 Other Funds Ltd	(150,089,772)	-	-	(152,068,139)	1,978,367	-
6400 Federal Funds Ltd	1,210,183	-	-	-	1,210,183	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
All Funds	(198,879,589)	-	-	(202,068,139)	3,188,550	-
SPECIAL PAYMENTS						
8000 General Fund	(134,700,000)	-	-	(134,700,000)	-	-
3400 Other Funds Ltd	(127,160,018)	-	25,500,000	(161,768,139)	9,108,121	-
6400 Federal Funds Ltd	1,523,259	-	-	-	1,523,259	-
TOTAL SPECIAL PAYMENTS	**($260,336,759)**	**-**	**$25,500,000**	**($296,468,139)**	**$10,631,380**	**-**
EXPENDITURES						
8000 General Fund	(134,658,163)	(30,515)	135,070	(134,765,959)	3,241	-
3400 Other Funds Ltd	(128,106,120)	(1,083,887)	25,500,000	(161,768,139)	9,934,123	(688,217)
6400 Federal Funds Ltd	1,466,482	(50,911)	-	-	1,531,635	(14,242)
TOTAL EXPENDITURES	**($261,297,801)**	**($1,165,313)**	**$25,635,070**	**($296,534,098)**	**$11,468,999**	**($702,459)**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	128,106,120	1,083,887	(25,500,000)	161,768,139	(9,934,123)	688,217
6400 Federal Funds Ltd	(1,466,482)	50,911	-	-	(1,531,635)	14,242
TOTAL ENDING BALANCE	**$126,639,638**	**$1,134,798**	**($25,500,000)**	**$161,768,139**	**($11,465,758)**	**$702,459**

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(24,990,082)	(72,409)	2,500	(25,000,000)	79,827	-
AVAILABLE REVENUES						
8000 General Fund	(24,990,082)	(72,409)	2,500	(25,000,000)	79,827	-
TOTAL AVAILABLE REVENUES	**($24,990,082)**	**($72,409)**	**$2,500**	**($25,000,000)**	**$79,827**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	(644,664)	-	-	(644,664)	-	-
6400 Federal Funds Ltd	(1,745,352)	-	-	(1,745,352)	-	-
All Funds	(2,390,016)	-	-	(2,390,016)	-	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	(216)	-	-	(216)	-	-
6400 Federal Funds Ltd	(648)	-	-	(648)	-	-
All Funds	(864)	-	-	(864)	-	-
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	(135,638)	-	-	(135,638)	-	-
6400 Federal Funds Ltd	(367,221)	-	-	(367,221)	-	-
All Funds	(502,859)	-	-	(502,859)	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3221 Pension Obligation Bond						
8000 General Fund	(10,106)	(10,106)	-	-	-	-
3400 Other Funds Ltd	(12,873)	(12,873)	-	-	-	-
6400 Federal Funds Ltd	(32,731)	(32,731)	-	-	-	-
All Funds	(55,710)	(55,710)	-	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	(49,317)	-	-	(49,317)	-	-
6400 Federal Funds Ltd	(133,521)	-	-	(133,521)	-	-
All Funds	(182,838)	-	-	(182,838)	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	(2,579)	-	-	(2,579)	-	-
6400 Federal Funds Ltd	(6,981)	-	-	(6,981)	-	-
All Funds	(9,560)	-	-	(9,560)	-	-
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	(126)	-	-	(126)	-	-
6400 Federal Funds Ltd	(378)	-	-	(378)	-	-
All Funds	(504)	-	-	(504)	-	-
3260 Mass Transit Tax						
8000 General Fund	(157)	(157)	-	-	-	-
3400 Other Funds Ltd	(2,051)	2,872	-	(4,923)	-	-
All Funds	(2,208)	2,715	-	(4,923)	-	-
3270 Flexible Benefits						
3400 Other Funds Ltd	(127,224)	-	-	(127,224)	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
6400 Federal Funds Ltd	(381,672)	-	-	(381,672)	-	-
All Funds	(508,896)	-	-	(508,896)	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	(10,263)	(10,263)	-	-	-	-
3400 Other Funds Ltd	(330,024)	(10,001)	-	(320,023)	-	-
6400 Federal Funds Ltd	(923,152)	(32,731)	-	(890,421)	-	-
TOTAL OTHER PAYROLL EXPENSES	**($1,263,439)**	**($52,995)**	**-**	**($1,210,444)**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(62,146)	(62,146)	-	-	-	-
3400 Other Funds Ltd	(158,410)	(158,410)	-	-	-	-
6400 Federal Funds Ltd	15,653	15,653	-	-	-	-
All Funds	(204,903)	(204,903)	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	(72,409)	(72,409)	-	-	-	-
3400 Other Funds Ltd	(1,133,098)	(168,411)	-	(964,687)	-	-
6400 Federal Funds Ltd	(2,652,851)	(17,078)	-	(2,635,773)	-	-
TOTAL PERSONAL SERVICES	**($3,858,358)**	**($257,898)**	**-**	**($3,600,460)**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	970	-	215	-	755	-
3400 Other Funds Ltd	(578)	-	-	(1,800)	1,222	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
6400 Federal Funds Ltd	(16,682)	-	-	(16,682)	-	-
All Funds	(16,290)	-	215	(18,482)	1,977	-
4125 Out of State Travel						
3400 Other Funds Ltd	649	-	-	-	649	-
4150 Employee Training						
8000 General Fund	700	-	175	-	525	-
3400 Other Funds Ltd	(296)	-	-	(1,425)	1,129	-
6400 Federal Funds Ltd	(5,700)	-	-	(5,700)	-	-
All Funds	(5,296)	-	175	(7,125)	1,654	-
4175 Office Expenses						
8000 General Fund	1,646	-	390	-	1,256	-
3400 Other Funds Ltd	(1,194)	-	-	(3,240)	2,046	-
6400 Federal Funds Ltd	(26,506)	-	-	(26,506)	-	-
All Funds	(26,054)	-	390	(29,746)	3,302	-
4200 Telecommunications						
8000 General Fund	495	-	130	-	365	-
3400 Other Funds Ltd	(279)	-	-	(1,080)	801	-
6400 Federal Funds Ltd	(14,761)	-	-	(14,761)	-	-
All Funds	(14,545)	-	130	(15,841)	1,166	-
4250 Data Processing						
8000 General Fund	590	-	160	-	430	-
3400 Other Funds Ltd	(718)	-	-	(1,320)	602	-
6400 Federal Funds Ltd	(30,132)	-	-	(30,132)	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
All Funds	(30,260)	-	160	(31,452)	1,032	-
4275 Publicity and Publications						
3400 Other Funds Ltd	149	-	-	-	149	-
4300 Professional Services						
8000 General Fund	4,439	-	-	-	4,439	-
3400 Other Funds Ltd	17,602	-	-	-	17,602	-
6400 Federal Funds Ltd	(2,611,200)	-	-	(2,611,200)	-	-
All Funds	(2,589,159)	-	-	(2,611,200)	22,041	-
4315 IT Professional Services						
8000 General Fund	148	-	-	-	148	-
3400 Other Funds Ltd	73	-	-	-	73	-
All Funds	221	-	-	-	221	-
4325 Attorney General						
8000 General Fund	2,603	-	-	-	2,603	-
3400 Other Funds Ltd	7,213	-	-	-	7,213	-
All Funds	9,816	-	-	-	9,816	-
4375 Employee Recruitment and Develop						
8000 General Fund	103	-	25	-	78	-
3400 Other Funds Ltd	(149)	-	-	(215)	66	-
6400 Federal Funds Ltd	(860)	-	-	(860)	-	-
All Funds	(906)	-	25	(1,075)	144	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	75	-	-	-	75	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	(112,787)	-	-	-	42,934	(155,721)
4475 Facilities Maintenance						
3400 Other Funds Ltd	26	-	-	-	26	-
4650 Other Services and Supplies						
8000 General Fund	14,323	-	590	-	13,733	-
3400 Other Funds Ltd	3,808	-	-	(4,900)	8,708	-
6400 Federal Funds Ltd	(132,240)	-	-	(132,240)	-	-
All Funds	(114,109)	-	590	(137,140)	22,441	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	696	-	515	-	181	-
3400 Other Funds Ltd	(4,105)	-	-	(4,300)	195	-
6400 Federal Funds Ltd	(17,200)	-	-	(17,200)	-	-
All Funds	(20,609)	-	515	(21,500)	376	-
4715 IT Expendable Property						
8000 General Fund	1,128	-	300	-	828	-
3400 Other Funds Ltd	(954)	-	-	(2,500)	1,546	-
6400 Federal Funds Ltd	(10,000)	-	-	(10,000)	-	-
All Funds	(9,826)	-	300	(12,500)	2,374	-
SERVICES & SUPPLIES						
8000 General Fund	27,841	-	2,500	-	25,341	-
3400 Other Funds Ltd	(91,465)	-	-	(20,780)	85,036	(155,721)
6400 Federal Funds Ltd	(2,865,281)	-	-	(2,865,281)	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
TOTAL SERVICES & SUPPLIES	**($2,928,905)**	**-**	**$2,500**	**($2,886,061)**	**$110,377**	**($155,721)**
SPECIAL PAYMENTS						
6015 Dist to Cities						
6400 Federal Funds Ltd	33,155	-	-	-	33,155	-
6020 Dist to Counties						
3400 Other Funds Ltd	11,723	-	-	-	11,723	-
6050 Dist to Non-Profit Organizations						
8000 General Fund	54,486	-	-	-	54,486	-
3400 Other Funds Ltd	520,699	-	-	-	520,699	-
All Funds	575,185	-	-	-	575,185	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	(17,500,000)	-	-	(17,500,000)	-	-
6080 Loans Made - Other						
3400 Other Funds Ltd	(18,324,780)	-	-	(18,333,600)	8,820	-
6085 Other Special Payments						
8000 General Fund	(7,500,000)	-	-	(7,500,000)	-	-
3400 Other Funds Ltd	(43,234,902)	-	-	(43,234,902)	-	-
6400 Federal Funds Ltd	(62,049,927)	-	-	(62,049,927)	-	-
All Funds	(112,784,829)	-	-	(112,784,829)	-	-
SPECIAL PAYMENTS						
8000 General Fund	(24,945,514)	-	-	(25,000,000)	54,486	-
3400 Other Funds Ltd	(61,027,260)	-	-	(61,568,502)	541,242	-
6400 Federal Funds Ltd	(62,016,772)	-	-	(62,049,927)	33,155	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
TOTAL SPECIAL PAYMENTS	**($147,989,546)**	**-**	**-**	**($148,618,429)**	**$628,883**	**-**
EXPENDITURES						
8000 General Fund	(24,990,082)	(72,409)	2,500	(25,000,000)	79,827	-
3400 Other Funds Ltd	(62,251,823)	(168,411)	-	(62,553,969)	626,278	(155,721)
6400 Federal Funds Ltd	(67,534,904)	(17,078)	-	(67,550,981)	33,155	-
TOTAL EXPENDITURES	**($154,776,809)**	**($257,898)**	**$2,500**	**($155,104,950)**	**$739,260**	**($155,721)**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	62,251,823	168,411	-	62,553,969	(626,278)	155,721
6400 Federal Funds Ltd	67,534,904	17,078	-	67,550,981	(33,155)	-
TOTAL ENDING BALANCE	**$129,786,727**	**$185,489**	**-**	**$130,104,950**	**($659,433)**	**$155,721**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(12)	-	-	(12)	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(12.00)	-	-	(12.00)	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(37,411)	(31,753)	-	7,489	(13,147)	
AVAILABLE REVENUES						
8000 General Fund	(37,411)	(31,753)	-	7,489	(13,147)	
TOTAL AVAILABLE REVENUES	**($37,411)**	**($31,753)**	**-**	**$7,489**	**($13,147)**	
EXPENDITURES						
PERSONAL SERVICES						
OTHER PAYROLL EXPENSES						
3221 Pension Obligation Bond						
8000 General Fund	703	703	-	-	-	
3400 Other Funds Ltd	218	218	-	-	-	
6400 Federal Funds Ltd	(191,639)	(191,639)	-	-	-	
All Funds	(190,718)	(190,718)	-	-	-	
3260 Mass Transit Tax						
8000 General Fund	653	653	-	-	-	
3400 Other Funds Ltd	440	440	-	-	-	
All Funds	1,093	1,093	-	-	-	
OTHER PAYROLL EXPENSES						
8000 General Fund	1,356	1,356	-	-	-	
3400 Other Funds Ltd	658	658	-	-	-	
6400 Federal Funds Ltd	(191,639)	(191,639)	-	-	-	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00	
TOTAL OTHER PAYROLL EXPENSES	**($189,625)**	**($189,625)**	**-**	**-**	**-**	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(33,109)	(33,109)	-	-	-	
3400 Other Funds Ltd	(23,530)	(23,530)	-	-	-	
6400 Federal Funds Ltd	(97,596)	(97,596)	-	-	-	
All Funds	(154,235)	(154,235)	-	-	-	
PERSONAL SERVICES						
8000 General Fund	(31,753)	(31,753)	-	-	-	
3400 Other Funds Ltd	(22,872)	(22,872)	-	-	-	
6400 Federal Funds Ltd	(289,235)	(289,235)	-	-	-	
TOTAL PERSONAL SERVICES	**($343,860)**	**($343,860)**	**-**	**-**	**-**	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	406	-	-	406	-	
6400 Federal Funds Ltd	(51,605)	-	(52,200)	595	-	
All Funds	(51,199)	-	(52,200)	1,001	-	
4125 Out of State Travel						
6400 Federal Funds Ltd	(8,902)	-	(8,902)	-	-	
4150 Employee Training						
8000 General Fund	356	-	-	356	-	
6400 Federal Funds Ltd	(40,852)	-	(41,325)	473	-	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00	
All Funds	(40,496)	-	(41,325)	829	-	
4175 Office Expenses						
8000 General Fund	727	-	-	727	-	
6400 Federal Funds Ltd	(92,896)	-	(93,960)	1,064	-	
All Funds	(92,169)	-	(93,960)	1,791	-	
4200 Telecommunications						
8000 General Fund	244	-	-	244	-	
6400 Federal Funds Ltd	(30,959)	-	(31,320)	361	-	
All Funds	(30,715)	-	(31,320)	605	-	
4250 Data Processing						
8000 General Fund	285	-	-	285	-	
6400 Federal Funds Ltd	(37,860)	-	(38,280)	420	-	
All Funds	(37,575)	-	(38,280)	705	-	
4275 Publicity and Publications						
6400 Federal Funds Ltd	(90,000)	-	(90,000)	-	-	
4300 Professional Services						
6400 Federal Funds Ltd	(600,000)	-	(600,000)	-	-	
4315 IT Professional Services						
6400 Federal Funds Ltd	(1,363,512)	-	(1,419,000)	55,488	-	
4325 Attorney General						
6400 Federal Funds Ltd	(352,944)	-	(358,394)	5,450	-	
4375 Employee Recruitment and Develop						
8000 General Fund	53	-	-	53	-	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00	
6400 Federal Funds Ltd	(6,165)	-	(6,235)	70	-	
All Funds	(6,112)	-	(6,235)	123	-	
4425 Facilities Rental and Taxes						
8000 General Fund	(9,522)	-	-	3,625	(13,147)	
3400 Other Funds Ltd	(7,021)	-	-	2,673	(9,694)	
6400 Federal Funds Ltd	(5,553)	-	-	2,114	(7,667)	
All Funds	(22,096)	-	-	8,412	(30,508)	
4650 Other Services and Supplies						
8000 General Fund	1,238	-	-	1,238	-	
6400 Federal Funds Ltd	(140,454)	-	(142,100)	1,646	-	
All Funds	(139,216)	-	(142,100)	2,884	-	
4700 Expendable Prop 250 - 5000						
6400 Federal Funds Ltd	(124,700)	-	(124,700)	-	-	
4715 IT Expendable Property						
8000 General Fund	555	-	-	555	-	
6400 Federal Funds Ltd	(71,765)	-	(72,500)	735	-	
All Funds	(71,210)	-	(72,500)	1,290	-	
SERVICES & SUPPLIES						
8000 General Fund	(5,658)	-	-	7,489	(13,147)	
3400 Other Funds Ltd	(7,021)	-	-	2,673	(9,694)	
6400 Federal Funds Ltd	(3,018,167)	-	(3,078,916)	68,416	(7,667)	
TOTAL SERVICES & SUPPLIES	**($3,030,846)**	**-**	**($3,078,916)**	**$78,578**	**($30,508)**	
CAPITAL OUTLAY						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00	
5900 Other Capital Outlay						
3400 Other Funds Ltd	(27,101,190)	-	(27,101,190)	-	-	
SPECIAL PAYMENTS						
6085 Other Special Payments						
3400 Other Funds Ltd	(21,889,550)	-	(21,889,550)	-	-	
6400 Federal Funds Ltd	(126,883,817)	-	(126,883,817)	-	-	
All Funds	(148,773,367)	-	(148,773,367)	-	-	
EXPENDITURES						
8000 General Fund	(37,411)	(31,753)	-	7,489	(13,147)	
3400 Other Funds Ltd	(49,020,633)	(22,872)	(48,990,740)	2,673	(9,694)	
6400 Federal Funds Ltd	(130,191,219)	(289,235)	(129,962,733)	68,416	(7,667)	
TOTAL EXPENDITURES	**($179,249,263)**	**($343,860)**	**($178,953,473)**	**$78,578**	**($30,508)**	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	49,020,633	22,872	48,990,740	(2,673)	9,694	
6400 Federal Funds Ltd	130,191,219	289,235	129,962,733	(68,416)	7,667	
TOTAL ENDING BALANCE	**$179,211,852**	**$312,107**	**$178,953,473**	**($71,089)**	**$17,361**	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	296,635	(33,421)	31,170	(5,037,428)	1,050,531	4,285,783
AVAILABLE REVENUES						
8000 General Fund	296,635	(33,421)	31,170	(5,037,428)	1,050,531	4,285,783
TOTAL AVAILABLE REVENUES	**$296,635**	**($33,421)**	**$31,170**	**($5,037,428)**	**$1,050,531**	**$4,285,783**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,085,624	-	-	(1,722,456)	-	2,808,080
3400 Other Funds Ltd	969,342	-	-	-	-	969,342
6400 Federal Funds Ltd	(3,777,424)	-	-	-	-	(3,777,424)
All Funds	(1,722,458)	-	-	(1,722,456)	-	(2)
3160 Temporary Appointments						
3400 Other Funds Ltd	3,347	3,347	-	-	-	-
6400 Federal Funds Ltd	29	29	-	-	-	-
All Funds	3,376	3,376	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	461	461	-	-	-	-
6400 Federal Funds Ltd	6	6	-	-	-	-
All Funds	467	467	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
SALARIES & WAGES						
8000 General Fund	1,085,624	-	-	(1,722,456)	-	2,808,080
3400 Other Funds Ltd	973,150	3,808	-	-	-	969,342
6400 Federal Funds Ltd	(3,777,389)	35	-	-	-	(3,777,424)
TOTAL SALARIES & WAGES	**($1,718,615)**	**$3,843**	**-**	**($1,722,456)**	**-**	**($2)**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	288	-	-	(648)	-	936
3400 Other Funds Ltd	464	-	-	-	-	464
6400 Federal Funds Ltd	(1,413)	-	-	-	-	(1,413)
All Funds	(661)	-	-	(648)	-	(13)
3220 Public Employees Retire Cont						
8000 General Fund	228,415	-	-	(362,406)	-	590,821
3400 Other Funds Ltd	204,048	97	-	-	-	203,951
6400 Federal Funds Ltd	(794,767)	1	-	-	-	(794,768)
All Funds	(362,304)	98	-	(362,406)	-	4
3221 Pension Obligation Bond						
8000 General Fund	13,174	13,174	-	-	-	-
3400 Other Funds Ltd	(61,402)	(61,402)	-	-	-	-
6400 Federal Funds Ltd	(24,708)	(24,709)	-	-	-	1
All Funds	(72,936)	(72,937)	-	-	-	1
3230 Social Security Taxes						
8000 General Fund	81,698	-	-	(131,768)	-	213,466

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	74,759	291	-	-	-	74,468
6400 Federal Funds Ltd	(287,927)	2	-	-	-	(287,929)
All Funds	(131,470)	293	-	(131,768)	-	5
3240 Unemployment Assessments						
3400 Other Funds Ltd	181	181	-	-	-	-
6400 Federal Funds Ltd	1	1	-	-	-	-
All Funds	182	182	-	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	4,257	-	-	(6,890)	-	11,147
3400 Other Funds Ltd	3,898	2	-	-	-	3,896
6400 Federal Funds Ltd	(15,042)	-	-	-	-	(15,042)
All Funds	(6,887)	2	-	(6,890)	-	1
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	165	-	-	(378)	-	543
3400 Other Funds Ltd	270	-	-	-	-	270
6400 Federal Funds Ltd	(825)	-	-	-	-	(825)
All Funds	(390)	-	-	(378)	-	(12)
3260 Mass Transit Tax						
8000 General Fund	(6,968)	801	-	(7,769)	-	-
3400 Other Funds Ltd	7,006	7,006	-	-	-	-
All Funds	38	7,807	-	(7,769)	-	-
3270 Flexible Benefits						
8000 General Fund	172,174	-	-	(381,672)	-	553,846

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	277,349	-	-	-	-	277,349
6400 Federal Funds Ltd	(831,195)	-	-	-	-	(831,195)
All Funds	(381,672)	-	-	(381,672)	-	-
3280 Other OPE						
6400 Federal Funds Ltd	16	-	-	-	-	16
OTHER PAYROLL EXPENSES						
8000 General Fund	493,203	13,975	-	(891,531)	-	1,370,759
3400 Other Funds Ltd	506,573	(53,825)	-	-	-	560,398
6400 Federal Funds Ltd	(1,955,860)	(24,705)	-	-	-	(1,931,155)
TOTAL OTHER PAYROLL EXPENSES	**($956,084)**	**($64,555)**	**-**	**($891,531)**	**-**	**$2**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(148,453)	(47,396)	-	-	-	(101,057)
3400 Other Funds Ltd	(970,400)	(894,521)	-	-	-	(75,879)
6400 Federal Funds Ltd	(90,489)	(267,425)	-	-	-	176,936
All Funds	(1,209,342)	(1,209,342)	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	1,430,374	(33,421)	-	(2,613,987)	-	4,077,782
3400 Other Funds Ltd	509,323	(944,538)	-	-	-	1,453,861
6400 Federal Funds Ltd	(5,823,738)	(292,095)	-	-	-	(5,531,643)
TOTAL PERSONAL SERVICES	**($3,884,041)**	**($1,270,054)**	**-**	**($2,613,987)**	**-**	**-**
SERVICES & SUPPLIES						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
4100 Instate Travel						
8000 General Fund	(7,289)	-	2,700	(10,575)	586	-
3400 Other Funds Ltd	6,465	-	-	-	6,465	-
6400 Federal Funds Ltd	(3,621)	-	-	(5,250)	1,629	-
All Funds	(4,445)	-	2,700	(15,825)	8,680	-
4125 Out of State Travel						
3400 Other Funds Ltd	2,378	-	-	-	2,378	-
6400 Federal Funds Ltd	269	-	-	-	269	-
All Funds	2,647	-	-	-	2,647	-
4150 Employee Training						
8000 General Fund	(5,901)	-	2,140	(8,550)	509	-
3400 Other Funds Ltd	5,339	-	-	-	5,339	-
6400 Federal Funds Ltd	(2,565)	-	-	(4,275)	1,710	-
All Funds	(3,127)	-	2,140	(12,825)	7,558	-
4175 Office Expenses						
8000 General Fund	(13,121)	-	4,860	(19,035)	1,054	-
3400 Other Funds Ltd	14,168	-	-	-	14,168	-
6400 Federal Funds Ltd	(6,830)	-	-	(9,450)	2,620	-
All Funds	(5,783)	-	4,860	(28,485)	17,842	-
4200 Telecommunications						
8000 General Fund	(4,373)	-	1,620	(6,345)	352	-
3400 Other Funds Ltd	5,660	-	-	-	5,660	-
6400 Federal Funds Ltd	(2,269)	-	-	(3,150)	881	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
All Funds	(982)	-	1,620	(9,495)	6,893	-
4225 State Gov. Service Charges						
8000 General Fund	1,019,122	-	-	-	1,019,122	-
3400 Other Funds Ltd	1,969,534	-	-	-	1,969,534	-
6400 Federal Funds Ltd	(273,303)	-	-	-	(273,303)	-
All Funds	2,715,353	-	-	-	2,715,353	-
4250 Data Processing						
8000 General Fund	(5,345)	-	1,980	(7,755)	430	-
3400 Other Funds Ltd	29,071	-	-	-	29,071	-
6400 Federal Funds Ltd	(2,810)	-	-	(3,850)	1,040	-
All Funds	20,916	-	1,980	(11,605)	30,541	-
4275 Publicity and Publications						
3400 Other Funds Ltd	535	-	-	-	535	-
4300 Professional Services						
8000 General Fund	(2,200,000)	-	-	(2,200,000)	-	-
3400 Other Funds Ltd	26,858	-	-	-	26,858	-
All Funds	(2,173,142)	-	-	(2,200,000)	26,858	-
4315 IT Professional Services						
3400 Other Funds Ltd	261	-	-	-	261	-
4325 Attorney General						
3400 Other Funds Ltd	33,258	-	-	-	33,258	-
4375 Employee Recruitment and Develop						
8000 General Fund	(895)	-	320	(1,291)	76	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	571	-	-	-	571	-
6400 Federal Funds Ltd	(455)	-	-	(645)	190	-
All Funds	(779)	-	320	(1,936)	837	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	3,893	-	-	-	3,893	-
4425 Facilities Rental and Taxes						
8000 General Fund	429,271	-	-	-	-	429,271
3400 Other Funds Ltd	1,348,508	-	-	-	440,578	907,930
6400 Federal Funds Ltd	239,796	-	-	-	34,520	205,276
All Funds	2,017,575	-	-	-	475,098	1,542,477
4475 Facilities Maintenance						
3400 Other Funds Ltd	590	-	-	-	590	-
6400 Federal Funds Ltd	98	-	-	-	98	-
All Funds	688	-	-	-	688	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	7,881	-	-	-	7,881	-
4650 Other Services and Supplies						
8000 General Fund	(331,117)	-	7,350	(129,090)	25,974	(235,351)
3400 Other Funds Ltd	155,941	-	-	-	15,071	140,870
6400 Federal Funds Ltd	82,390	-	-	(14,700)	2,609	94,481
All Funds	(92,786)	-	7,350	(143,790)	43,654	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	(17,814)	-	6,450	(25,800)	1,536	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	6,730	-	-	-	6,730	-
6400 Federal Funds Ltd	(12,266)	-	-	(12,900)	634	-
All Funds	(23,350)	-	6,450	(38,700)	8,900	-
4715 IT Expendable Property						
8000 General Fund	(10,358)	-	3,750	(15,000)	892	-
3400 Other Funds Ltd	15,528	-	-	-	15,528	-
6400 Federal Funds Ltd	(4,993)	-	-	(7,500)	2,507	-
All Funds	177	-	3,750	(22,500)	18,927	-
SERVICES & SUPPLIES						
8000 General Fund	(1,147,820)	-	31,170	(2,423,441)	1,050,531	193,920
3400 Other Funds Ltd	3,633,169	-	-	-	2,584,369	1,048,800
6400 Federal Funds Ltd	13,441	-	-	(61,720)	(224,596)	299,757
TOTAL SERVICES & SUPPLIES	**$2,498,790**	**-**	**$31,170**	**($2,485,161)**	**$3,410,304**	**$1,542,477**
CAPITAL OUTLAY						
5550 Data Processing Software						
8000 General Fund	14,081	-	-	-	-	14,081
3400 Other Funds Ltd	(20,547)	-	-	-	4,366	(24,913)
6400 Federal Funds Ltd	10,832	-	-	-	-	10,832
All Funds	4,366	-	-	-	4,366	-
EXPENDITURES						
8000 General Fund	296,635	(33,421)	31,170	(5,037,428)	1,050,531	4,285,783
3400 Other Funds Ltd	4,121,945	(944,538)	-	-	2,588,735	2,477,748
6400 Federal Funds Ltd	(5,799,465)	(292,095)	-	(61,720)	(224,596)	(5,221,054)

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
TOTAL EXPENDITURES	**($1,380,885)**	**($1,270,054)**	**$31,170**	**($5,099,148)**	**$3,414,670**	**$1,542,477**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(4,121,945)	944,538	-	-	(2,588,735)	(2,477,748)
6400 Federal Funds Ltd	5,799,465	292,095	-	61,720	224,596	5,221,054
TOTAL ENDING BALANCE	**$1,677,520**	**$1,236,633**	**-**	**$61,720**	**($2,364,139)**	**$2,743,306**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(9)	-	-	(9)	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(9.00)	-	-	(9.00)	-	-

Housing & Community Svcs Dept ***Agency Number 91400***

BDV004B **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-080-00-00-00000**
Bond Activities and Debt Service

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	123,499	(1,070)	15,585	-	108,984	-
AVAILABLE REVENUES						
8000 General Fund	123,499	(1,070)	15,585	-	108,984	-
TOTAL AVAILABLE REVENUES	**$123,499**	**($1,070)**	**$15,585**	**-**	**$108,984**	**-**
EXPENDITURES						
PERSONAL SERVICES						
OTHER PAYROLL EXPENSES						
3221 Pension Obligation Bond						
8000 General Fund	6,782	6,782	-	-	-	-
3400 Other Funds Ltd	(7,563)	(7,563)	-	-	-	-
All Funds	(781)	(781)	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	795	795	-	-	-	-
3400 Other Funds Ltd	657	657	-	-	-	-
All Funds	1,452	1,452	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	7,577	7,577	-	-	-	-
3400 Other Funds Ltd	(6,906)	(6,906)	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$671**	**$671**	**-**	**-**	**-**	**-**

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(8,647)	(8,647)	-	-	-	-
3400 Other Funds Ltd	(85,694)	(85,694)	-	-	-	-
All Funds	(94,341)	(94,341)	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	(1,070)	(1,070)	-	-	-	-
3400 Other Funds Ltd	(92,600)	(92,600)	-	-	-	-
TOTAL PERSONAL SERVICES	**($93,670)**	**($93,670)**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,369	-	1,350	-	19	-
3400 Other Funds Ltd	272	-	-	-	272	-
All Funds	1,641	-	1,350	-	291	-
4125 Out of State Travel						
3400 Other Funds Ltd	663	-	-	-	663	-
4150 Employee Training						
8000 General Fund	1,085	-	1,070	-	15	-
3400 Other Funds Ltd	600	-	-	-	600	-
All Funds	1,685	-	1,070	-	615	-
4175 Office Expenses						
8000 General Fund	2,464	-	2,430	-	34	-
3400 Other Funds Ltd	665	-	-	-	665	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
All Funds	3,129	-	2,430	-	699	-
4200 Telecommunications						
8000 General Fund	821	-	810	-	11	-
3400 Other Funds Ltd	333	-	-	-	333	-
All Funds	1,154	-	810	-	344	-
4225 State Gov. Service Charges						
8000 General Fund	108,767	-	-	-	108,767	-
3400 Other Funds Ltd	(59,240)	-	-	-	(59,240)	-
All Funds	49,527	-	-	-	49,527	-
4250 Data Processing						
8000 General Fund	1,004	-	990	-	14	-
3400 Other Funds Ltd	1,540	-	-	-	1,540	-
All Funds	2,544	-	990	-	1,554	-
4300 Professional Services						
3400 Other Funds Ltd	193,771	-	-	-	193,771	-
4325 Attorney General						
3400 Other Funds Ltd	8,314	-	-	-	8,314	-
4375 Employee Recruitment and Develop						
8000 General Fund	162	-	160	-	2	-
3400 Other Funds Ltd	21	-	-	-	21	-
All Funds	183	-	160	-	23	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	39	-	-	-	39	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	(58,009)	-	-	-	22,082	(80,091)
4575 Agency Program Related S and S						
3400 Other Funds Ltd	49	-	-	-	49	-
4650 Other Services and Supplies						
8000 General Fund	3,726	-	3,675	-	51	-
3400 Other Funds Ltd	(4,800,974)	-	-	(4,805,793)	4,819	-
All Funds	(4,797,248)	-	3,675	(4,805,793)	4,870	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	3,270	-	3,225	-	45	-
3400 Other Funds Ltd	206	-	-	-	206	-
All Funds	3,476	-	3,225	-	251	-
4715 IT Expendable Property						
8000 General Fund	1,901	-	1,875	-	26	-
3400 Other Funds Ltd	413	-	-	-	413	-
All Funds	2,314	-	1,875	-	439	-
SERVICES & SUPPLIES						
8000 General Fund	124,569	-	15,585	-	108,984	-
3400 Other Funds Ltd	(4,711,337)	-	-	(4,805,793)	174,547	(80,091)
TOTAL SERVICES & SUPPLIES	**($4,586,768)**	**-**	**$15,585**	**($4,805,793)**	**$283,531**	**($80,091)**
EXPENDITURES						
8000 General Fund	123,499	(1,070)	15,585	-	108,984	-
3400 Other Funds Ltd	(4,803,937)	(92,600)	-	(4,805,793)	174,547	(80,091)

Housing & Community Svcs Dept ***Agency Number 91400***

BDV004B **Version: V - 01 - Agency Request Budget**

2025-27 Biennium **Cross Reference Number: 91400-080-00-00-00000**

Bond Activities and Debt Service

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
TOTAL EXPENDITURES	**($4,680,438)**	**($93,670)**	**$15,585**	**($4,805,793)**	**$283,531**	**($80,091)**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	4,803,937	92,600	-	4,805,793	(174,547)	80,091
TOTAL ENDING BALANCE	**$4,803,937**	**$92,600**	**-**	**$4,805,793**	**($174,547)**	**$80,091**

Housing & Community Svcs Dept ***Agency Number 91400***

BDV004B **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-000-00-00-00000**
Housing & Community Svcs Dept

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	1,029,809,484	217,918,652	188,243,238	105,191,160	63,535,520	109,685,262
8030 General Fund Debt Svc	31,996,491	-	-	-	-	-
All Funds	1,061,805,975	217,918,652	188,243,238	105,191,160	63,535,520	109,685,262
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	680,000,000	-	-	-	-	-
3400 Other Funds Ltd	5,100,000	-	-	-	-	-
All Funds	685,100,000	-	-	-	-	-
0565 Lottery Bonds						
3400 Other Funds Ltd	378,040,811	-	-	-	-	-
BOND SALES						
3020 Other Funds Cap Construct	680,000,000	-	-	-	-	-
3400 Other Funds Ltd	383,140,811	-	-	-	-	-
TOTAL BOND SALES	**$1,063,140,811**	**-**	**-**	**-**	**-**	**-**
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	172,227,477	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	1,891,584	-	-	-	-	-

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
6400 Federal Funds Ltd	435,209	-	-	-	-	-
All Funds	2,326,793	-	-	-	-	-
1040 Transfer In Lottery Proceeds						
4430 Lottery Funds Debt Svc Ltd	20,949,360	-	-	-	-	-
1060 Transfer from General Fund						
3400 Other Funds Ltd	365,691,160	-	-	105,191,160	-	-
TRANSFERS IN						
4430 Lottery Funds Debt Svc Ltd	20,949,360	-	-	-	-	-
3400 Other Funds Ltd	367,582,744	-	-	105,191,160	-	-
6400 Federal Funds Ltd	435,209	-	-	-	-	-
TOTAL TRANSFERS IN	**$388,967,313**	**-**	**-**	**$105,191,160**	**-**	**-**
REVENUE CATEGORIES						
8000 General Fund	1,029,809,484	217,918,652	188,243,238	105,191,160	63,535,520	109,685,262
8030 General Fund Debt Svc	31,996,491	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	20,949,360	-	-	-	-	-
3020 Other Funds Cap Construct	680,000,000	-	-	-	-	-
3400 Other Funds Ltd	750,723,555	-	-	105,191,160	-	-
6400 Federal Funds Ltd	172,662,686	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$2,686,141,576**	**$217,918,652**	**$188,243,238**	**$210,382,320**	**$63,535,520**	**$109,685,262**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3200 Other Funds Non-Ltd	(95,982)	-	-	-	-	-

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
3400 Other Funds Ltd	(1,795,602)	-	-	-	-	-
6400 Federal Funds Ltd	(435,209)	-	-	-	-	-
All Funds	(2,326,793)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	1,029,809,484	217,918,652	188,243,238	105,191,160	63,535,520	109,685,262
8030 General Fund Debt Svc	31,996,491	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	20,949,360	-	-	-	-	-
3020 Other Funds Cap Construct	680,000,000	-	-	-	-	-
3200 Other Funds Non-Ltd	(95,982)	-	-	-	-	-
3400 Other Funds Ltd	748,927,953	-	-	105,191,160	-	-
6400 Federal Funds Ltd	172,227,477	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$2,683,814,783**	**$217,918,652**	**$188,243,238**	**$210,382,320**	**$63,535,520**	**$109,685,262**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	8,008,298	-	-	-	-	-
3400 Other Funds Ltd	2,268,486	-	-	-	-	-
6400 Federal Funds Ltd	6,508,323	-	-	-	-	-
All Funds	16,785,107	-	-	-	-	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	3,184	-	-	-	-	-

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
3400 Other Funds Ltd	942	-	-	-	-	-
6400 Federal Funds Ltd	2,696	-	-	-	-	-
All Funds	6,822	-	-	-	-	-
3220 Public Employees Retire Cont						
8000 General Fund	1,684,949	-	-	-	-	-
3400 Other Funds Ltd	477,290	-	-	-	-	-
6400 Federal Funds Ltd	1,369,349	-	-	-	-	-
All Funds	3,531,588	-	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	612,639	-	-	-	-	-
3400 Other Funds Ltd	173,538	-	-	-	-	-
6400 Federal Funds Ltd	497,889	-	-	-	-	-
All Funds	1,284,066	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	32,038	-	-	-	-	-
3400 Other Funds Ltd	9,074	-	-	-	-	-
6400 Federal Funds Ltd	26,038	-	-	-	-	-
All Funds	67,150	-	-	-	-	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	1,854	-	-	-	-	-
3400 Other Funds Ltd	552	-	-	-	-	-
6400 Federal Funds Ltd	1,581	-	-	-	-	-
All Funds	3,987	-	-	-	-	-

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
3260 Mass Transit Tax						
8000 General Fund	47,744	-	-	-	-	-
3400 Other Funds Ltd	12,608	-	-	-	-	-
All Funds	60,352	-	-	-	-	-
3270 Flexible Benefits						
8000 General Fund	1,872,838	-	-	-	-	-
3400 Other Funds Ltd	554,490	-	-	-	-	-
6400 Federal Funds Ltd	1,590,830	-	-	-	-	-
All Funds	4,018,158	-	-	-	-	-
3280 Other OPE						
6400 Federal Funds Ltd	610	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	4,255,246	-	-	-	-	-
3400 Other Funds Ltd	1,228,494	-	-	-	-	-
6400 Federal Funds Ltd	3,488,993	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$8,972,733**	**-**	**-**	**-**	**-**	**-**
PERSONAL SERVICES						
8000 General Fund	12,263,544	-	-	-	-	-
3400 Other Funds Ltd	3,496,980	-	-	-	-	-
6400 Federal Funds Ltd	9,997,316	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$25,757,840**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
4100 Instate Travel						
8000 General Fund	79,617	-	-	-	-	-
3400 Other Funds Ltd	23,660	-	-	-	-	-
6400 Federal Funds Ltd	58,028	-	-	-	-	-
All Funds	161,305	-	-	-	-	-
4150 Employee Training						
8000 General Fund	66,833	-	-	-	-	-
3400 Other Funds Ltd	21,091	-	-	-	-	-
6400 Federal Funds Ltd	64,166	-	-	-	-	-
All Funds	152,090	-	-	-	-	-
4175 Office Expenses						
8000 General Fund	143,312	-	-	-	-	-
3400 Other Funds Ltd	42,587	-	-	-	-	-
6400 Federal Funds Ltd	104,333	-	-	-	-	-
All Funds	290,232	-	-	-	-	-
4200 Telecommunications						
8000 General Fund	47,769	-	-	-	-	-
3400 Other Funds Ltd	14,195	-	-	-	-	-
6400 Federal Funds Ltd	37,050	-	-	-	-	-
All Funds	99,014	-	-	-	-	-
4250 Data Processing						
8000 General Fund	58,387	-	-	-	-	-
3400 Other Funds Ltd	17,350	-	-	-	-	-

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
6400 Federal Funds Ltd	49,339	-	-	-	-	-
All Funds	125,076	-	-	-	-	-
4300 Professional Services						
8000 General Fund	2,575,000	375,000	-	-	-	-
3400 Other Funds Ltd	1,516,000	-	-	-	-	-
6400 Federal Funds Ltd	10,000,000	-	-	-	-	-
All Funds	14,091,000	375,000	-	-	-	-
4315 IT Professional Services						
8000 General Fund	1,250,000	-	-	-	-	-
6400 Federal Funds Ltd	628,512	-	-	-	-	-
All Funds	1,878,512	-	-	-	-	-
4325 Attorney General						
6400 Federal Funds Ltd	371,121	-	-	-	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	10,084	-	-	-	-	-
3400 Other Funds Ltd	3,182	-	-	-	-	-
6400 Federal Funds Ltd	10,414	-	-	-	-	-
All Funds	23,680	-	-	-	-	-
4400 Dues and Subscriptions						
6400 Federal Funds Ltd	18,850	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	229,810	-	-	-	-	-
3400 Other Funds Ltd	8,213,331	-	-	-	-	-

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
6400 Federal Funds Ltd	45,570	-	-	-	-	-
All Funds	8,488,711	-	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	201,670	-	-	-	-	-
3400 Other Funds Ltd	63,640	-	-	-	-	-
6400 Federal Funds Ltd	174,840	-	-	-	-	-
All Funds	440,150	-	-	-	-	-
4715 IT Expendable Property						
8000 General Fund	117,250	-	-	-	-	-
3400 Other Funds Ltd	37,000	-	-	-	-	-
6400 Federal Funds Ltd	120,400	-	-	-	-	-
All Funds	274,650	-	-	-	-	-
SERVICES & SUPPLIES						
8000 General Fund	4,779,732	375,000	-	-	-	-
3400 Other Funds Ltd	9,952,036	-	-	-	-	-
6400 Federal Funds Ltd	11,682,623	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$26,414,391**	**$375,000**	**-**	**-**	**-**	**-**
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	680,000,000	-	-	-	-	-
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	365,691,160	-	-	105,191,160	-	-

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
6080 Loans Made - Other						
3400 Other Funds Ltd	105,000,000	-	-	-	-	-
6085 Other Special Payments						
8000 General Fund	647,075,048	217,543,652	188,243,238	-	63,535,520	109,685,262
3400 Other Funds Ltd	631,000,882	-	-	105,191,160	-	-
6400 Federal Funds Ltd	150,547,538	-	-	-	-	-
All Funds	1,428,623,468	217,543,652	188,243,238	105,191,160	63,535,520	109,685,262
SPECIAL PAYMENTS						
8000 General Fund	1,012,766,208	217,543,652	188,243,238	105,191,160	63,535,520	109,685,262
3400 Other Funds Ltd	736,000,882	-	-	105,191,160	-	-
6400 Federal Funds Ltd	150,547,538	-	-	-	-	-
TOTAL SPECIAL PAYMENTS	**$1,899,314,628**	**$217,543,652**	**$188,243,238**	**$210,382,320**	**$63,535,520**	**$109,685,262**
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	8,650,000	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	5,260,000	-	-	-	-	-
All Funds	13,910,000	-	-	-	-	-
7150 Interest - Bonds						
8030 General Fund Debt Svc	23,346,491	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	15,689,360	-	-	-	-	-
All Funds	39,035,851	-	-	-	-	-
DEBT SERVICE						
8030 General Fund Debt Svc	31,996,491	-	-	-	-	-

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
4430 Lottery Funds Debt Svc Ltd	20,949,360	-	-	-	-	-
TOTAL DEBT SERVICE	**$52,945,851**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
8000 General Fund	1,029,809,484	217,918,652	188,243,238	105,191,160	63,535,520	109,685,262
8030 General Fund Debt Svc	31,996,491	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	20,949,360	-	-	-	-	-
3020 Other Funds Cap Construct	680,000,000	-	-	-	-	-
3400 Other Funds Ltd	749,449,898	-	-	105,191,160	-	-
6400 Federal Funds Ltd	172,227,477	-	-	-	-	-
TOTAL EXPENDITURES	**$2,684,432,710**	**$217,918,652**	**$188,243,238**	**$210,382,320**	**$63,535,520**	**$109,685,262**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	-	-	-	-	-	-
3020 Other Funds Cap Construct	-	-	-	-	-	-
3200 Other Funds Non-Ltd	(95,982)	-	-	-	-	-
3400 Other Funds Ltd	(521,945)	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**($617,927)**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	99	-	-	-	-	-
AUTHORIZED FTE						

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
8250 Class/Unclass FTE Positions	94.90	-	-	-	-	-

Description	Pkg: 506 HH Maintaining Tribal Homelessness Investments Priority: 00	Pkg: 507 HH Predevelopment Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 510 HH Disaster Recovery & Resiliency Limitation Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	12,767,376	15,000,000	11,170,343	1,822,533	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	-	-	879,330	73,501	163,510,769	7,763,877
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	-	-	1,572,117	319,467	-	-
6400 Federal Funds Ltd	-	-	361,708	73,501	-	-
All Funds	-	-	1,933,825	392,968	-	-
1060 Transfer from General Fund						
3400 Other Funds Ltd	-	15,000,000	-	-	-	-
TRANSFERS IN						
3400 Other Funds Ltd	-	15,000,000	1,572,117	319,467	-	-
6400 Federal Funds Ltd	-	-	361,708	73,501	-	-
TOTAL TRANSFERS IN	**-**	**$15,000,000**	**$1,933,825**	**$392,968**	**-**	**-**
REVENUE CATEGORIES						
8000 General Fund	12,767,376	15,000,000	11,170,343	1,822,533	-	-
3400 Other Funds Ltd	-	15,000,000	1,572,117	319,467	-	-
6400 Federal Funds Ltd	-	-	1,241,038	147,002	163,510,769	7,763,877

Description	Pkg: 506 HH Maintaining Tribal Homelessness Investments Priority: 00	Pkg: 507 HH Predevelopment Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 510 HH Disaster Recovery & Resiliency Limitation Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00
TOTAL REVENUE CATEGORIES	**$12,767,376**	**$30,000,000**	**$13,983,498**	**$2,289,002**	**$163,510,769**	**$7,763,877**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3200 Other Funds Non-Ltd	-	-	(79,772)	(16,210)	-	-
3400 Other Funds Ltd	-	-	(1,492,345)	(303,257)	-	-
6400 Federal Funds Ltd	-	-	(361,708)	(73,501)	-	-
All Funds	-	-	(1,933,825)	(392,968)	-	-
AVAILABLE REVENUES						
8000 General Fund	12,767,376	15,000,000	11,170,343	1,822,533	-	-
3200 Other Funds Non-Ltd	-	-	(79,772)	(16,210)	-	-
3400 Other Funds Ltd	-	15,000,000	79,772	16,210	-	-
6400 Federal Funds Ltd	-	-	879,330	73,501	163,510,769	7,763,877
TOTAL AVAILABLE REVENUES	**$12,767,376**	**$30,000,000**	**$12,049,673**	**$1,896,034**	**$163,510,769**	**$7,763,877**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	-	6,798,958	335,845	-	-
3400 Other Funds Ltd	-	-	1,135,810	189,230	-	-
6400 Federal Funds Ltd	-	-	510,638	43,669	4,880,928	1,073,088
All Funds	-	-	8,445,406	568,744	4,880,928	1,073,088
OTHER PAYROLL EXPENSES						

Description	Pkg: 506 HH Maintaining Tribal Homelessness Investments Priority: 00	Pkg: 507 HH Predevelopment Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 510 HH Disaster Recovery & Resiliency Limitation Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	-	2,654	152	-	-
3400 Other Funds Ltd	-	-	482	82	-	-
6400 Federal Funds Ltd	-	-	230	18	2,088	360
All Funds	-	-	3,366	252	2,088	360
3220 Public Employees Retire Cont						
8000 General Fund	-	-	1,430,502	70,663	-	-
3400 Other Funds Ltd	-	-	238,974	39,814	-	-
6400 Federal Funds Ltd	-	-	107,439	9,188	1,026,946	225,776
All Funds	-	-	1,776,915	119,665	1,026,946	225,776
3230 Social Security Taxes						
8000 General Fund	-	-	520,125	25,693	-	-
3400 Other Funds Ltd	-	-	86,888	14,476	-	-
6400 Federal Funds Ltd	-	-	39,064	3,341	373,392	82,092
All Funds	-	-	646,077	43,510	373,392	82,092
3241 Paid Family Medical Leave Insurance						
8000 General Fund	-	-	27,201	1,343	-	-
3400 Other Funds Ltd	-	-	4,543	757	-	-
6400 Federal Funds Ltd	-	-	2,043	175	19,528	4,292
All Funds	-	-	33,787	2,275	19,528	4,292
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	-	-	1,544	88	-	-
3400 Other Funds Ltd	-	-	282	48	-	-

Description	Pkg: 506 HH Maintaining Tribal Homelessness Investments Priority: 00	Pkg: 507 HH Predevelopment Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 510 HH Disaster Recovery & Resiliency Limitation Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00
6400 Federal Funds Ltd	-	-	141	12	1,218	210
All Funds	-	-	1,967	148	1,218	210
3260 Mass Transit Tax						
8000 General Fund	-	-	40,540	1,963	-	-
3400 Other Funds Ltd	-	-	5,982	965	-	-
All Funds	-	-	46,522	2,928	-	-
3270 Flexible Benefits						
8000 General Fund	-	-	1,561,140	89,056	-	-
3400 Other Funds Ltd	-	-	283,608	48,240	-	-
6400 Federal Funds Ltd	-	-	137,826	11,132	1,229,832	212,040
All Funds	-	-	1,982,574	148,428	1,229,832	212,040
3280 Other OPE						
6400 Federal Funds Ltd	-	-	610	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	-	-	3,583,706	188,958	-	-
3400 Other Funds Ltd	-	-	620,759	104,382	-	-
6400 Federal Funds Ltd	-	-	287,353	23,866	2,653,004	524,770
TOTAL OTHER PAYROLL EXPENSES	**-**	**-**	**$4,491,818**	**$317,206**	**$2,653,004**	**$524,770**
PERSONAL SERVICES						
8000 General Fund	-	-	10,382,664	524,803	-	-
3400 Other Funds Ltd	-	-	1,756,569	293,612	-	-
6400 Federal Funds Ltd	-	-	797,991	67,535	7,533,932	1,597,858

Description	Pkg: 506 HH Maintaining Tribal Homelessness Investments Priority: 00	Pkg: 507 HH Predevelopment Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 510 HH Disaster Recovery & Resiliency Limitation Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00
TOTAL PERSONAL SERVICES	**-**	**-**	**$12,937,224**	**$885,950**	**$7,533,932**	**$1,597,858**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	-	66,311	3,802	-	-
3400 Other Funds Ltd	-	-	12,097	2,059	-	-
6400 Federal Funds Ltd	-	-	6,769	475	41,784	9,000
All Funds	-	-	85,177	6,336	41,784	9,000
4150 Employee Training						
8000 General Fund	-	-	54,863	3,420	-	-
3400 Other Funds Ltd	-	-	10,688	1,853	-	-
6400 Federal Funds Ltd	-	-	5,700	428	50,913	7,125
All Funds	-	-	71,251	5,701	50,913	7,125
4175 Office Expenses						
8000 General Fund	-	-	119,362	6,843	-	-
3400 Other Funds Ltd	-	-	21,773	3,707	-	-
6400 Federal Funds Ltd	-	-	12,183	855	75,095	16,200
All Funds	-	-	153,318	11,405	75,095	16,200
4200 Telecommunications						
8000 General Fund	-	-	39,786	2,281	-	-
3400 Other Funds Ltd	-	-	7,257	1,236	-	-
6400 Federal Funds Ltd	-	-	4,062	285	27,303	5,400
All Funds	-	-	51,105	3,802	27,303	5,400
4250 Data Processing						

Description	Pkg: 506 HH Maintaining Tribal Homelessness Investments Priority: 00	Pkg: 507 HH Predevelopment Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 510 HH Disaster Recovery & Resiliency Limitation Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00
8000 General Fund	-	-	48,629	2,788	-	-
3400 Other Funds Ltd	-	-	8,870	1,510	-	-
6400 Federal Funds Ltd	-	-	4,964	348	37,427	6,600
All Funds	-	-	62,463	4,646	37,427	6,600
4300 Professional Services						
3400 Other Funds Ltd	-	-	-	1,516,000	-	-
6400 Federal Funds Ltd	-	-	-	-	10,000,000	-
All Funds	-	-	-	1,516,000	10,000,000	-
4315 IT Professional Services						
8000 General Fund	-	-	-	1,250,000	-	-
6400 Federal Funds Ltd	-	-	-	-	628,512	-
All Funds	-	-	-	1,250,000	628,512	-
4325 Attorney General						
6400 Federal Funds Ltd	-	-	-	-	371,121	-
4375 Employee Recruitment and Develop						
8000 General Fund	-	-	8,278	516	-	-
3400 Other Funds Ltd	-	-	1,612	280	-	-
6400 Federal Funds Ltd	-	-	861	65	8,413	1,075
All Funds	-	-	10,751	861	8,413	1,075
4400 Dues and Subscriptions						
6400 Federal Funds Ltd	-	-	-	-	18,850	-
4650 Other Services and Supplies						
8000 General Fund	-	-	188,650	11,760	-	-

Description	Pkg: 506 HH Maintaining Tribal Homelessness Investments Priority: 00	Pkg: 507 HH Predevelopment Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 510 HH Disaster Recovery & Resiliency Limitation Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00
3400 Other Funds Ltd	-	-	36,750	6,370	-	-
6400 Federal Funds Ltd	-	-	19,600	1,470	-	24,500
All Funds	-	-	245,000	19,600	-	24,500
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	-	165,550	10,320	-	-
3400 Other Funds Ltd	-	-	32,250	5,590	-	-
6400 Federal Funds Ltd	-	-	17,200	1,290	134,850	21,500
All Funds	-	-	215,000	17,200	134,850	21,500
4715 IT Expendable Property						
8000 General Fund	-	-	96,250	6,000	-	-
3400 Other Funds Ltd	-	-	18,750	3,250	-	-
6400 Federal Funds Ltd	-	-	10,000	750	97,150	12,500
All Funds	-	-	125,000	10,000	97,150	12,500
SERVICES & SUPPLIES						
8000 General Fund	-	-	787,679	1,297,730	-	-
3400 Other Funds Ltd	-	-	150,047	1,541,855	-	-
6400 Federal Funds Ltd	-	-	81,339	5,966	11,491,418	103,900
TOTAL SERVICES & SUPPLIES	**-**	**-**	**$1,019,065**	**$2,845,551**	**$11,491,418**	**$103,900**
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	-	15,000,000	-	-	-	-
6080 Loans Made - Other						
3400 Other Funds Ltd	-	15,000,000	-	-	-	-

Description	Pkg: 506 HH Maintaining Tribal Homelessness Investments Priority: 00	Pkg: 507 HH Predevelopment Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 510 HH Disaster Recovery & Resiliency Limitation Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00
6085 Other Special Payments						
8000 General Fund	12,767,376	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	7,309,722	-
6400 Federal Funds Ltd	-	-	-	-	144,485,419	6,062,119
All Funds	12,767,376	-	-	-	151,795,141	6,062,119
SPECIAL PAYMENTS						
8000 General Fund	12,767,376	15,000,000	-	-	-	-
3400 Other Funds Ltd	-	15,000,000	-	-	7,309,722	-
6400 Federal Funds Ltd	-	-	-	-	144,485,419	6,062,119
TOTAL SPECIAL PAYMENTS	**$12,767,376**	**$30,000,000**	**-**	**-**	**$151,795,141**	**$6,062,119**
EXPENDITURES						
8000 General Fund	12,767,376	15,000,000	11,170,343	1,822,533	-	-
3400 Other Funds Ltd	-	15,000,000	1,906,616	1,835,467	7,309,722	-
6400 Federal Funds Ltd	-	-	879,330	73,501	163,510,769	7,763,877
TOTAL EXPENDITURES	**$12,767,376**	**$30,000,000**	**$13,956,289**	**$3,731,501**	**$170,820,491**	**$7,763,877**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3200 Other Funds Non-Ltd	-	-	(79,772)	(16,210)	-	-
3400 Other Funds Ltd	-	-	(1,826,844)	(1,819,257)	(7,309,722)	-
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**($1,906,616)**	**($1,835,467)**	**($7,309,722)**	**-**
AUTHORIZED POSITIONS						

Description	Pkg: 506 HH Maintaining Tribal Homelessness Investments Priority: 00	Pkg: 507 HH Predevelopment Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 510 HH Disaster Recovery & Resiliency Limitation Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00
8150 Class/Unclass Positions	-	-	49	4	29	5
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	-	-	46.82	3.52	29.00	5.00

Description	Pkg: 512 HH Preservation - Org Support and Sys Improvements Priority: 00	Pkg: 513 HH PSH - CSL Program Improvements Priority: 00	Pkg: 514 HH Supportive Housing Priority: 00	Pkg: 515 HH Rental Development: XI-Q for LIFT and PSH Priority: 00	Pkg: 516 HH PSH Expansion for Rent Assistance and Services Priority: 00	Pkg: 517 HH PSH - Risk Mitigation Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	64,377,963	11,400,000	8,744,089	-	2,500,000	10,000,000
8030 General Fund Debt Svc	-	-	-	27,282,722	-	-
All Funds	64,377,963	11,400,000	8,744,089	27,282,722	2,500,000	10,000,000
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	-	-	-	580,000,000	-	-
3400 Other Funds Ltd	-	-	-	4,190,000	-	-
All Funds	-	-	-	584,190,000	-	-
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	63,000,000	-	-	-	-	10,000,000
REVENUE CATEGORIES						
8000 General Fund	64,377,963	11,400,000	8,744,089	-	2,500,000	10,000,000
8030 General Fund Debt Svc	-	-	-	27,282,722	-	-
3020 Other Funds Cap Construct	-	-	-	580,000,000	-	-
3400 Other Funds Ltd	63,000,000	-	-	4,190,000	-	10,000,000
TOTAL REVENUE CATEGORIES	**$127,377,963**	**$11,400,000**	**$8,744,089**	**$611,472,722**	**$2,500,000**	**$20,000,000**
AVAILABLE REVENUES						
8000 General Fund	64,377,963	11,400,000	8,744,089	-	2,500,000	10,000,000
8030 General Fund Debt Svc	-	-	-	27,282,722	-	-

Description	Pkg: 512 HH Preservation - Org Support and Sys Improvements Priority: 00	Pkg: 513 HH PSH - CSL Program Improvements Priority: 00	Pkg: 514 HH Supportive Housing Priority: 00	Pkg: 515 HH Rental Development: XI-Q for LIFT and PSH Priority: 00	Pkg: 516 HH PSH Expansion for Rent Assistance and Services Priority: 00	Pkg: 517 HH PSH - Risk Mitigation Priority: 00
3020 Other Funds Cap Construct	-	-	-	580,000,000	-	-
3400 Other Funds Ltd	63,000,000	-	-	4,190,000	-	10,000,000
TOTAL AVAILABLE REVENUES	**$127,377,963**	**$11,400,000**	**$8,744,089**	**$611,472,722**	**$2,500,000**	**$20,000,000**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	577,983	-	144,186	-	-	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	252	-	63	-	-	-
3220 Public Employees Retire Cont						
8000 General Fund	121,608	-	30,337	-	-	-
3230 Social Security Taxes						
8000 General Fund	44,215	-	11,030	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	2,312	-	577	-	-	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	148	-	37	-	-	-
3260 Mass Transit Tax						
8000 General Fund	3,468	-	865	-	-	-
3270 Flexible Benefits						
8000 General Fund	148,428	-	37,107	-	-	-

Description	Pkg: 512 HH Preservation - Org Support and Sys Improvements Priority: 00	Pkg: 513 HH PSH - CSL Program Improvements Priority: 00	Pkg: 514 HH Supportive Housing Priority: 00	Pkg: 515 HH Rental Development: XI-Q for LIFT and PSH Priority: 00	Pkg: 516 HH PSH Expansion for Rent Assistance and Services Priority: 00	Pkg: 517 HH PSH - Risk Mitigation Priority: 00
OTHER PAYROLL EXPENSES						
8000 General Fund	320,431	-	80,016	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$320,431**	**-**	**$80,016**	**-**	**-**	**-**
PERSONAL SERVICES						
8000 General Fund	898,414	-	224,202	-	-	-
TOTAL PERSONAL SERVICES	**$898,414**	**-**	**$224,202**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	6,336	-	1,584	-	-	-
4150 Employee Training						
8000 General Fund	5,700	-	1,425	-	-	-
4175 Office Expenses						
8000 General Fund	11,405	-	2,851	-	-	-
4200 Telecommunications						
8000 General Fund	3,802	-	950	-	-	-
4250 Data Processing						
8000 General Fund	4,646	-	1,162	-	-	-
4300 Professional Services						
8000 General Fund	400,000	-	500,000	-	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	860	-	215	-	-	-
4650 Other Services and Supplies						

Description	Pkg: 512 HH Preservation - Org Support and Sys Improvements Priority: 00	Pkg: 513 HH PSH - CSL Program Improvements Priority: 00	Pkg: 514 HH Supportive Housing Priority: 00	Pkg: 515 HH Rental Development: XI-Q for LIFT and PSH Priority: 00	Pkg: 516 HH PSH Expansion for Rent Assistance and Services Priority: 00	Pkg: 517 HH PSH - Risk Mitigation Priority: 00
8000 General Fund	19,600	-	4,900	-	-	-
3400 Other Funds Ltd	-	-	-	4,190,000	-	-
All Funds	19,600	-	4,900	4,190,000	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	17,200	-	4,300	-	-	-
4715 IT Expendable Property						
8000 General Fund	10,000	-	2,500	-	-	-
SERVICES & SUPPLIES						
8000 General Fund	479,549	-	519,887	-	-	-
3400 Other Funds Ltd	-	-	-	4,190,000	-	-
TOTAL SERVICES & SUPPLIES	**$479,549**	**-**	**$519,887**	**$4,190,000**	**-**	**-**
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	-	-	-	580,000,000	-	-
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	63,000,000	-	-	-	-	10,000,000
6085 Other Special Payments						
8000 General Fund	-	11,400,000	8,000,000	-	2,500,000	-
3400 Other Funds Ltd	63,000,000	-	-	-	-	10,000,000
All Funds	63,000,000	11,400,000	8,000,000	-	2,500,000	10,000,000
SPECIAL PAYMENTS						
8000 General Fund	63,000,000	11,400,000	8,000,000	-	2,500,000	10,000,000

Description	Pkg: 512 HH Preservation - Org Support and Sys Improvements Priority: 00	Pkg: 513 HH PSH - CSL Program Improvements Priority: 00	Pkg: 514 HH Supportive Housing Priority: 00	Pkg: 515 HH Rental Development: XI-Q for LIFT and PSH Priority: 00	Pkg: 516 HH PSH Expansion for Rent Assistance and Services Priority: 00	Pkg: 517 HH PSH - Risk Mitigation Priority: 00
3400 Other Funds Ltd	63,000,000	-	-	-	-	10,000,000
TOTAL SPECIAL PAYMENTS	**$126,000,000**	**$11,400,000**	**$8,000,000**	**-**	**$2,500,000**	**$20,000,000**
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	-	-	-	7,375,000	-	-
7150 Interest - Bonds						
8030 General Fund Debt Svc	-	-	-	19,907,722	-	-
DEBT SERVICE						
8030 General Fund Debt Svc	-	-	-	27,282,722	-	-
TOTAL DEBT SERVICE	**-**	**-**	**-**	**$27,282,722**	**-**	**-**
EXPENDITURES						
8000 General Fund	64,377,963	11,400,000	8,744,089	-	2,500,000	10,000,000
8030 General Fund Debt Svc	-	-	-	27,282,722	-	-
3020 Other Funds Cap Construct	-	-	-	580,000,000	-	-
3400 Other Funds Ltd	63,000,000	-	-	4,190,000	-	10,000,000
TOTAL EXPENDITURES	**$127,377,963**	**$11,400,000**	**$8,744,089**	**$611,472,722**	**$2,500,000**	**$20,000,000**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
3020 Other Funds Cap Construct	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**

Description	Pkg: 512 HH Preservation - Org Support and Sys Improvements Priority: 00	Pkg: 513 HH PSH - CSL Program Improvements Priority: 00	Pkg: 514 HH Supportive Housing Priority: 00	Pkg: 515 HH Rental Development: XI-Q for LIFT and PSH Priority: 00	Pkg: 516 HH PSH Expansion for Rent Assistance and Services Priority: 00	Pkg: 517 HH PSH - Risk Mitigation Priority: 00
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	4	-	1	-	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	3.52	-	0.88	-	-	-

Description	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 519 HH Preservation - Exp + Physical and Fin Needs Priority: 00	Pkg: 520 HH Preservation - Manufactured Parks Priority: 00	Pkg: 521 HH Down Paymnt Assist paired with OHCS Lending Priority: 00	Pkg: 522 HH Down Payment Assistance for CROs Priority: 00	Pkg: 523 HH Technical Assistance and Language Access Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	50,253,348	-	-	25,000,000	45,000,000	1,300,000
8030 General Fund Debt Svc	4,713,769	-	-	-	-	-
All Funds	54,967,117	-	-	25,000,000	45,000,000	1,300,000
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	100,000,000	-	-	-	-	-
3400 Other Funds Ltd	910,000	-	-	-	-	-
All Funds	100,910,000	-	-	-	-	-
0565 Lottery Bonds						
3400 Other Funds Ltd	-	352,750,058	25,290,753	-	-	-
BOND SALES						
3020 Other Funds Cap Construct	100,000,000	-	-	-	-	-
3400 Other Funds Ltd	910,000	352,750,058	25,290,753	-	-	-
TOTAL BOND SALES	**$100,910,000**	**$352,750,058**	**$25,290,753**	**-**	**-**	**-**
TRANSFERS IN						
1040 Transfer In Lottery Proceeds						
4430 Lottery Funds Debt Svc Ltd	-	19,712,893	1,236,467	-	-	-
1060 Transfer from General Fund						
3400 Other Funds Ltd	50,000,000	-	-	25,000,000	45,000,000	-
TRANSFERS IN						

Description	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 519 HH Preservation - Exp + Physical and Fin Needs Priority: 00	Pkg: 520 HH Preservation - Manufactured Parks Priority: 00	Pkg: 521 HH Down Paymnt Assist paired with OHCS Lending Priority: 00	Pkg: 522 HH Down Payment Assistance for CROs Priority: 00	Pkg: 523 HH Technical Assistance and Language Access Priority: 00
4430 Lottery Funds Debt Svc Ltd	-	19,712,893	1,236,467	-	-	-
3400 Other Funds Ltd	50,000,000	-	-	25,000,000	45,000,000	-
TOTAL TRANSFERS IN	**$50,000,000**	**$19,712,893**	**$1,236,467**	**$25,000,000**	**$45,000,000**	**-**
REVENUE CATEGORIES						
8000 General Fund	50,253,348	-	-	25,000,000	45,000,000	1,300,000
8030 General Fund Debt Svc	4,713,769	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	-	19,712,893	1,236,467	-	-	-
3020 Other Funds Cap Construct	100,000,000	-	-	-	-	-
3400 Other Funds Ltd	50,910,000	352,750,058	25,290,753	25,000,000	45,000,000	-
TOTAL REVENUE CATEGORIES	**$205,877,117**	**$372,462,951**	**$26,527,220**	**$50,000,000**	**$90,000,000**	**$1,300,000**
AVAILABLE REVENUES						
8000 General Fund	50,253,348	-	-	25,000,000	45,000,000	1,300,000
8030 General Fund Debt Svc	4,713,769	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	-	19,712,893	1,236,467	-	-	-
3020 Other Funds Cap Construct	100,000,000	-	-	-	-	-
3400 Other Funds Ltd	50,910,000	352,750,058	25,290,753	25,000,000	45,000,000	-
TOTAL AVAILABLE REVENUES	**$205,877,117**	**$372,462,951**	**$26,527,220**	**$50,000,000**	**$90,000,000**	**$1,300,000**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	151,326	-	-	-	-	-

Description	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 519 HH Preservation - Exp + Physical and Fin Needs Priority: 00	Pkg: 520 HH Preservation - Manufactured Parks Priority: 00	Pkg: 521 HH Down Paymnt Assist paired with OHCS Lending Priority: 00	Pkg: 522 HH Down Payment Assistance for CROs Priority: 00	Pkg: 523 HH Technical Assistance and Language Access Priority: 00
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	63	-	-	-	-	-
3220 Public Employees Retire Cont						
8000 General Fund	31,839	-	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	11,576	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	605	-	-	-	-	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	37	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	908	-	-	-	-	-
3270 Flexible Benefits						
8000 General Fund	37,107	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	82,135	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$82,135**	**-**	**-**	**-**	**-**	**-**
PERSONAL SERVICES						
8000 General Fund	233,461	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$233,461**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						

Description	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 519 HH Preservation - Exp + Physical and Fin Needs Priority: 00	Pkg: 520 HH Preservation - Manufactured Parks Priority: 00	Pkg: 521 HH Down Paymnt Assist paired with OHCS Lending Priority: 00	Pkg: 522 HH Down Payment Assistance for CROs Priority: 00	Pkg: 523 HH Technical Assistance and Language Access Priority: 00
4100 Instate Travel						
8000 General Fund	1,584	-	-	-	-	-
4150 Employee Training						
8000 General Fund	1,425	-	-	-	-	-
4175 Office Expenses						
8000 General Fund	2,851	-	-	-	-	-
4200 Telecommunications						
8000 General Fund	950	-	-	-	-	-
4250 Data Processing						
8000 General Fund	1,162	-	-	-	-	-
4300 Professional Services						
8000 General Fund	-	-	-	-	-	1,300,000
4375 Employee Recruitment and Develop						
8000 General Fund	215	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	4,900	-	-	-	-	-
3400 Other Funds Ltd	910,000	2,750,058	290,753	-	-	-
All Funds	914,900	2,750,058	290,753	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	4,300	-	-	-	-	-
4715 IT Expendable Property						
8000 General Fund	2,500	-	-	-	-	-
SERVICES & SUPPLIES						

Description	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 519 HH Preservation - Exp + Physical and Fin Needs Priority: 00	Pkg: 520 HH Preservation - Manufactured Parks Priority: 00	Pkg: 521 HH Down Paymnt Assist paired with OHCS Lending Priority: 00	Pkg: 522 HH Down Payment Assistance for CROs Priority: 00	Pkg: 523 HH Technical Assistance and Language Access Priority: 00
8000 General Fund	19,887	-	-	-	-	1,300,000
3400 Other Funds Ltd	910,000	2,750,058	290,753	-	-	-
TOTAL SERVICES & SUPPLIES	**$929,887**	**$2,750,058**	**$290,753**	**-**	**-**	**$1,300,000**
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	100,000,000	-	-	-	-	-
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	50,000,000	-	-	25,000,000	45,000,000	-
6080 Loans Made - Other						
3400 Other Funds Ltd	-	-	-	25,000,000	45,000,000	-
6085 Other Special Payments						
3400 Other Funds Ltd	50,000,000	350,000,000	25,000,000	-	-	-
SPECIAL PAYMENTS						
8000 General Fund	50,000,000	-	-	25,000,000	45,000,000	-
3400 Other Funds Ltd	50,000,000	350,000,000	25,000,000	25,000,000	45,000,000	-
TOTAL SPECIAL PAYMENTS	**$100,000,000**	**$350,000,000**	**$25,000,000**	**$50,000,000**	**$90,000,000**	**-**
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	1,275,000	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	-	4,950,000	310,000	-	-	-
All Funds	1,275,000	4,950,000	310,000	-	-	-

Description	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 519 HH Preservation - Exp + Physical and Fin Needs Priority: 00	Pkg: 520 HH Preservation - Manufactured Parks Priority: 00	Pkg: 521 HH Down Paymnt Assist paired with OHCS Lending Priority: 00	Pkg: 522 HH Down Payment Assistance for CROs Priority: 00	Pkg: 523 HH Technical Assistance and Language Access Priority: 00
7150 Interest - Bonds						
8030 General Fund Debt Svc	3,438,769	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	-	14,762,893	926,467	-	-	-
All Funds	3,438,769	14,762,893	926,467	-	-	-
DEBT SERVICE						
8030 General Fund Debt Svc	4,713,769	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	-	19,712,893	1,236,467	-	-	-
TOTAL DEBT SERVICE	**$4,713,769**	**$19,712,893**	**$1,236,467**	**-**	**-**	**-**
EXPENDITURES						
8000 General Fund	50,253,348	-	-	25,000,000	45,000,000	1,300,000
8030 General Fund Debt Svc	4,713,769	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	-	19,712,893	1,236,467	-	-	-
3020 Other Funds Cap Construct	100,000,000	-	-	-	-	-
3400 Other Funds Ltd	50,910,000	352,750,058	25,290,753	25,000,000	45,000,000	-
TOTAL EXPENDITURES	**$205,877,117**	**$372,462,951**	**$26,527,220**	**$50,000,000**	**$90,000,000**	**$1,300,000**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	-	-	-	-	-	-
3020 Other Funds Cap Construct	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**

Description	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 519 HH Preservation - Exp + Physical and Fin Needs Priority: 00	Pkg: 520 HH Preservation - Manufactured Parks Priority: 00	Pkg: 521 HH Down Paymnt Assist paired with OHCS Lending Priority: 00	Pkg: 522 HH Down Payment Assistance for CROs Priority: 00	Pkg: 523 HH Technical Assistance and Language Access Priority: 00
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	1	-	-	-	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	0.88	-	-	-	-	-

Description	Pkg: 524 HH Land Acquisition Program Priority: 00	Pkg: 525 HH Foreclosure Avoidance Counseling Priority: 00	Pkg: 526 HH CARE Priority: 00	Pkg: 527 HH Manufactured Home Replace Program Priority: 00	Pkg: 528 HH IDA Expansion Priority: 00	Pkg: 529 HH Tribal Housing Block Grants Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	20,000,000	3,500,000	10,000,000	2,500,000	16,900,000	30,000,000
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	20,000,000	-	-	2,500,000	-	30,000,000
REVENUE CATEGORIES						
8000 General Fund	20,000,000	3,500,000	10,000,000	2,500,000	16,900,000	30,000,000
3400 Other Funds Ltd	20,000,000	-	-	2,500,000	-	30,000,000
TOTAL REVENUE CATEGORIES	**$40,000,000**	**$3,500,000**	**$10,000,000**	**$5,000,000**	**$16,900,000**	**$60,000,000**
AVAILABLE REVENUES						
8000 General Fund	20,000,000	3,500,000	10,000,000	2,500,000	16,900,000	30,000,000
3400 Other Funds Ltd	20,000,000	-	-	2,500,000	-	30,000,000
TOTAL AVAILABLE REVENUES	**$40,000,000**	**$3,500,000**	**$10,000,000**	**$5,000,000**	**$16,900,000**	**$60,000,000**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	-	-	-	-	-	943,446
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						

Description	Pkg: 524 HH Land Acquisition Program Priority: 00	Pkg: 525 HH Foreclosure Avoidance Counseling Priority: 00	Pkg: 526 HH CARE Priority: 00	Pkg: 527 HH Manufactured Home Replace Program Priority: 00	Pkg: 528 HH IDA Expansion Priority: 00	Pkg: 529 HH Tribal Housing Block Grants Priority: 00
3400 Other Funds Ltd	-	-	-	-	-	378
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	-	-	-	-	-	198,502
3230 Social Security Taxes						
3400 Other Funds Ltd	-	-	-	-	-	72,174
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	-	-	-	-	-	3,774
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	-	-	-	-	-	222
3260 Mass Transit Tax						
3400 Other Funds Ltd	-	-	-	-	-	5,661
3270 Flexible Benefits						
3400 Other Funds Ltd	-	-	-	-	-	222,642
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	-	-	-	-	-	503,353
TOTAL OTHER PAYROLL EXPENSES	**-**	**-**	**-**	**-**	**-**	**$503,353**
PERSONAL SERVICES						
3400 Other Funds Ltd	-	-	-	-	-	1,446,799
TOTAL PERSONAL SERVICES	**-**	**-**	**-**	**-**	**-**	**$1,446,799**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	-	-	-	-	-	9,504

Description	Pkg: 524 HH Land Acquisition Program Priority: 00	Pkg: 525 HH Foreclosure Avoidance Counseling Priority: 00	Pkg: 526 HH CARE Priority: 00	Pkg: 527 HH Manufactured Home Replace Program Priority: 00	Pkg: 528 HH IDA Expansion Priority: 00	Pkg: 529 HH Tribal Housing Block Grants Priority: 00
4150 Employee Training						
3400 Other Funds Ltd	-	-	-	-	-	8,550
4175 Office Expenses						
3400 Other Funds Ltd	-	-	-	-	-	17,107
4200 Telecommunications						
3400 Other Funds Ltd	-	-	-	-	-	5,702
4250 Data Processing						
3400 Other Funds Ltd	-	-	-	-	-	6,970
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	-	-	-	-	1,290
4650 Other Services and Supplies						
3400 Other Funds Ltd	-	-	-	-	-	29,400
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	-	-	-	-	25,800
4715 IT Expendable Property						
3400 Other Funds Ltd	-	-	-	-	-	15,000
SERVICES & SUPPLIES						
3400 Other Funds Ltd	-	-	-	-	-	119,323
TOTAL SERVICES & SUPPLIES	**-**	**-**	**-**	**-**	**-**	**$119,323**
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	20,000,000	-	-	2,500,000	-	30,000,000
6080 Loans Made - Other						

Description	Pkg: 524 HH Land Acquisition Program Priority: 00	Pkg: 525 HH Foreclosure Avoidance Counseling Priority: 00	Pkg: 526 HH CARE Priority: 00	Pkg: 527 HH Manufactured Home Replace Program Priority: 00	Pkg: 528 HH IDA Expansion Priority: 00	Pkg: 529 HH Tribal Housing Block Grants Priority: 00
3400 Other Funds Ltd	20,000,000	-	-	-	-	-
6085 Other Special Payments						
8000 General Fund	-	3,500,000	10,000,000	-	16,900,000	-
3400 Other Funds Ltd	-	-	-	2,500,000	-	18,000,000
All Funds	-	3,500,000	10,000,000	2,500,000	16,900,000	18,000,000
SPECIAL PAYMENTS						
8000 General Fund	20,000,000	3,500,000	10,000,000	2,500,000	16,900,000	30,000,000
3400 Other Funds Ltd	20,000,000	-	-	2,500,000	-	18,000,000
TOTAL SPECIAL PAYMENTS	**$40,000,000**	**$3,500,000**	**$10,000,000**	**$5,000,000**	**$16,900,000**	**$48,000,000**
EXPENDITURES						
8000 General Fund	20,000,000	3,500,000	10,000,000	2,500,000	16,900,000	30,000,000
3400 Other Funds Ltd	20,000,000	-	-	2,500,000	-	19,566,122
TOTAL EXPENDITURES	**$40,000,000**	**$3,500,000**	**$10,000,000**	**$5,000,000**	**$16,900,000**	**$49,566,122**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	10,433,878
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**$10,433,878**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	-	-	-	-	6
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	-	-	-	-	-	5.28

Description	Pkg: 530 HH Culturally Responsive Property Mgmt Priority: 00					
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	3,000,000					
AVAILABLE REVENUES						
8000 General Fund	3,000,000					
TOTAL AVAILABLE REVENUES	**$3,000,000**					
EXPENDITURES						
SPECIAL PAYMENTS						
6085 Other Special Payments						
8000 General Fund	3,000,000					
ENDING BALANCE						
8000 General Fund	-					
TOTAL ENDING BALANCE	**-**					

Housing & Community Svcs Dept ***Agency Number 91400***

BDV004B **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-010-00-00-00000**
Housing Stabilization Programs

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	720,001,048	217,918,652	188,243,238	105,191,160	63,535,520	109,685,262
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	784,804	-	-	-	-	-
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	105,191,160	-	-	105,191,160	-	-
REVENUE CATEGORIES						
8000 General Fund	720,001,048	217,918,652	188,243,238	105,191,160	63,535,520	109,685,262
3400 Other Funds Ltd	105,191,160	-	-	105,191,160	-	-
6400 Federal Funds Ltd	784,804	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$825,977,012**	**$217,918,652**	**$188,243,238**	**$210,382,320**	**$63,535,520**	**$109,685,262**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(235,899)	-	-	-	-	-
6400 Federal Funds Ltd	(173,493)	-	-	-	-	-
All Funds	(409,392)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	720,001,048	217,918,652	188,243,238	105,191,160	63,535,520	109,685,262
3400 Other Funds Ltd	104,955,261	-	-	105,191,160	-	-

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
6400 Federal Funds Ltd	611,311	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$825,567,620**	**$217,918,652**	**$188,243,238**	**$210,382,320**	**$63,535,520**	**$109,685,262**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	3,515,878	-	-	-	-	-
6400 Federal Funds Ltd	353,364	-	-	-	-	-
All Funds	3,869,242	-	-	-	-	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	1,354	-	-	-	-	-
6400 Federal Funds Ltd	176	-	-	-	-	-
All Funds	1,530	-	-	-	-	-
3220 Public Employees Retire Cont						
8000 General Fund	739,737	-	-	-	-	-
6400 Federal Funds Ltd	74,348	-	-	-	-	-
All Funds	814,085	-	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	268,965	-	-	-	-	-
6400 Federal Funds Ltd	27,032	-	-	-	-	-
All Funds	295,997	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
8000 General Fund	14,067	-	-	-	-	-
6400 Federal Funds Ltd	1,414	-	-	-	-	-
All Funds	15,481	-	-	-	-	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	791	-	-	-	-	-
6400 Federal Funds Ltd	102	-	-	-	-	-
All Funds	893	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	21,096	-	-	-	-	-
3270 Flexible Benefits						
8000 General Fund	797,800	-	-	-	-	-
6400 Federal Funds Ltd	103,370	-	-	-	-	-
All Funds	901,170	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	1,843,810	-	-	-	-	-
6400 Federal Funds Ltd	206,442	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$2,050,252**	**-**	**-**	**-**	**-**	**-**
PERSONAL SERVICES						
8000 General Fund	5,359,688	-	-	-	-	-
6400 Federal Funds Ltd	559,806	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$5,919,494**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
4100 Instate Travel						
8000 General Fund	33,876	-	-	-	-	-
6400 Federal Funds Ltd	4,392	-	-	-	-	-
All Funds	38,268	-	-	-	-	-
4150 Employee Training						
8000 General Fund	27,788	-	-	-	-	-
6400 Federal Funds Ltd	3,563	-	-	-	-	-
All Funds	31,351	-	-	-	-	-
4175 Office Expenses						
8000 General Fund	60,977	-	-	-	-	-
6400 Federal Funds Ltd	7,906	-	-	-	-	-
All Funds	68,883	-	-	-	-	-
4200 Telecommunications						
8000 General Fund	20,326	-	-	-	-	-
6400 Federal Funds Ltd	2,635	-	-	-	-	-
All Funds	22,961	-	-	-	-	-
4250 Data Processing						
8000 General Fund	24,842	-	-	-	-	-
6400 Federal Funds Ltd	3,221	-	-	-	-	-
All Funds	28,063	-	-	-	-	-
4300 Professional Services						
8000 General Fund	375,000	375,000	-	-	-	-
4375 Employee Recruitment and Develop						

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
8000 General Fund	4,193	-	-	-	-	-
6400 Federal Funds Ltd	538	-	-	-	-	-
All Funds	4,731	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	95,550	-	-	-	-	-
6400 Federal Funds Ltd	12,250	-	-	-	-	-
All Funds	107,800	-	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	83,850	-	-	-	-	-
6400 Federal Funds Ltd	10,750	-	-	-	-	-
All Funds	94,600	-	-	-	-	-
4715 IT Expendable Property						
8000 General Fund	48,750	-	-	-	-	-
6400 Federal Funds Ltd	6,250	-	-	-	-	-
All Funds	55,000	-	-	-	-	-
SERVICES & SUPPLIES						
8000 General Fund	775,152	375,000	-	-	-	-
6400 Federal Funds Ltd	51,505	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$826,657**	**$375,000**	**-**	**-**	**-**	**-**
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	105,191,160	-	-	105,191,160	-	-
6085 Other Special Payments						

Description	Total Policy Packages	Pkg: 501 HH Maintaining Shelters Priority: 00	Pkg: 502 HH Sustaining Re-Housing Priority: 00	Pkg: 503 HH Sustaining LTRA Priority: 00	Pkg: 504 HH Continuing to Prevent Evictions - Infrastructure Priority: 00	Pkg: 505 HH Continuing to Prevent Evictions - Financial Assistance Priority: 00
8000 General Fund	608,675,048	217,543,652	188,243,238	-	63,535,520	109,685,262
3400 Other Funds Ltd	105,191,160	-	-	105,191,160	-	-
All Funds	713,866,208	217,543,652	188,243,238	105,191,160	63,535,520	109,685,262
SPECIAL PAYMENTS						
8000 General Fund	713,866,208	217,543,652	188,243,238	105,191,160	63,535,520	109,685,262
3400 Other Funds Ltd	105,191,160	-	-	105,191,160	-	-
TOTAL SPECIAL PAYMENTS	**$819,057,368**	**$217,543,652**	**$188,243,238**	**$210,382,320**	**$63,535,520**	**$109,685,262**
EXPENDITURES						
8000 General Fund	720,001,048	217,918,652	188,243,238	105,191,160	63,535,520	109,685,262
3400 Other Funds Ltd	105,191,160	-	-	105,191,160	-	-
6400 Federal Funds Ltd	611,311	-	-	-	-	-
TOTAL EXPENDITURES	**$825,803,519**	**$217,918,652**	**$188,243,238**	**$210,382,320**	**$63,535,520**	**$109,685,262**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(235,899)	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**($235,899)**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	22	-	-	-	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	21.26	-	-	-	-	-

Description	Pkg: 506 HH Maintaining Tribal Homelessness Investments Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 528 HH IDA Expansion Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	12,767,376	5,759,840	-	16,900,000		
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	-	755,503	29,301	-		
REVENUE CATEGORIES						
8000 General Fund	12,767,376	5,759,840	-	16,900,000		
6400 Federal Funds Ltd	-	755,503	29,301	-		
TOTAL REVENUE CATEGORIES	**$12,767,376**	**$6,515,343**	**$29,301**	**$16,900,000**		
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	-	(196,058)	(39,841)	-		
6400 Federal Funds Ltd	-	(144,192)	(29,301)	-		
All Funds	-	(340,250)	(69,142)	-		
AVAILABLE REVENUES						
8000 General Fund	12,767,376	5,759,840	-	16,900,000		
3400 Other Funds Ltd	-	(196,058)	(39,841)	-		
6400 Federal Funds Ltd	-	611,311	-	-		
TOTAL AVAILABLE REVENUES	**$12,767,376**	**$6,175,093**	**($39,841)**	**$16,900,000**		
EXPENDITURES						

Description	Pkg: 506 HH Maintaining Tribal Homelessness Investments Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 528 HH IDA Expansion Priority: 00		
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	3,515,878	-	-		
6400 Federal Funds Ltd	-	353,364	-	-		
All Funds	-	3,869,242	-	-		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	1,354	-	-		
6400 Federal Funds Ltd	-	176	-	-		
All Funds	-	1,530	-	-		
3220 Public Employees Retire Cont						
8000 General Fund	-	739,737	-	-		
6400 Federal Funds Ltd	-	74,348	-	-		
All Funds	-	814,085	-	-		
3230 Social Security Taxes						
8000 General Fund	-	268,965	-	-		
6400 Federal Funds Ltd	-	27,032	-	-		
All Funds	-	295,997	-	-		
3241 Paid Family Medical Leave Insurance						
8000 General Fund	-	14,067	-	-		
6400 Federal Funds Ltd	-	1,414	-	-		
All Funds	-	15,481	-	-		

Description	Pkg: 506 HH Maintaining Tribal Homelessness Investments Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 528 HH IDA Expansion Priority: 00		
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	-	791	-	-		
6400 Federal Funds Ltd	-	102	-	-		
All Funds	-	893	-	-		
3260 Mass Transit Tax						
8000 General Fund	-	21,096	-	-		
3270 Flexible Benefits						
8000 General Fund	-	797,800	-	-		
6400 Federal Funds Ltd	-	103,370	-	-		
All Funds	-	901,170	-	-		
OTHER PAYROLL EXPENSES						
8000 General Fund	-	1,843,810	-	-		
6400 Federal Funds Ltd	-	206,442	-	-		
TOTAL OTHER PAYROLL EXPENSES	**-**	**$2,050,252**	**-**	**-**		
PERSONAL SERVICES						
8000 General Fund	-	5,359,688	-	-		
6400 Federal Funds Ltd	-	559,806	-	-		
TOTAL PERSONAL SERVICES	**-**	**$5,919,494**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	33,876	-	-		
6400 Federal Funds Ltd	-	4,392	-	-		

Description	Pkg: 506 HH Maintaining Tribal Homelessness Investments Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 528 HH IDA Expansion Priority: 00		
All Funds	-	38,268	-	-		
4150 Employee Training						
8000 General Fund	-	27,788	-	-		
6400 Federal Funds Ltd	-	3,563	-	-		
All Funds	-	31,351	-	-		
4175 Office Expenses						
8000 General Fund	-	60,977	-	-		
6400 Federal Funds Ltd	-	7,906	-	-		
All Funds	-	68,883	-	-		
4200 Telecommunications						
8000 General Fund	-	20,326	-	-		
6400 Federal Funds Ltd	-	2,635	-	-		
All Funds	-	22,961	-	-		
4250 Data Processing						
8000 General Fund	-	24,842	-	-		
6400 Federal Funds Ltd	-	3,221	-	-		
All Funds	-	28,063	-	-		
4375 Employee Recruitment and Develop						
8000 General Fund	-	4,193	-	-		
6400 Federal Funds Ltd	-	538	-	-		
All Funds	-	4,731	-	-		
4650 Other Services and Supplies						
8000 General Fund	-	95,550	-	-		

Description	Pkg: 506 HH Maintaining Tribal Homelessness Investments Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 528 HH IDA Expansion Priority: 00		
6400 Federal Funds Ltd	-	12,250	-	-		
All Funds	-	107,800	-	-		
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	83,850	-	-		
6400 Federal Funds Ltd	-	10,750	-	-		
All Funds	-	94,600	-	-		
4715 IT Expendable Property						
8000 General Fund	-	48,750	-	-		
6400 Federal Funds Ltd	-	6,250	-	-		
All Funds	-	55,000	-	-		
SERVICES & SUPPLIES						
8000 General Fund	-	400,152	-	-		
6400 Federal Funds Ltd	-	51,505	-	-		
TOTAL SERVICES & SUPPLIES	**-**	**$451,657**	**-**	**-**		
SPECIAL PAYMENTS						
6085 Other Special Payments						
8000 General Fund	12,767,376	-	-	16,900,000		
EXPENDITURES						
8000 General Fund	12,767,376	5,759,840	-	16,900,000		
6400 Federal Funds Ltd	-	611,311	-	-		
TOTAL EXPENDITURES	**$12,767,376**	**$6,371,151**	**-**	**$16,900,000**		
ENDING BALANCE						

Description	Pkg: 506 HH Maintaining Tribal Homelessness Investments Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 528 HH IDA Expansion Priority: 00		
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	-	(196,058)	(39,841)	-		
6400 Federal Funds Ltd	-	-	-	-		
TOTAL ENDING BALANCE	**-**	**($196,058)**	**($39,841)**	**-**		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	22	-	-		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	-	21.26	-	-		

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Project-Based Rental Housing Assistance

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 513 HH PSH - CSL Program Improvements Priority: 00	Pkg: 514 HH Supportive Housing Priority: 00	Pkg: 516 HH PSH Expansion for Rent Assistance and Services Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	32,644,089	-	-	11,400,000	8,744,089	2,500,000
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	(88,531)	(89,402)	871	-	-	-
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	10,000,000	-	-	-	-	-
REVENUE CATEGORIES						
8000 General Fund	32,644,089	-	-	11,400,000	8,744,089	2,500,000
3400 Other Funds Ltd	10,000,000	-	-	-	-	-
6400 Federal Funds Ltd	(88,531)	(89,402)	871	-	-	-
TOTAL REVENUE CATEGORIES	**$42,555,558**	**($89,402)**	**$871**	**$11,400,000**	**$8,744,089**	**$2,500,000**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(169,755)	(141,085)	(28,670)	-	-	-
6400 Federal Funds Ltd	(5,158)	(4,287)	(871)	-	-	-
All Funds	(174,913)	(145,372)	(29,541)	-	-	-
AVAILABLE REVENUES						
8000 General Fund	32,644,089	-	-	11,400,000	8,744,089	2,500,000
3400 Other Funds Ltd	9,830,245	(141,085)	(28,670)	-	-	-

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 513 HH PSH - CSL Program Improvements Priority: 00	Pkg: 514 HH Supportive Housing Priority: 00	Pkg: 516 HH PSH Expansion for Rent Assistance and Services Priority: 00
6400 Federal Funds Ltd	(93,689)	(93,689)	-	-	-	-
TOTAL AVAILABLE REVENUES	**$42,380,645**	**($234,774)**	**($28,670)**	**$11,400,000**	**$8,744,089**	**$2,500,000**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	144,186	-	-	-	144,186	-
6400 Federal Funds Ltd	(56,580)	(56,580)	-	-	-	-
All Funds	87,606	(56,580)	-	-	144,186	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	63	-	-	-	63	-
6400 Federal Funds Ltd	(36)	(36)	-	-	-	-
All Funds	27	(36)	-	-	63	-
3220 Public Employees Retire Cont						
8000 General Fund	30,337	-	-	-	30,337	-
6400 Federal Funds Ltd	(11,904)	(11,904)	-	-	-	-
All Funds	18,433	(11,904)	-	-	30,337	-
3230 Social Security Taxes						
8000 General Fund	11,030	-	-	-	11,030	-
6400 Federal Funds Ltd	(4,328)	(4,328)	-	-	-	-
All Funds	6,702	(4,328)	-	-	11,030	-
3241 Paid Family Medical Leave Insurance						

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 513 HH PSH - CSL Program Improvements Priority: 00	Pkg: 514 HH Supportive Housing Priority: 00	Pkg: 516 HH PSH Expansion for Rent Assistance and Services Priority: 00
8000 General Fund	577	-	-	-	577	-
6400 Federal Funds Ltd	(226)	(226)	-	-	-	-
All Funds	351	(226)	-	-	577	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	37	-	-	-	37	-
6400 Federal Funds Ltd	(21)	(21)	-	-	-	-
All Funds	16	(21)	-	-	37	-
3260 Mass Transit Tax						
8000 General Fund	865	-	-	-	865	-
3270 Flexible Benefits						
8000 General Fund	37,107	-	-	-	37,107	-
6400 Federal Funds Ltd	(21,204)	(21,204)	-	-	-	-
All Funds	15,903	(21,204)	-	-	37,107	-
3280 Other OPE						
6400 Federal Funds Ltd	610	610	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	80,016	-	-	-	80,016	-
6400 Federal Funds Ltd	(37,109)	(37,109)	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$42,907**	**($37,109)**	**-**	**-**	**$80,016**	**-**
PERSONAL SERVICES						
8000 General Fund	224,202	-	-	-	224,202	-
6400 Federal Funds Ltd	(93,689)	(93,689)	-	-	-	-

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Project-Based Rental Housing Assistance

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 513 HH PSH - CSL Program Improvements Priority: 00	Pkg: 514 HH Supportive Housing Priority: 00	Pkg: 516 HH PSH Expansion for Rent Assistance and Services Priority: 00
TOTAL PERSONAL SERVICES	**$130,513**	**($93,689)**	**-**	**-**	**$224,202**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,584	-	-	-	1,584	-
4150 Employee Training						
8000 General Fund	1,425	-	-	-	1,425	-
4175 Office Expenses						
8000 General Fund	2,851	-	-	-	2,851	-
4200 Telecommunications						
8000 General Fund	950	-	-	-	950	-
4250 Data Processing						
8000 General Fund	1,162	-	-	-	1,162	-
4300 Professional Services						
8000 General Fund	500,000	-	-	-	500,000	-
4375 Employee Recruitment and Develop						
8000 General Fund	215	-	-	-	215	-
4650 Other Services and Supplies						
8000 General Fund	4,900	-	-	-	4,900	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	4,300	-	-	-	4,300	-
4715 IT Expendable Property						
8000 General Fund	2,500	-	-	-	2,500	-
SERVICES & SUPPLIES						

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 513 HH PSH - CSL Program Improvements Priority: 00	Pkg: 514 HH Supportive Housing Priority: 00	Pkg: 516 HH PSH Expansion for Rent Assistance and Services Priority: 00
8000 General Fund	519,887	-	-	-	519,887	-
TOTAL SERVICES & SUPPLIES	**$519,887**	**-**	**-**	**-**	**$519,887**	**-**
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	10,000,000	-	-	-	-	-
6085 Other Special Payments						
8000 General Fund	21,900,000	-	-	11,400,000	8,000,000	2,500,000
3400 Other Funds Ltd	10,000,000	-	-	-	-	-
All Funds	31,900,000	-	-	11,400,000	8,000,000	2,500,000
SPECIAL PAYMENTS						
8000 General Fund	31,900,000	-	-	11,400,000	8,000,000	2,500,000
3400 Other Funds Ltd	10,000,000	-	-	-	-	-
TOTAL SPECIAL PAYMENTS	**$41,900,000**	**-**	**-**	**$11,400,000**	**$8,000,000**	**$2,500,000**
EXPENDITURES						
8000 General Fund	32,644,089	-	-	11,400,000	8,744,089	2,500,000
3400 Other Funds Ltd	10,000,000	-	-	-	-	-
6400 Federal Funds Ltd	(93,689)	(93,689)	-	-	-	-
TOTAL EXPENDITURES	**$42,550,400**	**($93,689)**	**-**	**$11,400,000**	**$8,744,089**	**$2,500,000**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(169,755)	(141,085)	(28,670)	-	-	-
6400 Federal Funds Ltd	-	-	-	-	-	-

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 513 HH PSH - CSL Program Improvements Priority: 00	Pkg: 514 HH Supportive Housing Priority: 00	Pkg: 516 HH PSH Expansion for Rent Assistance and Services Priority: 00
TOTAL ENDING BALANCE	**($169,755)**	**($141,085)**	**($28,670)**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	(1)	-	-	1	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	0.38	(0.50)	-	-	0.88	-

Description	Pkg: 517 HH PSH - Risk Mitigation Priority: 00					
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	10,000,000					
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	10,000,000					
REVENUE CATEGORIES						
8000 General Fund	10,000,000					
3400 Other Funds Ltd	10,000,000					
TOTAL REVENUE CATEGORIES	**$20,000,000**					
AVAILABLE REVENUES						
8000 General Fund	10,000,000					
3400 Other Funds Ltd	10,000,000					
TOTAL AVAILABLE REVENUES	**$20,000,000**					
EXPENDITURES						
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	10,000,000					
6085 Other Special Payments						
3400 Other Funds Ltd	10,000,000					
SPECIAL PAYMENTS						

Description	Pkg: 517 HH PSH - Risk Mitigation Priority: 00					
8000 General Fund	10,000,000					
3400 Other Funds Ltd	10,000,000					
TOTAL SPECIAL PAYMENTS	**$20,000,000**					
ENDING BALANCE						
8000 General Fund	-					
3400 Other Funds Ltd	-					
TOTAL ENDING BALANCE	**-**					

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Multifamily Rental Housing Programs

Description	Total Policy Packages	Pkg: 507 HH Predevelopment Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 512 HH Preservation - Org Support and Sys Improvements Priority: 00	Pkg: 519 HH Preservation - Exp + Physical and Fin Needs Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	113,265,132	15,000,000	887,169	-	64,377,963	-
BOND SALES						
0565 Lottery Bonds						
3400 Other Funds Ltd	375,000,000	-	-	-	-	350,000,000
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	94,557	-	78,587	15,970	-	-
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	98,000,000	15,000,000	-	-	63,000,000	-
REVENUE CATEGORIES						
8000 General Fund	113,265,132	15,000,000	887,169	-	64,377,963	-
3400 Other Funds Ltd	473,000,000	15,000,000	-	-	63,000,000	350,000,000
6400 Federal Funds Ltd	94,557	-	78,587	15,970	-	-
TOTAL REVENUE CATEGORIES	**$586,359,689**	**$30,000,000**	**$965,756**	**$15,970**	**$127,377,963**	**$350,000,000**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(1,181,142)	-	(981,661)	(199,481)	-	-
6400 Federal Funds Ltd	(94,557)	-	(78,587)	(15,970)	-	-
All Funds	(1,275,699)	-	(1,060,248)	(215,451)	-	-

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Multifamily Rental Housing Programs

Description	Total Policy Packages	Pkg: 507 HH Predevelopment Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 512 HH Preservation - Org Support and Sys Improvements Priority: 00	Pkg: 519 HH Preservation - Exp + Physical and Fin Needs Priority: 00
AVAILABLE REVENUES						
8000 General Fund	113,265,132	15,000,000	887,169	-	64,377,963	-
3400 Other Funds Ltd	471,818,858	15,000,000	(981,661)	(199,481)	63,000,000	350,000,000
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$585,083,990**	**$30,000,000**	**($94,492)**	**($199,481)**	**$127,377,963**	**$350,000,000**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,095,645	-	517,662	-	577,983	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	486	-	234	-	252	-
3220 Public Employees Retire Cont						
8000 General Fund	230,525	-	108,917	-	121,608	-
3230 Social Security Taxes						
8000 General Fund	83,817	-	39,602	-	44,215	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	4,383	-	2,071	-	2,312	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	285	-	137	-	148	-
3260 Mass Transit Tax						
8000 General Fund	6,574	-	3,106	-	3,468	-

Description	Total Policy Packages	Pkg: 507 HH Predevelopment Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 512 HH Preservation - Org Support and Sys Improvements Priority: 00	Pkg: 519 HH Preservation - Exp + Physical and Fin Needs Priority: 00
3270 Flexible Benefits						
8000 General Fund	286,254	-	137,826	-	148,428	-
OTHER PAYROLL EXPENSES						
8000 General Fund	612,324	-	291,893	-	320,431	-
TOTAL OTHER PAYROLL EXPENSES	**$612,324**	**-**	**$291,893**	**-**	**$320,431**	**-**
PERSONAL SERVICES						
8000 General Fund	1,707,969	-	809,555	-	898,414	-
TOTAL PERSONAL SERVICES	**$1,707,969**	**-**	**$809,555**	**-**	**$898,414**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	12,204	-	5,868	-	6,336	-
4150 Employee Training						
8000 General Fund	11,400	-	5,700	-	5,700	-
4175 Office Expenses						
8000 General Fund	21,967	-	10,562	-	11,405	-
4200 Telecommunications						
8000 General Fund	7,322	-	3,520	-	3,802	-
4250 Data Processing						
8000 General Fund	8,950	-	4,304	-	4,646	-
4300 Professional Services						
8000 General Fund	400,000	-	-	-	400,000	-
3400 Other Funds Ltd	1,516,000	-	-	1,516,000	-	-

Description	Total Policy Packages	Pkg: 507 HH Predevelopment Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 512 HH Preservation - Org Support and Sys Improvements Priority: 00	Pkg: 519 HH Preservation - Exp + Physical and Fin Needs Priority: 00
All Funds	1,916,000	-	-	1,516,000	400,000	-
4375 Employee Recruitment and Develop						
8000 General Fund	1,720	-	860	-	860	-
4650 Other Services and Supplies						
8000 General Fund	39,200	-	19,600	-	19,600	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	34,400	-	17,200	-	17,200	-
4715 IT Expendable Property						
8000 General Fund	20,000	-	10,000	-	10,000	-
SERVICES & SUPPLIES						
8000 General Fund	557,163	-	77,614	-	479,549	-
3400 Other Funds Ltd	1,516,000	-	-	1,516,000	-	-
TOTAL SERVICES & SUPPLIES	**$2,073,163**	**-**	**$77,614**	**$1,516,000**	**$479,549**	**-**
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	98,000,000	15,000,000	-	-	63,000,000	-
6080 Loans Made - Other						
3400 Other Funds Ltd	35,000,000	15,000,000	-	-	-	-
6085 Other Special Payments						
8000 General Fund	13,000,000	-	-	-	-	-
3400 Other Funds Ltd	438,000,000	-	-	-	63,000,000	350,000,000
All Funds	451,000,000	-	-	-	63,000,000	350,000,000
SPECIAL PAYMENTS						

Description	Total Policy Packages	Pkg: 507 HH Predevelopment Priority: 00	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 512 HH Preservation - Org Support and Sys Improvements Priority: 00	Pkg: 519 HH Preservation - Exp + Physical and Fin Needs Priority: 00
8000 General Fund	111,000,000	15,000,000	-	-	63,000,000	-
3400 Other Funds Ltd	473,000,000	15,000,000	-	-	63,000,000	350,000,000
TOTAL SPECIAL PAYMENTS	**$584,000,000**	**$30,000,000**	**-**	**-**	**$126,000,000**	**$350,000,000**
EXPENDITURES						
8000 General Fund	113,265,132	15,000,000	887,169	-	64,377,963	-
3400 Other Funds Ltd	474,516,000	15,000,000	-	1,516,000	63,000,000	350,000,000
TOTAL EXPENDITURES	**$587,781,132**	**$30,000,000**	**$887,169**	**$1,516,000**	**$127,377,963**	**$350,000,000**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(2,697,142)	-	(981,661)	(1,715,481)	-	-
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**($2,697,142)**	**-**	**($981,661)**	**($1,715,481)**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	8	-	4	-	4	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	6.78	-	3.26	-	3.52	-

Description	Pkg: 520 HH Preservation - Manufactured Parks Priority: 00	Pkg: 524 HH Land Acquisition Program Priority: 00	Pkg: 526 HH CARE Priority: 00	Pkg: 530 HH Culturally Responsive Property Mgmt Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	-	20,000,000	10,000,000	3,000,000		
BOND SALES						
0565 Lottery Bonds						
3400 Other Funds Ltd	25,000,000	-	-	-		
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	-	20,000,000	-	-		
REVENUE CATEGORIES						
8000 General Fund	-	20,000,000	10,000,000	3,000,000		
3400 Other Funds Ltd	25,000,000	20,000,000	-	-		
TOTAL REVENUE CATEGORIES	**$25,000,000**	**$40,000,000**	**$10,000,000**	**$3,000,000**		
AVAILABLE REVENUES						
8000 General Fund	-	20,000,000	10,000,000	3,000,000		
3400 Other Funds Ltd	25,000,000	20,000,000	-	-		
TOTAL AVAILABLE REVENUES	**$25,000,000**	**$40,000,000**	**$10,000,000**	**$3,000,000**		
EXPENDITURES						
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	-	20,000,000	-	-		

Description	Pkg: 520 HH Preservation - Manufactured Parks Priority: 00	Pkg: 524 HH Land Acquisition Program Priority: 00	Pkg: 526 HH CARE Priority: 00	Pkg: 530 HH Culturally Responsive Property Mgmt Priority: 00		
6080 Loans Made - Other						
3400 Other Funds Ltd	-	20,000,000	-	-		
6085 Other Special Payments						
8000 General Fund	-	-	10,000,000	3,000,000		
3400 Other Funds Ltd	25,000,000	-	-	-		
All Funds	25,000,000	-	10,000,000	3,000,000		
SPECIAL PAYMENTS						
8000 General Fund	-	20,000,000	10,000,000	3,000,000		
3400 Other Funds Ltd	25,000,000	20,000,000	-	-		
TOTAL SPECIAL PAYMENTS	**$25,000,000**	**$40,000,000**	**$10,000,000**	**$3,000,000**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	-	-	-	-		
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**		

Housing & Community Svcs Dept ***Agency Number 91400***

BDV004B **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-040-00-00-00000**
Single Family Housing Programs

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 521 HH Down Paymnt Assist paired with OHCS Lending Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	127,279,320	1,025,972	-	-	50,253,348	25,000,000
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	7,769,583	4,742	964	7,763,877	-	-
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	122,500,000	-	-	-	50,000,000	25,000,000
REVENUE CATEGORIES						
8000 General Fund	127,279,320	1,025,972	-	-	50,253,348	25,000,000
3400 Other Funds Ltd	122,500,000	-	-	-	50,000,000	25,000,000
6400 Federal Funds Ltd	7,769,583	4,742	964	7,763,877	-	-
TOTAL REVENUE CATEGORIES	**$257,548,903**	**$1,030,714**	**$964**	**$7,763,877**	**$100,253,348**	**$50,000,000**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(186,827)	(155,274)	(31,553)	-	-	-
6400 Federal Funds Ltd	(5,706)	(4,742)	(964)	-	-	-
All Funds	(192,533)	(160,016)	(32,517)	-	-	-
AVAILABLE REVENUES						
8000 General Fund	127,279,320	1,025,972	-	-	50,253,348	25,000,000
3400 Other Funds Ltd	122,313,173	(155,274)	(31,553)	-	50,000,000	25,000,000

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 521 HH Down Paymnt Assist paired with OHCS Lending Priority: 00
6400 Federal Funds Ltd	7,763,877	-	-	7,763,877	-	-
TOTAL AVAILABLE REVENUES	**$257,356,370**	**$870,698**	**($31,553)**	**$7,763,877**	**$100,253,348**	**$50,000,000**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	795,990	644,664	-	-	151,326	-
3400 Other Funds Ltd	209,112	209,112	-	-	-	-
6400 Federal Funds Ltd	1,073,088	-	-	1,073,088	-	-
All Funds	2,078,190	853,776	-	1,073,088	151,326	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	279	216	-	-	63	-
3400 Other Funds Ltd	72	72	-	-	-	-
6400 Federal Funds Ltd	360	-	-	360	-	-
All Funds	711	288	-	360	63	-
3220 Public Employees Retire Cont						
8000 General Fund	167,477	135,638	-	-	31,839	-
3400 Other Funds Ltd	43,997	43,997	-	-	-	-
6400 Federal Funds Ltd	225,776	-	-	225,776	-	-
All Funds	437,250	179,635	-	225,776	31,839	-
3230 Social Security Taxes						
8000 General Fund	60,893	49,317	-	-	11,576	-

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 521 HH Down Paymnt Assist paired with OHCS Lending Priority: 00
3400 Other Funds Ltd	15,997	15,997	-	-	-	-
6400 Federal Funds Ltd	82,092	-	-	82,092	-	-
All Funds	158,982	65,314	-	82,092	11,576	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	3,184	2,579	-	-	605	-
3400 Other Funds Ltd	836	836	-	-	-	-
6400 Federal Funds Ltd	4,292	-	-	4,292	-	-
All Funds	8,312	3,415	-	4,292	605	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	163	126	-	-	37	-
3400 Other Funds Ltd	42	42	-	-	-	-
6400 Federal Funds Ltd	210	-	-	210	-	-
All Funds	415	168	-	210	37	-
3260 Mass Transit Tax						
8000 General Fund	4,776	3,868	-	-	908	-
3400 Other Funds Ltd	1,255	1,255	-	-	-	-
All Funds	6,031	5,123	-	-	908	-
3270 Flexible Benefits						
8000 General Fund	164,331	127,224	-	-	37,107	-
3400 Other Funds Ltd	42,408	42,408	-	-	-	-
6400 Federal Funds Ltd	212,040	-	-	212,040	-	-
All Funds	418,779	169,632	-	212,040	37,107	-
OTHER PAYROLL EXPENSES						

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 521 HH Down Paymnt Assist paired with OHCS Lending Priority: 00
8000 General Fund	401,103	318,968	-	-	82,135	-
3400 Other Funds Ltd	104,607	104,607	-	-	-	-
6400 Federal Funds Ltd	524,770	-	-	524,770	-	-
TOTAL OTHER PAYROLL EXPENSES	**$1,030,480**	**$423,575**	**-**	**$524,770**	**$82,135**	**-**
PERSONAL SERVICES						
8000 General Fund	1,197,093	963,632	-	-	233,461	-
3400 Other Funds Ltd	313,719	313,719	-	-	-	-
6400 Federal Funds Ltd	1,597,858	-	-	1,597,858	-	-
TOTAL PERSONAL SERVICES	**$3,108,670**	**$1,277,351**	**-**	**$1,597,858**	**$233,461**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	6,984	5,400	-	-	1,584	-
3400 Other Funds Ltd	1,800	1,800	-	-	-	-
6400 Federal Funds Ltd	9,000	-	-	9,000	-	-
All Funds	17,784	7,200	-	9,000	1,584	-
4150 Employee Training						
8000 General Fund	5,700	4,275	-	-	1,425	-
3400 Other Funds Ltd	1,425	1,425	-	-	-	-
6400 Federal Funds Ltd	7,125	-	-	7,125	-	-
All Funds	14,250	5,700	-	7,125	1,425	-
4175 Office Expenses						
8000 General Fund	12,571	9,720	-	-	2,851	-

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 521 HH Down Paymnt Assist paired with OHCS Lending Priority: 00
3400 Other Funds Ltd	3,240	3,240	-	-	-	-
6400 Federal Funds Ltd	16,200	-	-	16,200	-	-
All Funds	32,011	12,960	-	16,200	2,851	-
4200 Telecommunications						
8000 General Fund	4,190	3,240	-	-	950	-
3400 Other Funds Ltd	1,080	1,080	-	-	-	-
6400 Federal Funds Ltd	5,400	-	-	5,400	-	-
All Funds	10,670	4,320	-	5,400	950	-
4250 Data Processing						
8000 General Fund	5,122	3,960	-	-	1,162	-
3400 Other Funds Ltd	1,320	1,320	-	-	-	-
6400 Federal Funds Ltd	6,600	-	-	6,600	-	-
All Funds	13,042	5,280	-	6,600	1,162	-
4375 Employee Recruitment and Develop						
8000 General Fund	860	645	-	-	215	-
3400 Other Funds Ltd	215	215	-	-	-	-
6400 Federal Funds Ltd	1,075	-	-	1,075	-	-
All Funds	2,150	860	-	1,075	215	-
4650 Other Services and Supplies						
8000 General Fund	19,600	14,700	-	-	4,900	-
3400 Other Funds Ltd	4,900	4,900	-	-	-	-
6400 Federal Funds Ltd	24,500	-	-	24,500	-	-
All Funds	49,000	19,600	-	24,500	4,900	-

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 521 HH Down Paymnt Assist paired with OHCS Lending Priority: 00
4700 Expendable Prop 250 - 5000						
8000 General Fund	17,200	12,900	-	-	4,300	-
3400 Other Funds Ltd	4,300	4,300	-	-	-	-
6400 Federal Funds Ltd	21,500	-	-	21,500	-	-
All Funds	43,000	17,200	-	21,500	4,300	-
4715 IT Expendable Property						
8000 General Fund	10,000	7,500	-	-	2,500	-
3400 Other Funds Ltd	2,500	2,500	-	-	-	-
6400 Federal Funds Ltd	12,500	-	-	12,500	-	-
All Funds	25,000	10,000	-	12,500	2,500	-
SERVICES & SUPPLIES						
8000 General Fund	82,227	62,340	-	-	19,887	-
3400 Other Funds Ltd	20,780	20,780	-	-	-	-
6400 Federal Funds Ltd	103,900	-	-	103,900	-	-
TOTAL SERVICES & SUPPLIES	**$206,907**	**$83,120**	**-**	**$103,900**	**$19,887**	**-**
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	122,500,000	-	-	-	50,000,000	25,000,000
6080 Loans Made - Other						
3400 Other Funds Ltd	70,000,000	-	-	-	-	25,000,000
6085 Other Special Payments						
8000 General Fund	3,500,000	-	-	-	-	-
3400 Other Funds Ltd	52,500,000	-	-	-	50,000,000	-

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 511 HH Homeownership Assistance Fund Priority: 00	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 521 HH Down Paymnt Assist paired with OHCS Lending Priority: 00
6400 Federal Funds Ltd	6,062,119	-	-	6,062,119	-	-
All Funds	62,062,119	-	-	6,062,119	50,000,000	-
SPECIAL PAYMENTS						
8000 General Fund	126,000,000	-	-	-	50,000,000	25,000,000
3400 Other Funds Ltd	122,500,000	-	-	-	50,000,000	25,000,000
6400 Federal Funds Ltd	6,062,119	-	-	6,062,119	-	-
TOTAL SPECIAL PAYMENTS	**$254,562,119**	**-**	**-**	**$6,062,119**	**$100,000,000**	**$50,000,000**
EXPENDITURES						
8000 General Fund	127,279,320	1,025,972	-	-	50,253,348	25,000,000
3400 Other Funds Ltd	122,834,499	334,499	-	-	50,000,000	25,000,000
6400 Federal Funds Ltd	7,763,877	-	-	7,763,877	-	-
TOTAL EXPENDITURES	**$257,877,696**	**$1,360,471**	**-**	**$7,763,877**	**$100,253,348**	**$50,000,000**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(521,326)	(489,773)	(31,553)	-	-	-
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**($521,326)**	**($489,773)**	**($31,553)**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	10	4	-	5	1	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	9.88	4.00	-	5.00	0.88	-

Description	Pkg: 522 HH Down Payment Assistance for CROs Priority: 00	Pkg: 525 HH Foreclosure Avoidance Counseling Priority: 00	Pkg: 527 HH Manufactured Home Replace Program Priority: 00			
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	45,000,000	3,500,000	2,500,000			
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	45,000,000	-	2,500,000			
REVENUE CATEGORIES						
8000 General Fund	45,000,000	3,500,000	2,500,000			
3400 Other Funds Ltd	45,000,000	-	2,500,000			
TOTAL REVENUE CATEGORIES	**$90,000,000**	**$3,500,000**	**$5,000,000**			
AVAILABLE REVENUES						
8000 General Fund	45,000,000	3,500,000	2,500,000			
3400 Other Funds Ltd	45,000,000	-	2,500,000			
TOTAL AVAILABLE REVENUES	**$90,000,000**	**$3,500,000**	**$5,000,000**			
EXPENDITURES						
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	45,000,000	-	2,500,000			
6080 Loans Made - Other						
3400 Other Funds Ltd	45,000,000	-	-			
6085 Other Special Payments						

Description	Pkg: 522 HH Down Payment Assistance for CROs Priority: 00	Pkg: 525 HH Foreclosure Avoidance Counseling Priority: 00	Pkg: 527 HH Manufactured Home Replace Program Priority: 00			
8000 General Fund	-	3,500,000	-			
3400 Other Funds Ltd	-	-	2,500,000			
All Funds	-	3,500,000	2,500,000			
SPECIAL PAYMENTS						
8000 General Fund	45,000,000	3,500,000	2,500,000			
3400 Other Funds Ltd	45,000,000	-	2,500,000			
TOTAL SPECIAL PAYMENTS	**$90,000,000**	**$3,500,000**	**$5,000,000**			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	**-**	**-**	**-**			

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 510 HH Disaster Recovery & Resiliency Limitation Priority: 00		
REVENUE CATEGORIES						
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	163,667,064	129,900	26,395	163,510,769		
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(21,979)	(18,267)	(3,712)	-		
6400 Federal Funds Ltd	(156,295)	(129,900)	(26,395)	-		
All Funds	(178,274)	(148,167)	(30,107)	-		
AVAILABLE REVENUES						
3400 Other Funds Ltd	(21,979)	(18,267)	(3,712)	-		
6400 Federal Funds Ltd	163,510,769	-	-	163,510,769		
TOTAL AVAILABLE REVENUES	**$163,488,790**	**($18,267)**	**($3,712)**	**$163,510,769**		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
6400 Federal Funds Ltd	4,880,928	-	-	4,880,928		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
6400 Federal Funds Ltd	2,088	-	-	2,088		
3220 Public Employees Retire Cont						
6400 Federal Funds Ltd	1,026,946	-	-	1,026,946		

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 510 HH Disaster Recovery & Resiliency Limitation Priority: 00		
3230 Social Security Taxes						
6400 Federal Funds Ltd	373,392	-	-	373,392		
3241 Paid Family Medical Leave Insurance						
6400 Federal Funds Ltd	19,528	-	-	19,528		
3250 Workers Comp. Assess. (WCD)						
6400 Federal Funds Ltd	1,218	-	-	1,218		
3270 Flexible Benefits						
6400 Federal Funds Ltd	1,229,832	-	-	1,229,832		
OTHER PAYROLL EXPENSES						
6400 Federal Funds Ltd	2,653,004	-	-	2,653,004		
TOTAL OTHER PAYROLL EXPENSES	**$2,653,004**	**-**	**-**	**$2,653,004**		
PERSONAL SERVICES						
6400 Federal Funds Ltd	7,533,932	-	-	7,533,932		
TOTAL PERSONAL SERVICES	**$7,533,932**	**-**	**-**	**$7,533,932**		
SERVICES & SUPPLIES						
4100 Instate Travel						
6400 Federal Funds Ltd	41,784	-	-	41,784		
4150 Employee Training						
6400 Federal Funds Ltd	50,913	-	-	50,913		
4175 Office Expenses						
6400 Federal Funds Ltd	75,095	-	-	75,095		
4200 Telecommunications						

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 510 HH Disaster Recovery & Resiliency Limitation Priority: 00		
6400 Federal Funds Ltd	27,303	-	-	27,303		
4250 Data Processing						
6400 Federal Funds Ltd	37,427	-	-	37,427		
4300 Professional Services						
6400 Federal Funds Ltd	10,000,000	-	-	10,000,000		
4315 IT Professional Services						
6400 Federal Funds Ltd	628,512	-	-	628,512		
4325 Attorney General						
6400 Federal Funds Ltd	371,121	-	-	371,121		
4375 Employee Recruitment and Develop						
6400 Federal Funds Ltd	8,413	-	-	8,413		
4400 Dues and Subscriptions						
6400 Federal Funds Ltd	18,850	-	-	18,850		
4700 Expendable Prop 250 - 5000						
6400 Federal Funds Ltd	134,850	-	-	134,850		
4715 IT Expendable Property						
6400 Federal Funds Ltd	97,150	-	-	97,150		
SERVICES & SUPPLIES						
6400 Federal Funds Ltd	11,491,418	-	-	11,491,418		
TOTAL SERVICES & SUPPLIES	**$11,491,418**	**-**	**-**	**$11,491,418**		
SPECIAL PAYMENTS						
6085 Other Special Payments						
3400 Other Funds Ltd	7,309,722	-	-	7,309,722		

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 510 HH Disaster Recovery & Resiliency Limitation Priority: 00		
6400 Federal Funds Ltd	144,485,419	-	-	144,485,419		
All Funds	151,795,141	-	-	151,795,141		
EXPENDITURES						
3400 Other Funds Ltd	7,309,722	-	-	7,309,722		
6400 Federal Funds Ltd	163,510,769	-	-	163,510,769		
TOTAL EXPENDITURES	**$170,820,491**	**-**	**-**	**$170,820,491**		
ENDING BALANCE						
3400 Other Funds Ltd	(7,331,701)	(18,267)	(3,712)	(7,309,722)		
6400 Federal Funds Ltd	-	-	-	-		
TOTAL ENDING BALANCE	**($7,331,701)**	**($18,267)**	**($3,712)**	**($7,309,722)**		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	29	-	-	29		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	29.00	-	-	29.00		

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 523 HH Technical Assistance and Language Access Priority: 00	Pkg: 529 HH Tribal Housing Block Grants Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	36,619,895	3,497,362	1,822,533	1,300,000	30,000,000	
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	1,891,584	1,572,117	319,467	-	-	
6400 Federal Funds Ltd	435,209	361,708	73,501	-	-	
All Funds	2,326,793	1,933,825	392,968	-	-	
1060 Transfer from General Fund						
3400 Other Funds Ltd	30,000,000	-	-	-	30,000,000	
TRANSFERS IN						
3400 Other Funds Ltd	31,891,584	1,572,117	319,467	-	30,000,000	
6400 Federal Funds Ltd	435,209	361,708	73,501	-	-	
TOTAL TRANSFERS IN	**$32,326,793**	**$1,933,825**	**$392,968**	**-**	**$30,000,000**	
REVENUE CATEGORIES						
8000 General Fund	36,619,895	3,497,362	1,822,533	1,300,000	30,000,000	
3400 Other Funds Ltd	31,891,584	1,572,117	319,467	-	30,000,000	
6400 Federal Funds Ltd	435,209	361,708	73,501	-	-	
TOTAL REVENUE CATEGORIES	**$68,946,688**	**$5,431,187**	**$2,215,501**	**$1,300,000**	**$60,000,000**	
AVAILABLE REVENUES						
8000 General Fund	36,619,895	3,497,362	1,822,533	1,300,000	30,000,000	

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 523 HH Technical Assistance and Language Access Priority: 00	Pkg: 529 HH Tribal Housing Block Grants Priority: 00	
3400 Other Funds Ltd	31,891,584	1,572,117	319,467	-	30,000,000	
6400 Federal Funds Ltd	435,209	361,708	73,501	-	-	
TOTAL AVAILABLE REVENUES	**$68,946,688**	**$5,431,187**	**$2,215,501**	**$1,300,000**	**$60,000,000**	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	2,456,599	2,120,754	335,845	-	-	
3400 Other Funds Ltd	2,059,374	926,698	189,230	-	943,446	
6400 Federal Funds Ltd	257,523	213,854	43,669	-	-	
All Funds	4,773,496	3,261,306	568,744	-	943,446	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	1,002	850	152	-	-	
3400 Other Funds Ltd	870	410	82	-	378	
6400 Federal Funds Ltd	108	90	18	-	-	
All Funds	1,980	1,350	252	-	378	
3220 Public Employees Retire Cont						
8000 General Fund	516,873	446,210	70,663	-	-	
3400 Other Funds Ltd	433,293	194,977	39,814	-	198,502	
6400 Federal Funds Ltd	54,183	44,995	9,188	-	-	
All Funds	1,004,349	686,182	119,665	-	198,502	
3230 Social Security Taxes						

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 523 HH Technical Assistance and Language Access Priority: 00	Pkg: 529 HH Tribal Housing Block Grants Priority: 00	
8000 General Fund	187,934	162,241	25,693	-	-	
3400 Other Funds Ltd	157,541	70,891	14,476	-	72,174	
6400 Federal Funds Ltd	19,701	16,360	3,341	-	-	
All Funds	365,176	249,492	43,510	-	72,174	
3241 Paid Family Medical Leave Insurance						
8000 General Fund	9,827	8,484	1,343	-	-	
3400 Other Funds Ltd	8,238	3,707	757	-	3,774	
6400 Federal Funds Ltd	1,030	855	175	-	-	
All Funds	19,095	13,046	2,275	-	3,774	
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	578	490	88	-	-	
3400 Other Funds Ltd	510	240	48	-	222	
6400 Federal Funds Ltd	72	60	12	-	-	
All Funds	1,160	790	148	-	222	
3260 Mass Transit Tax						
8000 General Fund	14,433	12,470	1,963	-	-	
3400 Other Funds Ltd	11,353	4,727	965	-	5,661	
All Funds	25,786	17,197	2,928	-	5,661	
3270 Flexible Benefits						
8000 General Fund	587,346	498,290	89,056	-	-	
3400 Other Funds Ltd	512,082	241,200	48,240	-	222,642	
6400 Federal Funds Ltd	66,792	55,660	11,132	-	-	
All Funds	1,166,220	795,150	148,428	-	222,642	

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 523 HH Technical Assistance and Language Access Priority: 00	Pkg: 529 HH Tribal Housing Block Grants Priority: 00	
OTHER PAYROLL EXPENSES						
8000 General Fund	1,317,993	1,129,035	188,958	-	-	
3400 Other Funds Ltd	1,123,887	516,152	104,382	-	503,353	
6400 Federal Funds Ltd	141,886	118,020	23,866	-	-	
TOTAL OTHER PAYROLL EXPENSES	**$2,583,766**	**$1,763,207**	**$317,206**	**-**	**$503,353**	
PERSONAL SERVICES						
8000 General Fund	3,774,592	3,249,789	524,803	-	-	
3400 Other Funds Ltd	3,183,261	1,442,850	293,612	-	1,446,799	
6400 Federal Funds Ltd	399,409	331,874	67,535	-	-	
TOTAL PERSONAL SERVICES	**$7,357,262**	**$5,024,513**	**$885,950**	**-**	**$1,446,799**	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	24,969	21,167	3,802	-	-	
3400 Other Funds Ltd	21,860	10,297	2,059	-	9,504	
6400 Federal Funds Ltd	2,852	2,377	475	-	-	
All Funds	49,681	33,841	6,336	-	9,504	
4150 Employee Training						
8000 General Fund	20,520	17,100	3,420	-	-	
3400 Other Funds Ltd	19,666	9,263	1,853	-	8,550	
6400 Federal Funds Ltd	2,565	2,137	428	-	-	
All Funds	42,751	28,500	5,701	-	8,550	
4175 Office Expenses						

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 523 HH Technical Assistance and Language Access Priority: 00	Pkg: 529 HH Tribal Housing Block Grants Priority: 00	
8000 General Fund	44,946	38,103	6,843	-	-	
3400 Other Funds Ltd	39,347	18,533	3,707	-	17,107	
6400 Federal Funds Ltd	5,132	4,277	855	-	-	
All Funds	89,425	60,913	11,405	-	17,107	
4200 Telecommunications						
8000 General Fund	14,981	12,700	2,281	-	-	
3400 Other Funds Ltd	13,115	6,177	1,236	-	5,702	
6400 Federal Funds Ltd	1,712	1,427	285	-	-	
All Funds	29,808	20,304	3,802	-	5,702	
4250 Data Processing						
8000 General Fund	18,311	15,523	2,788	-	-	
3400 Other Funds Ltd	16,030	7,550	1,510	-	6,970	
6400 Federal Funds Ltd	2,091	1,743	348	-	-	
All Funds	36,432	24,816	4,646	-	6,970	
4300 Professional Services						
8000 General Fund	1,300,000	-	-	1,300,000	-	
4315 IT Professional Services						
8000 General Fund	1,250,000	-	1,250,000	-	-	
4375 Employee Recruitment and Develop						
8000 General Fund	3,096	2,580	516	-	-	
3400 Other Funds Ltd	2,967	1,397	280	-	1,290	
6400 Federal Funds Ltd	388	323	65	-	-	
All Funds	6,451	4,300	861	-	1,290	

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 523 HH Technical Assistance and Language Access Priority: 00	Pkg: 529 HH Tribal Housing Block Grants Priority: 00	
4650 Other Services and Supplies						
8000 General Fund	70,560	58,800	11,760	-	-	
3400 Other Funds Ltd	67,620	31,850	6,370	-	29,400	
6400 Federal Funds Ltd	8,820	7,350	1,470	-	-	
All Funds	147,000	98,000	19,600	-	29,400	
4700 Expendable Prop 250 - 5000						
8000 General Fund	61,920	51,600	10,320	-	-	
3400 Other Funds Ltd	59,340	27,950	5,590	-	25,800	
6400 Federal Funds Ltd	7,740	6,450	1,290	-	-	
All Funds	129,000	86,000	17,200	-	25,800	
4715 IT Expendable Property						
8000 General Fund	36,000	30,000	6,000	-	-	
3400 Other Funds Ltd	34,500	16,250	3,250	-	15,000	
6400 Federal Funds Ltd	4,500	3,750	750	-	-	
All Funds	75,000	50,000	10,000	-	15,000	
SERVICES & SUPPLIES						
8000 General Fund	2,845,303	247,573	1,297,730	1,300,000	-	
3400 Other Funds Ltd	274,445	129,267	25,855	-	119,323	
6400 Federal Funds Ltd	35,800	29,834	5,966	-	-	
TOTAL SERVICES & SUPPLIES	**$3,155,548**	**$406,674**	**$1,329,551**	**$1,300,000**	**$119,323**	
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	30,000,000	-	-	-	30,000,000	

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 523 HH Technical Assistance and Language Access Priority: 00	Pkg: 529 HH Tribal Housing Block Grants Priority: 00	
6085 Other Special Payments						
3400 Other Funds Ltd	18,000,000	-	-	-	18,000,000	
SPECIAL PAYMENTS						
8000 General Fund	30,000,000	-	-	-	30,000,000	
3400 Other Funds Ltd	18,000,000	-	-	-	18,000,000	
TOTAL SPECIAL PAYMENTS	**$48,000,000**	**-**	**-**	**-**	**$48,000,000**	
EXPENDITURES						
8000 General Fund	36,619,895	3,497,362	1,822,533	1,300,000	30,000,000	
3400 Other Funds Ltd	21,457,706	1,572,117	319,467	-	19,566,122	
6400 Federal Funds Ltd	435,209	361,708	73,501	-	-	
TOTAL EXPENDITURES	**$58,512,810**	**$5,431,187**	**$2,215,501**	**$1,300,000**	**$49,566,122**	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	10,433,878	-	-	-	10,433,878	
6400 Federal Funds Ltd	-	-	-	-	-	
TOTAL ENDING BALANCE	**$10,433,878**	**-**	**-**	**-**	**$10,433,878**	
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	30	20	4	-	6	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	27.60	18.80	3.52	-	5.28	

Housing & Community Svcs Dept ***Agency Number 91400***

BDV004B **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-080-00-00-00000**
Bond Activities and Debt Service

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 515 HH Rental Development: XI-Q for LIFT and PSH Priority: 00	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 519 HH Preservation - Exp + Physical and Fin Needs Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8030 General Fund Debt Svc	31,996,491	-	-	27,282,722	4,713,769	-
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	5,100,000	-	-	4,190,000	910,000	-
0565 Lottery Bonds						
3400 Other Funds Ltd	3,040,811	-	-	-	-	2,750,058
BOND SALES						
3400 Other Funds Ltd	8,140,811	-	-	4,190,000	910,000	2,750,058
TOTAL BOND SALES	**$8,140,811**	**-**	**-**	**$4,190,000**	**$910,000**	**$2,750,058**
TRANSFERS IN						
1040 Transfer In Lottery Proceeds						
4430 Lottery Funds Debt Svc Ltd	20,949,360	-	-	-	-	19,712,893
REVENUE CATEGORIES						
8030 General Fund Debt Svc	31,996,491	-	-	27,282,722	4,713,769	-
4430 Lottery Funds Debt Svc Ltd	20,949,360	-	-	-	-	19,712,893
3400 Other Funds Ltd	8,140,811	-	-	4,190,000	910,000	2,750,058
TOTAL REVENUE CATEGORIES	**$61,086,662**	**-**	**-**	**$31,472,722**	**$5,623,769**	**$22,462,951**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 515 HH Rental Development: XI-Q for LIFT and PSH Priority: 00	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 519 HH Preservation - Exp + Physical and Fin Needs Priority: 00
3200 Other Funds Non-Ltd	(95,982)	(79,772)	(16,210)	-	-	-
AVAILABLE REVENUES						
8030 General Fund Debt Svc	31,996,491	-	-	27,282,722	4,713,769	-
4430 Lottery Funds Debt Svc Ltd	20,949,360	-	-	-	-	19,712,893
3200 Other Funds Non-Ltd	(95,982)	(79,772)	(16,210)	-	-	-
3400 Other Funds Ltd	8,140,811	-	-	4,190,000	910,000	2,750,058
TOTAL AVAILABLE REVENUES	**$60,990,680**	**($79,772)**	**($16,210)**	**$31,472,722**	**$5,623,769**	**$22,462,951**
EXPENDITURES						
SERVICES & SUPPLIES						
4650 Other Services and Supplies						
3400 Other Funds Ltd	8,140,811	-	-	4,190,000	910,000	2,750,058
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	8,650,000	-	-	7,375,000	1,275,000	-
4430 Lottery Funds Debt Svc Ltd	5,260,000	-	-	-	-	4,950,000
All Funds	13,910,000	-	-	7,375,000	1,275,000	4,950,000
7150 Interest - Bonds						
8030 General Fund Debt Svc	23,346,491	-	-	19,907,722	3,438,769	-
4430 Lottery Funds Debt Svc Ltd	15,689,360	-	-	-	-	14,762,893
All Funds	39,035,851	-	-	19,907,722	3,438,769	14,762,893
DEBT SERVICE						
8030 General Fund Debt Svc	31,996,491	-	-	27,282,722	4,713,769	-
4430 Lottery Funds Debt Svc Ltd	20,949,360	-	-	-	-	19,712,893

Housing & Community Svcs Dept ***Agency Number 91400***

BDV004B **Version: V - 01 - Agency Request Budget**
2025-27 Biennium **Cross Reference Number: 91400-080-00-00-00000**
Bond Activities and Debt Service

Description	Total Policy Packages	Pkg: 508 HH OHCS Operational Supports Priority: 00	Pkg: 509 HH Information Technology Supports Priority: 00	Pkg: 515 HH Rental Development: XI-Q for LIFT and PSH Priority: 00	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00	Pkg: 519 HH Preservation - Exp + Physical and Fin Needs Priority: 00
TOTAL DEBT SERVICE	**$52,945,851**	**-**	**-**	**$27,282,722**	**$4,713,769**	**$19,712,893**
EXPENDITURES						
8030 General Fund Debt Svc	31,996,491	-	-	27,282,722	4,713,769	-
4430 Lottery Funds Debt Svc Ltd	20,949,360	-	-	-	-	19,712,893
3400 Other Funds Ltd	8,140,811	-	-	4,190,000	910,000	2,750,058
TOTAL EXPENDITURES	**$61,086,662**	**-**	**-**	**$31,472,722**	**$5,623,769**	**$22,462,951**
ENDING BALANCE						
8030 General Fund Debt Svc	-	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	-	-	-	-	-	-
3200 Other Funds Non-Ltd	(95,982)	(79,772)	(16,210)	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**($95,982)**	**($79,772)**	**($16,210)**	**-**	**-**	**-**

Description	Pkg: 520 HH Preservation - Manufactured Parks Priority: 00					
REVENUE CATEGORIES						
BOND SALES						
0565 Lottery Bonds						
3400 Other Funds Ltd	290,753					
TRANSFERS IN						
1040 Transfer In Lottery Proceeds						
4430 Lottery Funds Debt Svc Ltd	1,236,467					
REVENUE CATEGORIES						
4430 Lottery Funds Debt Svc Ltd	1,236,467					
3400 Other Funds Ltd	290,753					
TOTAL REVENUE CATEGORIES	**$1,527,220**					
AVAILABLE REVENUES						
4430 Lottery Funds Debt Svc Ltd	1,236,467					
3400 Other Funds Ltd	290,753					
TOTAL AVAILABLE REVENUES	**$1,527,220**					
EXPENDITURES						
SERVICES & SUPPLIES						
4650 Other Services and Supplies						
3400 Other Funds Ltd	290,753					
DEBT SERVICE						
7100 Principal - Bonds						
4430 Lottery Funds Debt Svc Ltd	310,000					

Description	Pkg: 520 HH Preservation - Manufactured Parks Priority: 00					
7150 Interest - Bonds						
4430 Lottery Funds Debt Svc Ltd	926,467					
DEBT SERVICE						
4430 Lottery Funds Debt Svc Ltd	1,236,467					
TOTAL DEBT SERVICE	**$1,236,467**					
EXPENDITURES						
4430 Lottery Funds Debt Svc Ltd	1,236,467					
3400 Other Funds Ltd	290,753					
TOTAL EXPENDITURES	**$1,527,220**					
ENDING BALANCE						
4430 Lottery Funds Debt Svc Ltd	-					
3400 Other Funds Ltd	-					
TOTAL ENDING BALANCE	**-**					

Description	Total Policy Packages	Pkg: 515 HH Rental Development: XI-Q for LIFT and PSH Priority: 00	Pkg: 518 HH Homeownership Development: LIFT and HDIP Priority: 00			
REVENUE CATEGORIES						
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	680,000,000	580,000,000	100,000,000			
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	680,000,000	580,000,000	100,000,000			
TOTAL AVAILABLE REVENUES	**$680,000,000**	**$580,000,000**	**$100,000,000**			
EXPENDITURES						
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	680,000,000	580,000,000	100,000,000			
ENDING BALANCE						
3020 Other Funds Cap Construct	-	-	-			
TOTAL ENDING BALANCE	**-**	**-**	**-**			

PIC100 - Position Budget Report ***Housing & Community Svcs Dept***

2025-27 Biennium **Cross Reference Number: 91400-000-00-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
Total Salary											18,491,055	-	64,391,799	14,719,456	97,602,310
Total OPE											9,538,797	-	32,401,135	7,526,257	49,466,189
Total Personal Services					**501**	**496.40**					**28,029,852**	**-**	**96,792,934**	**22,245,713**	**147,068,499**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000866	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
0000880	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
0000897	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	6	7923	SAL	190,152	-	-	-	190,152
										OPE	97,838	-	-	-	97,838
0000945	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	164,784	-	-	-	164,784
										OPE	90,458	-	-	-	90,458
0000958	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	37,044	-	-	161,052	198,096
										OPE	18,727	-	-	81,420	100,147
0001134	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	9	7562	SAL	-	-	54,446	127,042	181,488
										OPE	-	-	28,595	66,722	95,317
0001142	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	-	230,112	230,112
										OPE	-	-	-	109,462	109,462
0001489	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PP	1	0.50	12	4	4715	SAL	56,580	-	-	-	56,580
										OPE	37,719	-	-	-	37,719
0001490	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	209,112	-	-	-	209,112
										OPE	103,352	-	-	-	103,352
0001514	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	7	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
0001519	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	5	4943	SAL	118,632	-	-	-	118,632
										OPE	77,032	-	-	-	77,032
0001548	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	9	11578	SAL	277,872	-	-	-	277,872
										OPE	123,354	-	-	-	123,354
0001549	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	241,584	-	-	-	241,584
										OPE	112,798	-	-	-	112,798
0001584	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
0001642	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0001656	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	8	7923	SAL	190,152	-	-	-	190,152

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	97,838	-	-	-	97,838
0001657	OAS C1116 AP	RESEARCH ANALYST 2	23	PF	1	1.00	24	3	5169	SAL	124,056	-	-	-	124,056
										OPE	78,609	-	-	-	78,609
0001712	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001773	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001774	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001776	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001777	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	-	149,880	149,880
										OPE	-	-	-	86,123	86,123
0001782	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	6	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001790	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	8	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001792	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001793	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	8	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001798	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	2	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0001854	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0001982	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	6	7923	SAL	190,152	-	-	-	190,152
										OPE	97,838	-	-	-	97,838
0001983	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	9	7562	SAL	181,488	-	-	-	181,488
										OPE	95,317	-	-	-	95,317
0001984	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0001990	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	6	10021	SAL	240,504	-	-	-	240,504
										OPE	112,485	-	-	-	112,485
0001993	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	2	5965	SAL	143,160	-	-	-	143,160
										OPE	84,168	-	-	-	84,168
0002007	OAS C0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	7562	SAL	181,488	-	-	-	181,488
										OPE	95,317	-	-	-	95,317
0002008	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	6	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
0002009	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	7	7562	SAL	181,488	-	-	-	181,488
										OPE	95,317	-	-	-	95,317
0002010	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	6	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
0002011	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	6	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
0002012	OAS C1116 AP	RESEARCH ANALYST 2	23	PF	1	1.00	24	3	5169	SAL	124,056	-	-	-	124,056
										OPE	78,609	-	-	-	78,609
0002013	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	7	10021	SAL	240,504	-	-	-	240,504
										OPE	112,485	-	-	-	112,485
0002014	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
0002016	MMS X7623 AP	POLICY PLANNING AND DEVELOPMENT	35X	PF	1	1.00	24	10	13392	SAL	321,408	-	-	-	321,408
										OPE	136,020	-	-	-	136,020
0002023	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	8	10512	SAL	252,288	-	-	-	252,288
										OPE	115,912	-	-	-	115,912
0002024	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	6	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
0002029	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	4	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0002032	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
2700033	OAS C0856 AP	PROJECT MANAGER 3	32	PF	1	0.88	21	3	7923	SAL	124,787	-	-	41,596	166,383

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	64,206	-	-	21,402	85,608
2700034	OAS C0855 AP	PROJECT MANAGER 2	30	PF	1	0.88	21	3	7206	SAL	113,495	-	-	37,832	151,327
										OPE	60,920	-	-	20,307	81,227
2700035	OAS C0861 AP	PROGRAM ANALYST 2	27	LF	1	1.00	24	3	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
Total Salary											5,565,034	-	2,604,302	920,458	9,089,794
Total OPE											2,894,505	-	1,323,135	478,267	4,695,907
Total Personal Services					**49**	**48.26**					**8,459,539**	**-**	**3,927,437**	**1,398,725**	**13,785,701**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0000864	MESN Z7082 AF	BUSINESS OPERATIONS ADMINISTRATC	38X	PF	1	1.00	24	10	15502	SAL	-	-	186,024	186,024	372,048
										OPE	-	-	74,226	74,226	148,452
0000935	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	172,584	57,528	230,112
										OPE	-	-	82,097	27,366	109,463
0001003	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0001035	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	9	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0001133	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	34,517	195,595	230,112
										OPE	-	-	16,419	93,043	109,462
0001140	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0001228	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0001420	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	44,964	104,916	149,880
										OPE	-	-	25,837	60,286	86,123
0001550	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MAN/	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0001551	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	8	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001583	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	7	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001726	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	9	9143	SAL	219,432	-	-	-	219,432
										OPE	106,355	-	-	-	106,355
0001778	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0001784	MMS X7323 AP	GRANTS LOANS AND PROGRAMS MAN/	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0001996	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	-	190,152	190,152
										OPE	-	-	-	97,838	97,838
0001997	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	-	190,152	190,152

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	-	97,838	97,838
0010005	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	62,734	146,378	209,112
										OPE	-	-	31,006	72,346	103,352
0941202	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	8	7206	SAL	-	-	86,472	86,472	172,944
										OPE	-	-	46,416	46,416	92,832
2700036	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	3	5169	SAL	-	-	-	124,056	124,056
										OPE	-	-	-	78,609	78,609
2700037	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	-	149,880	149,880
										OPE	-	-	-	86,123	86,123
Total Salary											219,432	-	2,618,055	1,431,153	4,268,640
Total OPE											106,355	-	1,249,448	734,091	2,089,894
Total Personal Services					**20**	**20.00**					**325,787**	**-**	**3,867,503**	**2,165,244**	**6,358,534**

PIC100 - Position Budget Report ***TANF Programs***

2025-27 Biennium **Cross Reference Number: 91400-010-08-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0001040	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	115,056	115,056	230,112
										OPE	-	-	54,731	54,731	109,462
Total Salary											-	-	115,056	115,056	230,112
Total OPE											-	-	54,731	54,731	109,462
Total Personal Services					**1**	**1.00**					**-**	**-**	**169,787**	**169,787**	**339,574**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000831	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0000882	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	9	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001015	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	3	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0001130	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0001131	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	7	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0001132	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001137	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001138	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001139	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	5	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0001552	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	9	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001553	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	7	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001590	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0001616	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001630	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001943	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	9	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0001944	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	86,123	-	86,123
0001998	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	9	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001999	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0002000	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0002001	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
Total Salary											-	-	3,484,248	-	3,484,248
Total OPE											-	-	1,864,015	-	1,864,015
Total Personal Services					**20**	**20.00**					**-**	**-**	**5,348,263**	**-**	**5,348,263**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0001610	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	230,112	-	-	-	230,112
										OPE	109,462	-	-	-	109,462
0001611	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
2700009	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	0.88	21	3	6866	SAL	144,186	-	-	-	144,186
										OPE	79,151	-	-	-	79,151
Total Salary											547,242	-	-	-	547,242
Total OPE											281,444	-	-	-	281,444
Total Personal Services					**3**	**2.88**					**828,686**	**-**	**-**	**-**	**828,686**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000815	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0000818	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	5	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
0000871	MESN Z7081 AF	BUSINESS OPERATIONS ADMINISTRATC	40X	PF	1	1.00	24	8	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
0000874	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	11578	SAL	-	-	194,510	83,362	277,872
										OPE	-	-	86,348	37,006	123,354
0000881	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0000886	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0000890	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	193,267	48,317	241,584
										OPE	-	-	90,238	22,560	112,798
0000901	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	8	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0000904	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	5	4943	SAL	-	-	106,769	11,863	118,632
										OPE	-	-	69,329	7,703	77,032
0000913	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0000962	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	4	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001149	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	-	-	-	264,672	264,672
										OPE	-	-	-	119,515	119,515
0001159	MMS X7323 AP	GRANTS LOANS AND PROGRAMS MANA	35X	PF	1	1.00	24	10	13392	SAL	-	-	208,915	112,493	321,408
										OPE	-	-	88,413	47,607	136,020
0001229	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001231	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001446	OAS C3268 AP	CONSTRUCTION PROJECT MANAGER 2	30	PF	1	1.00	24	10	10066	SAL	-	-	217,426	24,158	241,584

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	101,518	11,280	112,798
0001453	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0001491	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001520	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	6	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001521	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001522	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001554	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001556	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	7	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001558	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001559	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001560	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0001562	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0001568	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	8	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0001591	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0001605	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001606	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	9	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0001631	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0001632	MMS X7083 AP	BUSINESS OPERATIONS MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	295,695	25,713	321,408
										OPE	-	-	125,138	10,882	136,020
0001643	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001644	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	8	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0001646	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001651	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001652	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	6	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0001653	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001662	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	5	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001663	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	6	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0001691	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001692	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001737	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	-	291,960	291,960
										OPE	-	-	-	127,453	127,453
0001738	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	-	149,880	149,880
										OPE	-	-	-	86,123	86,123
0001823	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	6	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001824	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	103,352	-	103,352
0001826	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001840	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	6	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001841	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001913	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0001914	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0001921	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	7	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001922	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001923	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001924	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	9	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0001947	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0002005	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
0002034	MMS X7085 AP	BUSINESS OPERATIONS MANAGER 1	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0002035	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	6	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0002036	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0002037	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0002038	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	5	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
0002039	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0002040	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0002041	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	7	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0002042	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0002043	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	4	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
0002044	OAS C3268 AP	CONSTRUCTION PROJECT MANAGER 2	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0002045	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	7	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0002046	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	8	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0002047	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0002048	MMS X7624 AP	POLICY PLANNING AND DEVELOPMENT	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0002049	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0002050	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0002051	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0002052	MMS X7083 AP	BUSINESS OPERATIONS MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0002053	MMS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	127,453	-	127,453
0002054	OAS C1001 AP	LOAN SPECIALIST 1	23	PF	1	1.00	24	3	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0002055	OAS C1001 AP	LOAN SPECIALIST 1	23	PF	1	1.00	24	3	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0002056	MMS X7083 AP	BUSINESS OPERATIONS MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0002070	MMS X7082 AP	BUSINESS OPERATIONS ADMINISTRATC	38X	PF	1	1.00	24	3	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0010036	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	181,188	60,396	241,584
										OPE	-	-	84,599	28,200	112,799
2500080	MMS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	3	8658	SAL	207,792	-	-	-	207,792
										OPE	102,968	-	-	-	102,968
2500081	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
2500082	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
2500083	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
2500084	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
2500085	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
2500086	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
2500087	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
2500088	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
2700001	OAS C0861 AP	PROGRAM ANALYST 2	27	LF	1	1.00	24	4	6549	SAL	157,176	-	-	-	157,176
										OPE	88,245	-	-	-	88,245

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
2700002	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	LF	1	0.50	12	10	10066	SAL	120,792	-	-	-	120,792
										OPE	56,400	-	-	-	56,400
2700003	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	0.88	21	3	5169	SAL	108,549	-	-	-	108,549
										OPE	68,784	-	-	-	68,784
2700004	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.88	21	3	6245	SAL	131,145	-	-	-	131,145
										OPE	75,358	-	-	-	75,358
2700005	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	0.88	21	3	6245	SAL	131,145	-	-	-	131,145
										OPE	75,358	-	-	-	75,358
2700006	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	0.88	21	3	6866	SAL	144,186	-	-	-	144,186
										OPE	79,151	-	-	-	79,151
2700007	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	0.88	21	3	7206	SAL	151,326	-	-	-	151,326
										OPE	81,227	-	-	-	81,227
2700008	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	0.88	21	3	7206	SAL	151,326	-	-	-	151,326
										OPE	81,227	-	-	-	81,227
Total Salary											2,836,869	-	16,359,010	1,072,814	20,268,693
Total OPE											1,537,489	-	8,057,072	498,329	10,092,890
Total Personal Services					**100**	**98.78**					**4,374,358**	**-**	**24,416,082**	**1,571,143**	**30,361,583**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0000825	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0000827	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	5	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
0000832	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	8	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0000859	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0000970	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	7	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001044	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0001070	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001135	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	6	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0001141	MMS X7143 AP	COMPLIANCE AND REGULATORY MANA	35X	PF	1	1.00	24	3	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
0001146	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	152,122	38,030	190,152
										OPE	-	-	78,270	19,568	97,838
0001147	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	3	5695	SAL	-	-	109,344	27,336	136,680
										OPE	-	-	65,826	16,456	82,282
0001148	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	152,122	38,030	190,152
										OPE	-	-	78,270	19,568	97,838
0001165	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	5	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001272	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001426	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	7	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001454	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	3	5695	SAL	-	-	136,680	-	136,680

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	82,282	-	82,282
0001509	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0001517	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	9	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001518	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001526	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001561	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0001563	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	6	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0001564	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001612	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001613	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0001614	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	7	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001615	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	5	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001617	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001618	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0001629	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	9	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001633	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	6	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0001645	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0001654	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	6	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0001655	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001739	MMS X7144 AP	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0001825	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001925	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	5	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0001926	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001927	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	3	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0001928	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	8	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001929	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	5	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0001930	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001931	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	2	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0001932	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001933	OAS C1001 AP	LOAN SPECIALIST 1	23	PF	1	1.00	24	3	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0002062	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0002063	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	86,123	-	86,123
Total Salary											-	-	8,384,036	103,396	8,487,432
Total OPE											-	-	4,411,938	55,592	4,467,530
Total Personal Services					**47**	**47.00**					**-**	**-**	**12,795,974**	**158,988**	**12,954,962**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000801	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	9	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0000931	MMS X7325 AP	GRANTS LOANS AND PROGRAMS MANA	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0000967	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0001230	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0001234	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	127,398	22,482	149,880
										OPE	-	-	73,205	12,918	86,123
0001523	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001527	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	8	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0001585	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001647	MESN Z7082 AF	BUSINESS OPERATIONS ADMINISTRATO	38X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
0001648	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001658	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	3	6866	SAL	164,784	-	-	-	164,784
										OPE	90,458	-	-	-	90,458
0001659	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	241,584	-	-	-	241,584
										OPE	112,798	-	-	-	112,798
0001693	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	11578	SAL	277,872	-	-	-	277,872
										OPE	123,354	-	-	-	123,354
0001723	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	9	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0001724	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001728	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	86,123	-	86,123
0001731	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	7	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001740	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0001744	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	-	291,960	291,960
										OPE	-	-	-	127,453	127,453
0001749	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	-	209,112	209,112
										OPE	-	-	-	103,352	103,352
0001750	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	9	8314	SAL	-	-	-	199,536	199,536
										OPE	-	-	-	100,567	100,567
0001757	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
0001763	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	6	8314	SAL	-	-	-	199,536	199,536
										OPE	-	-	-	100,567	100,567
0001791	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001843	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	3	6866	SAL	164,784	-	-	-	164,784
										OPE	90,458	-	-	-	90,458
0002076	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	3	6866	SAL	164,784	-	-	-	164,784
										OPE	90,458	-	-	-	90,458
2700031	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
2700032	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	0.88	21	3	7206	SAL	151,326	-	-	-	151,326
										OPE	81,227	-	-	-	81,227
Total Salary											1,165,134	-	3,562,494	1,095,570	5,823,198
Total OPE											588,753	-	1,750,527	537,688	2,876,968
Total Personal Services					**28**	**27.88**					**1,753,887**	**-**	**5,313,021**	**1,633,258**	**8,700,166**

PIC100 - Position Budget Report ***Manufactured Homes Programs***

2025-27 Biennium **Cross Reference Number: 91400-040-04-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0001005	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001136	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	9	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001460	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	264,672	-	-	-	264,672
										OPE	119,515	-	-	-	119,515
0001619	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	230,112	-	-	-	230,112
										OPE	109,462	-	-	-	109,462
0001625	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0001779	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
0001795	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	10	12165	SAL	291,960	-	-	-	291,960
										OPE	127,453	-	-	-	127,453
0001796	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
Total Salary											1,109,568	-	567,840	-	1,677,408
Total OPE											535,384	-	292,751	-	828,135
Total Personal Services					**8**	**8.00**					**1,644,952**	**-**	**860,591**	**-**	**2,505,543**

PIC100 - Position Budget Report ***Disaster Resiliency & Planning***

2025-27 Biennium **Cross Reference Number: 91400-060-01-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0001637	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001780	MMS X7753 AP	Manager 3	35X	PF	1	1.00	24	10	11758	SAL	282,192	-	-	-	282,192
										OPE	124,612	-	-	-	124,612
0001783	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
0001821	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	6	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
0001842	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	230,112	-	-	-	230,112
										OPE	109,462	-	-	-	109,462
0001866	OAS C0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	7	9143	SAL	-	-	-	219,432	219,432
										OPE	-	-	-	106,355	106,355
0001869	MMS X7085 AP	BUSINESS OPERATIONS MANAGER 1	31X	PF	1	1.00	24	9	10512	SAL	-	-	-	252,288	252,288
										OPE	-	-	-	115,912	115,912
0001870	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	-	230,112	230,112
										OPE	-	-	-	109,462	109,462
0001875	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	8	11028	SAL	-	-	-	264,672	264,672
										OPE	-	-	-	119,515	119,515
0001885	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	11578	SAL	-	-	-	277,872	277,872
										OPE	-	-	-	123,354	123,354
0001889	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	3	8658	SAL	-	-	-	207,792	207,792
										OPE	-	-	-	102,968	102,968
0001894	MMS X7664 AP	COMMUNICATIONS MANAGER 2	33X	PF	1	1.00	24	3	8658	SAL	-	-	-	207,792	207,792
										OPE	-	-	-	102,968	102,968
0001900	MMS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	-	291,960	291,960
										OPE	-	-	-	127,453	127,453
Total Salary											662,184	-	470,592	1,951,920	3,084,696
Total OPE											320,197	-	221,938	907,987	1,450,122
Total Personal Services					**13**	**13.00**					**982,381**	**-**	**692,530**	**2,859,907**	**4,534,818**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
2700038	OAS C1244 AP	FISCAL ANALYST 2	27	LF	1	1.00	24	3	6245	SAL	-	-	-	149,880	149,880
										OPE	-	-	-	86,123	86,123
2700039	OAS C1244 AP	FISCAL ANALYST 2	27	LF	1	1.00	24	3	6245	SAL	-	-	-	149,880	149,880
										OPE	-	-	-	86,123	86,123
2700040	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	LF	1	1.00	24	4	6549	SAL	-	-	-	157,176	157,176
										OPE	-	-	-	88,245	88,245
2700041	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	LF	1	1.00	24	6	6549	SAL	-	-	-	157,176	157,176
										OPE	-	-	-	88,245	88,245
2700042	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	LF	1	1.00	24	7	6866	SAL	-	-	-	164,784	164,784
										OPE	-	-	-	90,458	90,458
2700043	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	LF	1	1.00	24	3	6245	SAL	-	-	-	149,880	149,880
										OPE	-	-	-	86,123	86,123
2700044	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	LF	1	1.00	24	4	8314	SAL	-	-	-	199,536	199,536
										OPE	-	-	-	100,567	100,567
2700045	OAS C0861 AP	PROGRAM ANALYST 2	27	LF	1	1.00	24	6	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
2700046	OAS C0861 AP	PROGRAM ANALYST 2	27	LF	1	1.00	24	6	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
2700047	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	LF	1	1.00	24	6	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
2700048	OAS C0861 AP	PROGRAM ANALYST 2	27	LF	1	1.00	24	3	6245	SAL	-	-	-	149,880	149,880
										OPE	-	-	-	86,123	86,123
2700049	OAS C0863 AP	PROGRAM ANALYST 4	31	LF	1	1.00	24	10	10545	SAL	-	-	-	253,080	253,080
										OPE	-	-	-	116,143	116,143
2700050	OAS C3268 AP	CONSTRUCTION PROJECT MANAGER 2	30	LF	1	1.00	24	8	9143	SAL	-	-	-	219,432	219,432
										OPE	-	-	-	106,355	106,355
2700051	OAS C0861 AP	PROGRAM ANALYST 2	27	LF	1	1.00	24	5	6866	SAL	-	-	-	164,784	164,784
										OPE	-	-	-	90,458	90,458
2700052	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	LF	1	1.00	24	3	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
2700053	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	LF	1	1.00	24	3	6245	SAL	-	-	-	149,880	149,880

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	-	86,123	86,123
2700054	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	LF	1	1.00	24	3	6245	SAL	-	-	-	149,880	149,880
										OPE	-	-	-	86,123	86,123
2700055	OAS C8503 AP	NATURAL RESOURCE SPECIALIST 3	27	LF	1	1.00	24	8	7923	SAL	-	-	-	190,152	190,152
										OPE	-	-	-	97,838	97,838
2700056	OAS C1003 AP	LOAN SPECIALIST 3	30	LF	1	1.00	24	3	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
2700057	OAS C0860 AP	PROGRAM ANALYST 1	23	LF	1	1.00	24	4	5419	SAL	-	-	-	130,056	130,056
										OPE	-	-	-	80,355	80,355
2700058	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	LF	1	1.00	24	6	5169	SAL	-	-	-	124,056	124,056
										OPE	-	-	-	78,609	78,609
2700059	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	LF	1	1.00	24	7	8314	SAL	-	-	-	199,536	199,536
										OPE	-	-	-	100,567	100,567
2700060	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	LF	1	1.00	24	3	5695	SAL	-	-	-	136,680	136,680
										OPE	-	-	-	82,282	82,282
2700061	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	LF	1	1.00	24	6	6549	SAL	-	-	-	157,176	157,176
										OPE	-	-	-	88,245	88,245
2700062	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	LF	1	1.00	24	7	6866	SAL	-	-	-	164,784	164,784
										OPE	-	-	-	90,458	90,458
2700063	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	LF	1	1.00	24	7	6866	SAL	-	-	-	164,784	164,784
										OPE	-	-	-	90,458	90,458
2700064	OAS C1117 AP	RESEARCH ANALYST 3	26	LF	1	1.00	24	7	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
2700065	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	LF	1	1.00	24	3	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
2700066	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	LF	1	1.00	24	3	7827	SAL	-	-	-	187,848	187,848
										OPE	-	-	-	97,166	97,166
Total Salary											-	-	-	4,880,928	4,880,928
Total OPE											-	-	-	2,653,004	2,653,004
Total Personal Services					**29**	**29.00**					**-**	**-**	**-**	**7,533,932**	**7,533,932**

PIC100 - Position Budget Report ***Director's Office***

2025-27 Biennium **Cross Reference Number: 91400-070-01-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000800	MEAH Z7583 HF	AGENCY HEAD 3	45X	PF	1	1.00	24	8	21069	SAL	65,735	-	389,355	50,566	505,656
										OPE	23,205	-	137,444	17,850	178,499
0000806	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0000807	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0000808	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0000809	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0000810	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0000811	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0000812	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0000957	MENN Z0830 AF	EXECUTIVE ASSISTANT	25	PF	1	1.00	24	4	6469	SAL	-	-	131,968	23,288	155,256
										OPE	-	-	74,533	13,153	87,686
0001451	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0001452	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
Total Salary											65,735	-	527,803	73,854	667,392
Total OPE											23,205	-	212,472	31,003	266,680
Total Personal Services					**2**	**2.00**					**88,940**	**-**	**740,275**	**104,857**	**934,072**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000804	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	108,713	-	72,475	60,396	241,584
										OPE	50,759	-	33,839	28,200	112,798
0000824	MESN Z7595 DI	DEPUTY/CHIEF 5	42X	PF	1	1.00	24	10	19391	SAL	-	-	418,846	46,538	465,384
										OPE	-	-	152,498	16,944	169,442
0000834	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	6	7206	SAL	-	-	155,650	17,294	172,944
										OPE	-	-	83,548	9,283	92,831
0001033	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	2	7490	SAL	-	-	134,820	44,940	179,760
										OPE	-	-	71,111	23,704	94,815
0001569	MMN X5618 AP	INTERNAL AUDITOR 3	31	PF	1	1.00	24	9	11028	SAL	79,402	-	185,270	-	264,672
										OPE	35,855	-	83,661	-	119,516
0001600	MENN Z0119 AF	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	9	6469	SAL	-	-	155,256	-	155,256
										OPE	-	-	87,686	-	87,686
0001725	MESN Z7082 AF	BUSINESS OPERATIONS ADMINISTRATO	38X	PF	1	1.00	24	3	11028	SAL	34,407	-	203,797	26,467	264,671
										OPE	15,537	-	92,027	11,952	119,516
0001794	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	1	1.00	24	6	6549	SAL	-	-	125,741	31,435	157,176
										OPE	-	-	70,596	17,649	88,245
0001934	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
0010028	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	119,904	29,976	149,880
										OPE	-	-	68,898	17,225	86,123
Total Salary											372,402	-	1,571,759	257,046	2,201,207
Total OPE											188,274	-	743,864	124,957	1,057,095
Total Personal Services					**10**	**10.00**					**560,676**	**-**	**2,315,623**	**382,003**	**3,258,302**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000852	MMS X7072 AP	BUDGET AND FISCAL ADMINISTRATOR	38X	PF	1	1.00	24	7	13392	SAL	41,783	-	247,484	32,141	321,408
										OPE	17,683	-	104,735	13,602	136,020
0000895	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	9	9588	SAL	-	-	207,101	23,011	230,112
										OPE	-	-	98,516	10,946	109,462
0001575	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	4	6549	SAL	-	-	94,306	62,870	157,176
										OPE	-	-	52,947	35,298	88,245
0001764	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	167,290	41,822	209,112
										OPE	-	-	82,682	20,670	103,352
0001935	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA	31X	PF	1	1.00	24	10	11028	SAL	-	-	211,738	52,934	264,672
										OPE	-	-	95,612	23,903	119,515
0001936	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	104,556	104,556	209,112
										OPE	-	-	51,676	51,676	103,352
0001937	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	8	7923	SAL	76,061	-	95,076	19,015	190,152
										OPE	39,135	-	48,919	9,784	97,838
Total Salary											117,844	-	1,127,551	336,349	1,581,744
Total OPE											56,818	-	535,087	165,879	757,784
Total Personal Services					**7**	**7.00**					**174,662**	**-**	**1,662,638**	**502,228**	**2,339,528**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000816	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	31,406	-	186,020	24,158	241,584
										OPE	14,664	-	86,854	11,280	112,798
0000819	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	74,940	74,940	149,880
										OPE	-	-	43,062	43,062	86,124
0000870	MMS X7634 AP	PROCUREMENT MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0000907	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	6	5965	SAL	-	-	128,844	14,316	143,160
										OPE	-	-	75,751	8,417	84,168
0000910	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	-	-	167,290	41,822	209,112
										OPE	-	-	82,682	20,670	103,352
0000932	MMN X1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	9	10512	SAL	32,797	-	194,262	25,229	252,288
										OPE	15,069	-	89,252	11,591	115,912
0001155	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001379	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	104,916	44,964	149,880
										OPE	-	-	60,286	25,837	86,123
0001524	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	5	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001574	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001576	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001577	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	4	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0001601	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	11578	SAL	83,362	-	194,510	-	277,872
										OPE	37,006	-	86,348	-	123,354
0001621	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001624	MMS X7034 AP	ACCOUNTING MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	37,955	-	224,809	29,196	291,960
										OPE	16,569	-	98,139	12,745	127,453
0001640	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	109,462	-	109,462
0001717	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	10	9588	SAL	92,045	-	115,056	23,011	230,112
										OPE	43,785	-	54,731	10,946	109,462
0001718	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	6	7923	SAL	95,076	-	95,076	-	190,152
										OPE	48,919	-	48,919	-	97,838
0001719	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	209,112	-	-	-	209,112
										OPE	103,352	-	-	-	103,352
0001720	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	5	6866	SAL	21,422	-	126,884	16,478	164,784
										OPE	11,760	-	69,653	9,046	90,459
0001741	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	10	7206	SAL	-	-	155,650	17,294	172,944
										OPE	-	-	83,548	9,283	92,831
0001742	OAS C0435 AP	PROCUREMENT AND CONTRACT ASSIS	19	PF	1	1.00	24	10	5965	SAL	-	-	128,844	14,316	143,160
										OPE	-	-	75,751	8,417	84,168
0001799	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	10	8713	SAL	-	-	188,201	20,911	209,112
										OPE	-	-	93,017	10,335	103,352
0001802	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	3	6245	SAL	-	-	119,904	29,976	149,880
										OPE	-	-	68,898	17,225	86,123
0001803	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	10	9588	SAL	-	-	184,090	46,022	230,112
										OPE	-	-	87,570	21,892	109,462
0001828	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	10	9588	SAL	230,112	-	-	-	230,112
										OPE	109,462	-	-	-	109,462
0001838	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	4	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0001861	MMS X7085 AP	BUSINESS OPERATIONS MANAGER 1	31X	PF	1	1.00	24	10	11028	SAL	105,869	-	132,336	26,467	264,672
										OPE	47,806	-	59,758	11,952	119,516
0001909	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	31,406	-	186,020	24,158	241,584
										OPE	14,664	-	86,854	11,280	112,798
0001938	OAS C1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	3	7206	SAL	-	-	103,766	69,178	172,944
										OPE	-	-	55,699	37,132	92,831
0002015	MMS X7075 AP	BUDGET AND FISCAL MANAGER 1	31X	PF	1	1.00	24	10	11028	SAL	264,672	-	-	-	264,672
										OPE	119,515	-	-	-	119,515

PIC100 - Position Budget Report ***Accounting, Procurement & Contracts***

2025-27 Biennium **Cross Reference Number: 91400-070-04-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0002017	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	3	6866	SAL	-	-	131,827	32,957	164,784
										OPE	-	-	72,366	18,092	90,458
0002018	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	3	6866	SAL	164,784	-	-	-	164,784
										OPE	90,458	-	-	-	90,458
0002019	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	3	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
0002025	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	5	6866	SAL	164,784	-	-	-	164,784
										OPE	90,458	-	-	-	90,458
0002026	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	3	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
0002031	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0002064	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	5	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0002065	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0002066	OAS C1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	10	10066	SAL	-	-	120,792	120,792	241,584
										OPE	-	-	56,399	56,399	112,798
0010007	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	3	5169	SAL	-	-	111,650	12,406	124,056
										OPE	-	-	70,748	7,861	78,609
0010027	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
2700029	OAS C0436 AP	PROCUREMENT & CONTRACT SPECIAL	23	PF	1	0.88	21	3	5169	SAL	21,710	-	70,557	16,282	108,549
										OPE	13,757	-	44,710	10,318	68,785
2700030	OAS C0435 AP	PROCUREMENT AND CONTRACT ASSIS	19	LF	1	1.00	24	5	4715	SAL	113,160	-	-	-	113,160
										OPE	75,441	-	-	-	75,441
Total Salary											1,999,432	-	5,526,820	724,873	8,251,125
Total OPE											1,024,931	-	2,867,204	373,780	4,265,915
Total Personal Services					**44**	**43.88**					**3,024,363**	**-**	**8,394,024**	**1,098,653**	**12,517,040**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000937	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	10	12336	SAL	-	-	296,064	-	296,064
										OPE	-	-	128,647	-	128,647
0000982	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10800	SAL	33,696	-	199,584	25,920	259,200
										OPE	15,330	-	90,801	11,792	117,923
0001310	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	9	10316	SAL	61,896	-	185,688	-	247,584
										OPE	28,636	-	85,908	-	114,544
0001445	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	6	7590	SAL	-	-	142,813	39,347	182,160
										OPE	-	-	74,881	20,631	95,512
0001578	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	3	7070	SAL	-	-	169,680	-	169,680
										OPE	-	-	91,883	-	91,883
0001604	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10800	SAL	-	-	259,200	-	259,200
										OPE	-	-	117,924	-	117,924
0001639	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	8167	SAL	-	-	196,008	-	196,008
										OPE	-	-	99,541	-	99,541
0001722	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	10	9115	SAL	-	-	196,884	21,876	218,760
										OPE	-	-	95,543	10,616	106,159
0001788	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001808	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	3	5917	SAL	-	-	113,606	28,402	142,008
										OPE	-	-	67,066	16,766	83,832
0001812	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	3	7070	SAL	22,058	-	130,654	16,968	169,680
										OPE	11,945	-	70,750	9,188	91,883
0001910	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	5	6490	SAL	-	-	124,608	31,152	155,760
										OPE	-	-	70,266	17,567	87,833
0001911	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	8	8317	SAL	-	-	159,686	39,922	199,608
										OPE	-	-	80,470	20,118	100,588
0002027	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	10	7521	SAL	180,504	-	-	-	180,504
										OPE	95,031	-	-	-	95,031
0002068	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	8	9853	SAL	-	-	236,472	-	236,472
										OPE	-	-	111,312	-	111,312
0002073	MMS X7885 IP	INFORMATION TECHNOLOGY MANAGEF	31X	PF	1	1.00	24	10	12769	SAL	-	-	306,456	-	306,456

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	131,670	-	131,670
0010001	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	-	-	236,292	101,268	337,560
										OPE	-	-	98,487	42,209	140,696
2700019	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	0.88	21	3	7070	SAL	29,694	-	96,506	22,271	148,471
										OPE	16,079	-	52,258	12,060	80,397
2700020	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	0.88	21	3	6610	SAL	138,810	-	-	-	138,810
										OPE	77,587	-	-	-	77,587
2700021	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	0.88	21	3	6610	SAL	138,810	-	-	-	138,810
										OPE	77,587	-	-	-	77,587
Total Salary											605,468	-	3,223,145	327,126	4,155,739
Total OPE											322,195	-	1,560,238	160,947	2,043,380
Total Personal Services					**20**	**19.64**					**927,663**	**-**	**4,783,383**	**488,073**	**6,199,119**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000841	MMS X7344 AP	HUMAN RESOURCES MANAGER 2	33X	PF	1	1.00	24	3	8658	SAL	27,013	-	160,000	20,779	207,792
										OPE	13,386	-	79,285	10,297	102,968
0000862	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	4	5887	SAL	-	-	98,902	42,386	141,288
										OPE	-	-	58,536	25,087	83,623
0000927	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	3	6469	SAL	-	-	108,679	46,577	155,256
										OPE	-	-	61,380	26,306	87,686
0001375	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	9	10021	SAL	60,126	-	156,328	24,050	240,504
										OPE	28,121	-	73,115	11,249	112,485
0001376	MMN X1319 AP	HUMAN RESOURCE ASSISTANT	18	PF	1	1.00	24	6	5080	SAL	-	-	79,248	42,672	121,920
										OPE	-	-	50,693	27,296	77,989
0001570	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7863	SAL	75,485	-	113,227	-	188,712
										OPE	38,967	-	58,451	-	97,418
0001598	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	3	6469	SAL	-	-	155,256	-	155,256
										OPE	-	-	87,686	-	87,686
0001638	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7863	SAL	-	-	188,712	-	188,712
										OPE	-	-	97,418	-	97,418
0001649	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0001806	MMN X1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	1.00	24	6	8254	SAL	45,562	-	152,534	-	198,096
										OPE	23,034	-	77,113	-	100,147
0001807	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	6	6469	SAL	35,709	-	119,547	-	155,256
										OPE	20,168	-	67,518	-	87,686
0001912	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	8	8254	SAL	-	-	158,477	39,619	198,096
										OPE	-	-	80,118	20,029	100,147
0001939	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	6	6469	SAL	-	-	124,205	31,051	155,256
										OPE	-	-	70,149	17,537	87,686
0002067	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	8658	SAL	27,013	-	160,000	20,779	207,792
										OPE	13,386	-	79,285	10,297	102,968
0002071	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	4	7863	SAL	-	-	188,712	-	188,712
										OPE	-	-	97,418	-	97,418
0002072	MMN X1338 AP	LEARNING & DEVELOPMENT SPECIALIS	24	PF	1	1.00	24	3	5887	SAL	-	-	141,288	-	141,288

PIC100 - Position Budget Report ***Human Resources***

2025-27 Biennium **Cross Reference Number: 91400-070-08-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	83,623	-	83,623
2700016	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	0.88	21	3	7490	SAL	31,458	-	102,239	23,594	157,291
										OPE	16,593	-	53,926	12,444	82,963
2700017	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	0.88	21	3	6469	SAL	27,170	-	88,302	20,377	135,849
										OPE	15,345	-	49,871	11,509	76,725
2700018	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	0.88	21	3	6245	SAL	26,229	-	85,244	19,672	131,145
										OPE	15,072	-	48,983	11,304	75,359
Total Salary											355,765	-	2,588,692	331,556	3,276,013
Total OPE											184,072	-	1,377,536	183,355	1,744,963
Total Personal Services					**19**	**18.64**					**539,837**	**-**	**3,966,228**	**514,911**	**5,020,976**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000858	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0000965	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	4	3785	SAL	-	-	90,840	-	90,840
										OPE	-	-	68,947	-	68,947
0001041	OAS C0759 AP	SUPPLY SPECIALIST 2	20	PF	1	1.00	24	6	5169	SAL	-	-	62,028	62,028	124,056
										OPE	-	-	39,305	39,305	78,610
0001423	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	5	4300	SAL	-	-	51,600	51,600	103,200
										OPE	-	-	36,272	36,272	72,544
0001571	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0001572	MMS X7086 AP	BUSINESS OPERATIONS SUPERVISOR :	28X	PF	1	1.00	24	10	9542	SAL	29,771	-	176,336	22,901	229,008
										OPE	14,188	-	84,038	10,914	109,140
0001597	OAS C4014 AP	FACILITY OPERATIONS SPECIALIST 1	24	PF	1	1.00	24	10	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001636	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	9	8314	SAL	79,814	-	99,768	19,954	199,536
										OPE	40,227	-	50,284	10,057	100,568
0001689	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10800	SAL	129,600	-	129,600	-	259,200
										OPE	58,962	-	58,962	-	117,924
0001813	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10800	SAL	33,696	-	199,584	25,920	259,200
										OPE	15,330	-	90,801	11,792	117,923
0001818	OAS C0856 AP	PROJECT MANAGER 3	32	PF	1	1.00	24	6	9143	SAL	-	-	175,546	43,886	219,432
										OPE	-	-	85,084	21,271	106,355
0001819	OAS C0854 AP	PROJECT MANAGER 1	27	PF	1	1.00	24	10	8713	SAL	-	-	167,290	41,822	209,112
										OPE	-	-	82,682	20,670	103,352
0001822	OAS C0855 AP	PROJECT MANAGER 2	30	PF	1	1.00	24	5	7923	SAL	76,061	-	95,076	19,015	190,152
										OPE	39,135	-	48,919	9,784	97,838
0001904	MMS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	3	8658	SAL	27,013	-	160,000	20,779	207,792
										OPE	13,386	-	79,285	10,297	102,968
0002020	OAS C0856 AP	PROJECT MANAGER 3	32	PF	1	1.00	24	8	10066	SAL	241,584	-	-	-	241,584
										OPE	112,798	-	-	-	112,798
0002021	OAS C0855 AP	PROJECT MANAGER 2	30	PF	1	1.00	24	10	10066	SAL	241,584	-	-	-	241,584

PIC100 - Position Budget Report ***Business Services***

2025-27 Biennium **Cross Reference Number: 91400-070-09-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	112,798	-	-	-	112,798
2700026	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	0.88	21	3	6245	SAL	26,229	-	85,244	19,672	131,145
										OPE	15,072	-	48,983	11,304	75,359
2700027	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	0.88	21	3	6245	SAL	26,229	-	85,244	19,672	131,145
										OPE	15,072	-	48,983	11,304	75,359
2700028	MMN X0856 AP	PROJECT MANAGER 3	32	PF	1	0.88	21	3	8658	SAL	36,364	-	118,182	27,273	181,819
										OPE	18,020	-	58,564	13,515	90,099
Total Salary											947,945	-	2,115,090	374,522	3,437,557
Total OPE											454,988	-	1,130,490	206,485	1,791,963
Total Personal Services					**19**	**18.64**					**1,402,933**	**-**	**3,245,580**	**581,007**	**5,229,520**

PIC100 - Position Budget Report ***Equity, Diversity & Inclusion Office***

2025-27 Biennium **Cross Reference Number: 91400-070-10-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0001634	MMS X7204 AP	DIVERSITY EQUITY AND INCLUSION MA	33X	PF	1	1.00	24	10	12165	SAL	37,955	-	224,809	29,196	291,960
										OPE	16,569	-	98,139	12,745	127,453
0001650	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	7	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001686	OAS C1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	1.00	24	10	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0001713	OAS C0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	104,045	26,011	130,056
										OPE	-	-	64,284	16,071	80,355
0001797	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001800	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0001801	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
2700010	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	0.88	21	3	8658	SAL	-	-	181,818	-	181,818
										OPE	-	-	90,098	-	90,098
2700011	MMS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	0.88	21	3	8658	SAL	-	-	181,818	-	181,818
										OPE	-	-	90,098	-	90,098
2700012	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	0.88	21	3	8254	SAL	-	-	173,334	-	173,334
										OPE	-	-	87,629	-	87,629
2700013	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.88	21	3	6245	SAL	-	-	131,145	-	131,145
										OPE	-	-	75,358	-	75,358
2700014	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	0.88	21	3	6866	SAL	-	-	144,186	-	144,186
										OPE	-	-	79,151	-	79,151
2700015	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	0.88	21	3	6245	SAL	-	-	131,145	-	131,145
										OPE	-	-	75,358	-	75,358
Total Salary											37,955	-	2,231,460	55,207	2,324,622
Total OPE											16,569	-	1,151,744	28,816	1,197,129
Total Personal Services					**13**	**12.28**					**54,524**	**-**	**3,383,204**	**84,023**	**3,521,751**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000959	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	6	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
0001233	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001456	OAS C1116 AP	RESEARCH ANALYST 2	23	PF	1	1.00	24	6	5965	SAL	-	-	114,528	28,632	143,160
										OPE	-	-	67,334	16,834	84,168
0001510	OAS C1116 AP	RESEARCH ANALYST 2	23	PF	1	1.00	24	8	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0001602	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001622	OAS C1163 AP	ECONOMIST 3	30	PF	1	1.00	24	6	8314	SAL	-	-	159,629	39,907	199,536
										OPE	-	-	80,454	20,113	100,567
0001641	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	10	12165	SAL	37,955	-	224,809	29,196	291,960
										OPE	16,569	-	98,139	12,745	127,453
0001688	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0001805	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	3	5965	SAL	18,611	-	110,233	14,316	143,160
										OPE	10,942	-	64,809	8,417	84,168
0002002	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	3	5965	SAL	143,160	-	-	-	143,160
										OPE	84,168	-	-	-	84,168
0002003	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	3	5965	SAL	143,160	-	-	-	143,160
										OPE	84,168	-	-	-	84,168
0002004	OAS C1162 AP	ECONOMIST 2	27	PF	1	1.00	24	3	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
2500090	OAS C1163 AP	ECONOMIST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
Total Salary											665,710	-	1,588,471	112,051	2,366,232
Total OPE											374,801	-	808,216	58,109	1,241,126
Total Personal Services					**13**	**13.00**					**1,040,511**	**-**	**2,396,687**	**170,160**	**3,607,358**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000805	MESN Z7083 AF	BUSINESS OPERATIONS MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	273,197	48,211	321,408
										OPE	-	-	115,617	20,403	136,020
0000833	OAS C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	10	10545	SAL	-	-	215,118	37,962	253,080
										OPE	-	-	98,722	17,421	116,143
0000905	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	10	9588	SAL	-	-	184,090	46,022	230,112
										OPE	-	-	87,570	21,892	109,462
0000934	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	8	9143	SAL	-	-	175,546	43,886	219,432
										OPE	-	-	85,084	21,271	106,355
0000961	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001004	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0001566	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001595	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	119,904	29,976	149,880
										OPE	-	-	68,898	17,225	86,123
0001635	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	4	7206	SAL	-	-	138,355	34,589	172,944
										OPE	-	-	74,265	18,566	92,831
0001687	MMS X7314 AP	GOVERNMENT AFFAIRS MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	37,955	-	224,809	29,196	291,960
										OPE	16,569	-	98,139	12,745	127,453
0001714	MMS X7664 AP	COMMUNICATIONS MANAGER 2	33X	PF	1	1.00	24	7	10512	SAL	32,797	-	194,262	25,229	252,288
										OPE	15,069	-	89,252	11,591	115,912
0001715	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	4	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
0001716	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	164,784	-	-	-	164,784
										OPE	90,458	-	-	-	90,458
0001785	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	7	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0001786	OAS C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	10	10545	SAL	126,540	-	126,540	-	253,080
										OPE	58,072	-	58,072	-	116,144
0001787	OAS C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	10	10545	SAL	126,540	-	126,540	-	253,080

PIC100 - Position Budget Report ***Public Affairs***

2025-27 Biennium **Cross Reference Number: 91400-070-12-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	58,072	-	58,072	-	116,144
0001789	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	6	8314	SAL	99,768	-	99,768	-	199,536
										OPE	50,284	-	50,284	-	100,568
0001804	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	10	9588	SAL	-	-	184,090	46,022	230,112
										OPE	-	-	87,570	21,892	109,462
0002022	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	3	6866	SAL	164,784	-	-	-	164,784
										OPE	90,458	-	-	-	90,458
0002028	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	2	6549	SAL	-	-	125,741	31,435	157,176
										OPE	-	-	70,596	17,649	88,245
0010009	OAS C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	9	10066	SAL	-	-	193,267	48,317	241,584
										OPE	-	-	90,238	22,560	112,798
0010031	OAS C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	8	9588	SAL	-	-	184,090	46,022	230,112
										OPE	-	-	87,570	21,892	109,462
2700022	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	0.88	21	6	6793	SAL	28,531	-	92,724	21,398	142,653
										OPE	15,741	-	51,158	11,806	78,705
2700023	OAS C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	0.88	21	3	7562	SAL	31,760	-	103,221	23,820	158,801
										OPE	16,680	-	54,211	12,510	83,401
2700024	OAS C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	0.88	21	3	7562	SAL	31,760	-	103,221	23,820	158,801
										OPE	16,680	-	54,211	12,510	83,401
2700025	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	0.88	21	3	6245	SAL	26,229	-	85,244	19,672	131,145
										OPE	15,072	-	48,983	11,304	75,359
Total Salary											1,044,392	-	3,679,039	555,577	5,279,008
Total OPE											535,986	-	1,810,756	273,237	2,619,979
Total Personal Services					**26**	**25.52**					**1,580,378**	**-**	**5,489,795**	**828,814**	**7,898,987**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000853	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0000884	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0000930	MMS X7074 AP	BUDGET AND FISCAL MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0000966	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001586	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0001607	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001690	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
0001940	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0009015	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
2500089	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
Total Salary											172,944	-	2,046,336	-	2,219,280
Total OPE											92,831	-	977,973	-	1,070,804
Total Personal Services					**10**	**10.00**					**265,775**	**-**	**3,024,309**	**-**	**3,290,084**

2025-27 Biennium **Cross Reference Number: 91400-010-00-00-00000**

Current Service Level **Package Number: 22**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1982	1427072	158217	OAS C0862 A P	PROGRAM ANALYST 3	29	PF	0	6	7,923	-190,152	-97,838	-287,990	-1	-1.00
1983	1427073	158226	OAS C5247 A P	COMPLIANCE SPECIALIST 2	25	PF	0	9	7,562	-181,488	-95,317	-276,805	-1	-1.00
1984	1427074	158221	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	3	7,206	-172,944	-92,831	-265,775	-1	-1.00
1990	1427131	158222	MMS X7324 A P	GRANTS LOANS AND PROGRAMS	33X	PF	0	6	10,021	-240,504	-112,485	-352,989	-1	-1.00
1993	1427151	158224	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	2	5,965	-143,160	-84,168	-227,328	-1	-1.00
2007	1435736	158219	OAS C0863 A P	PROGRAM ANALYST 4	31	PF	0	3	7,562	-181,488	-95,317	-276,805	-1	-1.00
2008	1435737	156179	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	6	7,206	-172,944	-92,831	-265,775	-1	-1.00
2009	1435738	156180	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	7	7,562	-181,488	-95,317	-276,805	-1	-1.00
2010	1434060	154694	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	6	7,206	-172,944	-92,831	-265,775	-1	-1.00
2011	1434061	154693	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	6	7,206	-172,944	-92,831	-265,775	-1	-1.00
2012	1434062	154659	OAS C1116 A P	RESEARCH ANALYST 2	23	PF	0	3	5,169	-124,056	-78,609	-202,665	-1	-1.00
2013	1434063	154696	MMN X0863 A P	PROGRAM ANALYST 4	31	PF	0	7	10,021	-240,504	-112,485	-352,989	-1	-1.00
2014	1434064	154697	OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	0	10	6,245	-149,880	-86,123	-236,003	-1	-1.00
2016	1434066	154698	MMS X7623 A P	POLICY PLANNING AND DEVELOPI	35X	PF	0	10	13,392	-321,408	-136,020	-457,428	-1	-1.00
2023	1434073	154674	MMN X0863 A P	PROGRAM ANALYST 4	31	PF	0	8	10,512	-252,288	-115,912	-368,200	-1	-1.00
2024	1434074	154675	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	6	7,206	-172,944	-92,831	-265,775	-1	-1.00
				General Funds						**-3,071,136**	**-1,573,746**	**-4,644,882**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-3,071,136**	**-1,573,746**	**-4,644,882**	**-16**	**-16.00**

2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**

Current Service Level **Package Number: 50**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1824	1402677	127319	OAS C1002 A P	LOAN SPECIALIST 2	27	PF	0	10	8,713	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

2025-27 Biennium **Cross Reference Number: 91400-040-00-00-00000**

Current Service Level **Package Number: 22**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1460	1280570	67306	MMN X0863 A P	PROGRAM ANALYST 4	31	PF	0	9	11,028	-264,672	-119,515	-384,187	-1	-1.00
1619	1368360	108471	OAS C0862 A P	PROGRAM ANALYST 3	29	PF	0	10	9,588	-230,112	-109,462	-339,574	-1	-1.00
1744	1402579	127400	MMS X7324 A P	GRANTS LOANS AND PROGRAMS	33X	PF	0	10	12,165	-291,960	-127,453	-419,413	-1	-1.00
1745	1402580	127402	OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	0	9	5,965	-143,160	-84,168	-227,328	-1	-1.00
1747	1402582	127403	OAS C5647 A P	GOVERNMENTAL AUDITOR 2	26	PF	0	10	8,314	-199,536	-100,567	-300,103	-1	-1.00
1749	1402584	127410	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
1750	1402585	127409	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	9	8,314	-199,536	-100,567	-300,103	-1	-1.00
1757	1402596	127420	OAS C0860 A P	PROGRAM ANALYST 1	23	PF	0	10	7,206	-172,944	-92,831	-265,775	-1	-1.00
1762	1402601	127428	OAS C0862 A P	PROGRAM ANALYST 3	29	PF	0	3	6,866	-164,784	-90,458	-255,242	-1	-1.00
1763	1402602	127405	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	6	8,314	-199,536	-100,567	-300,103	-1	-1.00
1766	1402605	127404	OAS C0862 A P	PROGRAM ANALYST 3	29	PF	0	3	6,866	-164,784	-90,458	-255,242	-1	-1.00
1779	1402936	131801	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	3	6,245	-149,880	-86,123	-236,003	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-644,664**	**-315,100**	**-959,764**		
				Federal Funds						**-1,745,352**	**-890,421**	**-2,635,773**		
				Total Funds						**-2,390,016**	**-1,205,521**	**-3,595,537**	**-12**	**-12.00**

2025-27 Biennium **Cross Reference Number: 91400-060-00-00-00000**

Current Service Level **Package Number: 50**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1870	1410871	143605	OAS C0862 A P	PROGRAM ANALYST 3	29	PF	0	10	9,588	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**

Current Service Level **Package Number: 22**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2015	1434065	154664	MMS X7075 A P	BUDGET AND FISCAL MANAGER 1	31X	PF	0	10	11,028	-264,672	-119,515	-384,187	-1	-1.00
2018	1434068	154667	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	3	6,866	-164,784	-90,458	-255,242	-1	-1.00
2019	1434069	154670	OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	PF	0	3	6,245	-149,880	-86,123	-236,003	-1	-1.00
2020	1434070	154661	OAS C0856 A P	PROJECT MANAGER 3	32	PF	0	8	10,066	-241,584	-112,798	-354,382	-1	-1.00
2021	1434071	154662	OAS C0855 A P	PROJECT MANAGER 2	30	PF	0	10	10,066	-241,584	-112,798	-354,382	-1	-1.00
2022	1434072	154672	OAS C0865 A P	PUBLIC AFFAIRS SPECIALIST 2	29	PF	0	3	6,866	-164,784	-90,458	-255,242	-1	-1.00
2025	1434075	154660	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	5	6,866	-164,784	-90,458	-255,242	-1	-1.00
2026	1434076	154669	OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	PF	0	3	6,245	-149,880	-86,123	-236,003	-1	-1.00
2027	1434077	154679	OAS C1483 I P	INFORMATION SYSTEMS SPECIAL	24	PF	0	10	7,521	-180,504	-95,031	-275,535	-1	-1.00
				General Funds						**-1,722,456**	**-883,762**	**-2,606,218**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-1,722,456**	**-883,762**	**-2,606,218**	**-9**	**-9.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
800	508380	46520	MEAH Z7583 H P	AGENCY HEAD 3	45X	PF	0	8	21,069	-1	0	-1	0	0.00
816	508530	19843	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	10	10,066	0	-1	-1	0	0.00
834	508670	15002	OAS C1244 A P	FISCAL ANALYST 2	27	PF	0	6	7,206	0	0	0	0	0.00
841	508740	29063	MMS X7344 A P	HUMAN RESOURCES MANAGER 2	33X	PF	0	3	8,658	0	-2	-2	0	0.00
852	508790	142	MMS X7072 A P	BUDGET AND FISCAL ADMINISTRA	38X	PF	0	7	13,392	0	-2	-2	0	0.00
895	543150	12259	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	9	9,588	0	0	0	0	0.00
907	564120	33494	OAS C1216 A P	ACCOUNTANT 1	23	PF	0	6	5,965	0	0	0	0	0.00
932	671650	12921	MMN X1218 A P	ACCOUNTANT 3	30	PF	0	9	10,512	0	-2	-2	0	0.00
961	755750	31123	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	10	10,066	0	0	0	0	0.00
982	756130	747	OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	PF	0	10	10,800	0	-1	-1	0	0.00
1310	1162120	6297	OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	PF	0	9	10,316	0	0	0	0	0.00
1375	1173740	23546	MMN X1322 A P	HUMAN RESOURCE ANALYST 3	29	PF	0	9	10,021	0	0	0	0	0.00
1379	1207600	28292	OAS C1244 A P	FISCAL ANALYST 2	27	PF	0	3	6,245	0	0	0	0	0.00
1569	1322340	107880	MMN X5618 A P	INTERNAL AUDITOR 3	31	PF	0	9	11,028	0	0	0	0	0.00
1570	1322400	60020	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	3	7,863	0	0	0	0	0.00
1572	1322450	100725	MMS X7086 A P	BUSINESS OPERATIONS SUPERVI	28X	PF	0	10	9,542	0	-2	-2	0	0.00
1601	1361230	104827	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	0	0	0	0	0.00
1624	1368400	107879	MMS X7034 A P	ACCOUNTING MANAGER 2	33X	PF	0	10	12,165	0	0	0	0	0.00
1634	1376792	122217	MMS X7204 A P	DIVERSITY EQUITY AND INCLUSIO	33X	PF	0	10	12,165	0	0	0	0	0.00
1636	1376794	53802	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	9	8,314	0	0	0	0	0.00
1641	1376799	127056	MMS X7324 A P	GRANTS LOANS AND PROGRAMS	33X	PF	0	10	12,165	0	0	0	0	0.00
1687	1384853	127302	MMS X7314 A P	GOVERNMENT AFFAIRS MANAGEF	33X	PF	0	10	12,165	0	0	0	0	0.00
1689	1384855	119643	OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	PF	0	10	10,800	0	0	0	0	0.00
1714	1400895	122931	MMS X7664 A P	COMMUNICATIONS MANAGER 2	33X	PF	0	7	10,512	-1	1	0	0	0.00
1715	1400896	122914	OAS C0865 A P	PUBLIC AFFAIRS SPECIALIST 2	29	PF	0	4	7,206	0	0	0	0	0.00
1716	1400897	122915	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	5	6,866	0	0	0	0	0.00
1717	1400898	122917	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	10	9,588	0	0	0	0	0.00
1718	1400899	122919	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	6	7,923	0	2	2	0	0.00
1719	1400900	122921	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	0	0	0	0	0.00
1720	1400901	122920	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	5	6,866	0	-1	-1	0	0.00
1722	1400903	122923	OAS C1485 I P	INFORMATION SYSTEMS SPECIALI	28	PF	0	10	9,115	0	0	0	0	0.00
1725	1409291	139618	MESN Z7082 A P	BUSINESS OPERATIONS ADMINIST	38X	PF	0	3	11,028	0	-1	-1	0	0.00
1741	1402577	127298	OAS C1216 A P	ACCOUNTANT 1	23	PF	0	10	7,206	0	0	0	0	0.00

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Current Service Level **Package Number: 50**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1742	1402578	127299	OAS C0435 A P	PROCUREMENT AND CONTRACT /	19	PF	0	10	5,965	0	0	0	0	0.00
1764	1402603	126877	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	10	8,713	0	0	0	0	0.00
1786	1402662	127306	OAS C0866 A P	PUBLIC AFFAIRS SPECIALIST 3	31	PF	0	10	10,545	0	0	0	0	0.00
1787	1402663	127305	OAS C0866 A P	PUBLIC AFFAIRS SPECIALIST 3	31	PF	0	10	10,545	0	0	0	0	0.00
1789	1402665	127307	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	6	8,314	0	0	0	0	0.00
1799	1409119	141457	OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	PF	0	10	8,713	0	0	0	0	0.00
1805	1409123	141462	OAS C1117 A P	RESEARCH ANALYST 3	26	PF	0	3	5,965	0	0	0	0	0.00
1806	1402613	127287	MMN X1339 A P	LEARNING & DEVELOPMENT SPEC	28	PF	0	6	8,254	0	0	0	0	0.00
1807	1402614	127288	MMN X1320 A P	HUMAN RESOURCE ANALYST 1	23	PF	0	6	6,469	0	0	0	0	0.00
1812	1402615	127294	OAS C1486 I P	INFORMATION SYSTEMS SPECIAL	29	PF	0	3	7,070	0	-2	-2	0	0.00
1813	1402616	127295	OAS C1487 I P	INFORMATION SYSTEMS SPECIAL	31	PF	0	10	10,800	0	-1	-1	0	0.00
1822	1402617	127293	OAS C0855 A P	PROJECT MANAGER 2	30	PF	0	5	7,923	0	1	1	0	0.00
1861	1410862	143533	MMS X7085 A P	BUSINESS OPERATIONS MANAGEI	31X	PF	0	10	11,028	0	0	0	0	0.00
1904	1439856	146347	MMS X7084 A P	BUSINESS OPERATIONS MANAGEI	33X	PF	0	3	8,658	0	-1	-1	0	0.00
1909	1427273	158126	OAS C1245 A P	FISCAL ANALYST 3	30	PF	0	10	10,066	0	-1	-1	0	0.00
1934	1427298	158147	OAS C1244 A P	FISCAL ANALYST 2	27	PF	0	3	6,245	0	0	0	0	0.00
1937	1427301	158124	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	8	7,923	0	0	0	0	0.00
2067	1435768	158141	MMN X1321 A P	HUMAN RESOURCE ANALYST 2	26	PF	0	9	8,658	0	-2	-2	0	0.00
10007	516100	15578	OAS C1216 A P	ACCOUNTANT 1	23	PF	0	3	5,169	0	0	0	0	0.00
				General Funds						**0**	**1**	**1**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-2**	**-16**	**-18**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-2**	**-15**	**-17**	**0**	**0.00**

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Agency Request Budget **Package Number: 508**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1489	1280950	67317	OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PP	12	4	4,715	56,580	37,719	94,299	1	0.50
1982	1427072	158217	OAS C0862 A P	PROGRAM ANALYST 3	29	PF	24	6	7,923	190,152	97,838	287,990	1	1.00
1983	1427073	158226	OAS C5247 A P	COMPLIANCE SPECIALIST 2	25	PF	24	9	7,562	181,488	95,317	276,805	1	1.00
1984	1427074	158221	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,206	172,944	92,831	265,775	1	1.00
1990	1427131	158222	MMS X7324 A P	GRANTS LOANS AND PROGRAMS	33X	PF	24	6	10,021	240,504	112,485	352,989	1	1.00
1993	1427151	158224	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	2	5,965	143,160	84,168	227,328	1	1.00
2007	1435736	158219	OAS C0863 A P	PROGRAM ANALYST 4	31	PF	24	3	7,562	181,488	95,317	276,805	1	1.00
2008	1435737	156179	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	6	7,206	172,944	92,831	265,775	1	1.00
2009	1435738	156180	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	7	7,562	181,488	95,317	276,805	1	1.00
2010	1434060	154694	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	6	7,206	172,944	92,831	265,775	1	1.00
2011	1434061	154693	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	6	7,206	172,944	92,831	265,775	1	1.00
2012	1434062	154659	OAS C1116 A P	RESEARCH ANALYST 2	23	PF	24	3	5,169	124,056	78,609	202,665	1	1.00
2013	1434063	154696	MMN X0863 A P	PROGRAM ANALYST 4	31	PF	24	7	10,021	240,504	112,485	352,989	1	1.00
2014	1434064	154697	OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	24	10	6,245	149,880	86,123	236,003	1	1.00
2016	1434066	154698	MMS X7623 A P	POLICY PLANNING AND DEVELOPI	35X	PF	24	10	13,392	321,408	136,020	457,428	1	1.00
2023	1434073	154674	MMN X0863 A P	PROGRAM ANALYST 4	31	PF	24	8	10,512	252,288	115,912	368,200	1	1.00
2024	1434074	154675	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	6	7,206	172,944	92,831	265,775	1	1.00
2700033	1441660		OAS C0856 A P	PROJECT MANAGER 3	32	PF	21	3	7,923	166,383	85,609	251,992	1	0.88
2700034	1441661		OAS C0856 A P	PROJECT MANAGER 3	32	PF	0	3	7,923	0	0	0	0	0.00
2700034	1441661		OAS C0855 A P	PROJECT MANAGER 2	30	PF	21	3	7,206	151,327	81,227	232,554	1	0.88
2700035	1441662		OAS C0861 A P	PROGRAM ANALYST 2	27	LF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700036	1441663		OAS C0860 A P	PROGRAM ANALYST 1	23	PF	24	3	5,169	124,056	78,609	202,665	1	1.00
2700037	1441664		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	3	6,245	149,880	86,123	236,003	1	1.00
				General Funds						**3,515,878**	**1,822,715**	**5,338,594**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**353,364**	**206,441**	**559,805**		
				Total Funds						**3,869,242**	**2,029,156**	**5,898,399**	**22**	**21.26**

2025-27 Biennium **Cross Reference Number: 91400-025-00-00-00000**

Agency Request Budget **Package Number: 508**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1489	1280950	67317	OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PP	0	4	4,715	0	0	0	0	0.00
1489	1280950	67317	OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PP	0	4	4,715	-56,580	-37,719	-94,299	-1	-0.50
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**-56,580**	**-37,719**	**-94,299**		
				Total Funds						**-56,580**	**-37,719**	**-94,299**	**-1**	**-0.50**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700008	1441635		OAS C1003 A P	LOAN SPECIALIST 3	30	PF	0	3	7,206	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700009	1441636		OAS C0862 A P	PROGRAM ANALYST 3	29	PF	21	3	6,866	144,186	79,151	223,337	1	0.88
				General Funds						**144,186**	**79,151**	**223,337**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**144,186**	**79,151**	**223,337**	**1**	**0.88**

2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**

Agency Request Budget **Package Number: 508**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700001	1441562		OAS C0862 A P	PROGRAM ANALYST 3	29	LF	0	4	7,206	0	0	0	0	0.00
2700001	1441562		OAS C0861 A P	PROGRAM ANALYST 2	27	LF	24	4	6,549	157,176	88,245	245,421	1	1.00
2700002	1441563		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	LF	12	10	10,066	120,792	56,400	177,192	1	0.50
2700003	1441564		OAS C0860 A P	PROGRAM ANALYST 1	23	PF	21	3	5,169	108,549	68,784	177,333	1	0.88
2700004	1441565		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
2700004	1441565		OAS C0862 A P	PROGRAM ANALYST 3	29	PF	0	3	6,866	0	0	0	0	0.00
2700005	1441566		OAS C1002 A P	LOAN SPECIALIST 2	27	PF	0	3	6,245	0	0	0	0	0.00
				General Funds						**517,662**	**288,787**	**806,449**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**517,662**	**288,787**	**806,449**	**4**	**3.26**

2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**

Agency Request Budget **Package Number: 512**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700005	1441566		OAS C1002 A P	LOAN SPECIALIST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
2700006	1441567		OAS C0862 A P	PROGRAM ANALYST 3	29	PF	21	3	6,866	144,186	79,151	223,337	1	0.88
2700007	1441568		OAS C1003 A P	LOAN SPECIALIST 3	30	PF	21	3	7,206	151,326	81,227	232,553	1	0.88
2700008	1441635		OAS C1003 A P	LOAN SPECIALIST 3	30	PF	21	3	7,206	151,326	81,227	232,553	1	0.88
				General Funds						**577,983**	**316,963**	**894,946**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**577,983**	**316,963**	**894,946**	**4**	**3.52**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700009	1441636		OAS C0862 A P	PROGRAM ANALYST 3	29	PF	0	3	6,866	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

2025-27 Biennium **Cross Reference Number: 91400-040-00-00-00000**

Agency Request Budget **Package Number: 508**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1460	1280570	67306	MMN X0863 A P	PROGRAM ANALYST 4	31	PF	24	9	11,028	264,672	119,515	384,187	1	1.00
1619	1368360	108471	OAS C0862 A P	PROGRAM ANALYST 3	29	PF	24	10	9,588	230,112	109,462	339,574	1	1.00
1779	1402936	131801	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700031	1441658		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
				General Funds						**644,664**	**315,100**	**959,764**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**209,112**	**103,352**	**312,464**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**853,776**	**418,452**	**1,272,228**	**4**	**4.00**

2025-27 Biennium **Cross Reference Number: 91400-040-00-00-00000**

Agency Request Budget **Package Number: 511**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1744	1402579	127400	MMS X7324 A P	GRANTS LOANS AND PROGRAMS	33X	PF	24	10	12,165	291,960	127,453	419,413	1	1.00
1749	1402584	127410	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
1750	1402585	127409	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	24	9	8,314	199,536	100,567	300,103	1	1.00
1757	1402596	127420	OAS C0860 A P	PROGRAM ANALYST 1	23	PF	24	10	7,206	172,944	92,831	265,775	1	1.00
1763	1402602	127405	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	6	8,314	199,536	100,567	300,103	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**1,073,088**	**524,770**	**1,597,858**		
				Total Funds						**1,073,088**	**524,770**	**1,597,858**	**5**	**5.00**

2025-27 Biennium **Cross Reference Number: 91400-040-00-00-00000**

Agency Request Budget **Package Number: 518**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700032	1441659		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	21	3	7,206	151,326	81,227	232,553	1	0.88
				General Funds						**151,326**	**81,227**	**232,553**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**151,326**	**81,227**	**232,553**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700038	1441665		OAS C1244 A P	FISCAL ANALYST 2	27	LF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700039	1441666		OAS C1244 A P	FISCAL ANALYST 2	27	LF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700040	1441667		OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	LF	0	3	6,245	0	0	0	0	0.00
2700040	1441667		OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	LF	24	4	6,549	157,176	88,245	245,421	1	1.00
2700041	1441668		OAS C5247 A P	COMPLIANCE SPECIALIST 2	25	LF	24	6	6,549	157,176	88,245	245,421	1	1.00
2700041	1441668		OAS C5247 A P	COMPLIANCE SPECIALIST 2	25	LF	0	3	5,695	0	0	0	0	0.00
2700042	1441669		OAS C5247 A P	COMPLIANCE SPECIALIST 2	25	LF	24	7	6,866	164,784	90,458	255,242	1	1.00
2700042	1441669		OAS C5247 A P	COMPLIANCE SPECIALIST 2	25	LF	0	3	5,695	0	0	0	0	0.00
2700043	1441670		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	LF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700044	1441671		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	LF	24	4	8,314	199,536	100,567	300,103	1	1.00
2700045	1441672		OAS C0861 A P	PROGRAM ANALYST 2	27	LF	24	6	7,206	172,944	92,831	265,775	1	1.00
2700046	1441673		OAS C0861 A P	PROGRAM ANALYST 2	27	LF	24	6	7,206	172,944	92,831	265,775	1	1.00
2700047	1441674		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	LF	24	6	7,206	172,944	92,831	265,775	1	1.00
2700047	1441674		OAS C0862 A P	PROGRAM ANALYST 3	29	LF	0	6	7,923	0	0	0	0	0.00
2700048	1441675		OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	LF	0	3	4,499	0	0	0	0	0.00
2700048	1441675		OAS C0861 A P	PROGRAM ANALYST 2	27	LF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700049	1441676		OAS C0863 A P	PROGRAM ANALYST 4	31	LF	24	10	10,545	253,080	116,143	369,223	1	1.00
2700050	1441677		OAS C3268 A P	CONSTRUCTION PROJECT MANAC	30	LF	24	8	9,143	219,432	106,355	325,787	1	1.00
2700050	1441677		OAS C0861 A P	PROGRAM ANALYST 2	27	LF	0	8	7,923	0	0	0	0	0.00
2700051	1441678		OAS C0861 A P	PROGRAM ANALYST 2	27	LF	24	5	6,866	164,784	90,458	255,242	1	1.00
2700052	1441679		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	LF	24	3	7,206	172,944	92,831	265,775	1	1.00
2700053	1441680		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	LF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700054	1441681		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	LF	24	3	6,245	149,880	86,123	236,003	1	1.00
2700055	1441682		OAS C8503 A P	NATURAL RESOURCE SPECIALIST	27	LF	24	8	7,923	190,152	97,838	287,990	1	1.00
2700055	1441682		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	LF	0	8	9,143	0	0	0	0	0.00
2700056	1441683		OAS C1003 A P	LOAN SPECIALIST 3	30	LF	24	3	7,206	172,944	92,831	265,775	1	1.00
2700057	1441684		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	LF	0	6	8,314	0	0	0	0	0.00
2700057	1441684		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	LF	0	4	7,562	0	0	0	0	0.00
2700057	1441684		OAS C0860 A P	PROGRAM ANALYST 1	23	LF	24	4	5,419	130,056	80,355	210,411	1	1.00
2700058	1441685		OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	LF	24	6	5,169	124,056	78,609	202,665	1	1.00
2700058	1441685		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	LF	0	6	7,206	0	0	0	0	0.00
2700059	1441686		OAS C0865 A P	PUBLIC AFFAIRS SPECIALIST 2	29	LF	24	7	8,314	199,536	100,567	300,103	1	1.00
2700060	1441687		OAS C0864 A P	PUBLIC AFFAIRS SPECIALIST 1	25	LF	24	3	5,695	136,680	82,282	218,962	1	1.00

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700061	1441688		OAS C0864 A P	PUBLIC AFFAIRS SPECIALIST 1	25	LF	24	6	6,549	157,176	88,245	245,421	1	1.00
2700062	1441689		OAS C0864 A P	PUBLIC AFFAIRS SPECIALIST 1	25	LF	24	7	6,866	164,784	90,458	255,242	1	1.00
2700063	1441690		OAS C0864 A P	PUBLIC AFFAIRS SPECIALIST 1	25	LF	24	7	6,866	164,784	90,458	255,242	1	1.00
2700064	1441691		OAS C1117 A P	RESEARCH ANALYST 3	26	LF	24	7	7,206	172,944	92,831	265,775	1	1.00
2700065	1441692		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	LF	24	3	7,206	172,944	92,831	265,775	1	1.00
2700066	1441693		OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	LF	24	3	7,827	187,848	97,166	285,014	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**4,880,928**	**2,653,004**	**7,533,932**		
				Total Funds						**4,880,928**	**2,653,004**	**7,533,932**	**29**	**29.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2015	1434065	154664	MMS X7075 A P	BUDGET AND FISCAL MANAGER 1	31X	PF	24	10	11,028	264,672	119,515	384,187	1	1.00
2015	1434065	154664	MMS X7075 A P	BUDGET AND FISCAL MANAGER 1	31X	PF	0	10	11,028	0	0	0	0	0.00
2018	1434068	154667	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	3	6,866	0	0	0	0	0.00
2018	1434068	154667	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	24	3	6,866	164,784	90,458	255,242	1	1.00
2019	1434069	154670	OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	PF	24	3	6,245	149,880	86,123	236,003	1	1.00
2019	1434069	154670	OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	PF	0	3	6,245	0	0	0	0	0.00
2020	1434070	154661	OAS C0856 A P	PROJECT MANAGER 3	32	PF	0	8	10,066	0	0	0	0	0.00
2020	1434070	154661	OAS C0856 A P	PROJECT MANAGER 3	32	PF	24	8	10,066	241,584	112,798	354,382	1	1.00
2021	1434071	154662	OAS C0855 A P	PROJECT MANAGER 2	30	PF	24	10	10,066	241,584	112,798	354,382	1	1.00
2021	1434071	154662	OAS C0855 A P	PROJECT MANAGER 2	30	PF	0	10	10,066	0	0	0	0	0.00
2022	1434072	154672	OAS C0865 A P	PUBLIC AFFAIRS SPECIALIST 2	29	PF	0	3	6,866	0	0	0	0	0.00
2022	1434072	154672	OAS C0865 A P	PUBLIC AFFAIRS SPECIALIST 2	29	PF	24	3	6,866	164,784	90,458	255,242	1	1.00
2025	1434075	154660	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	5	6,866	0	0	0	0	0.00
2025	1434075	154660	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	5	6,866	164,784	90,458	255,242	1	1.00
2026	1434076	154669	OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	PF	0	3	6,245	0	0	0	0	0.00
2026	1434076	154669	OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	PF	24	3	6,245	149,880	86,123	236,003	1	1.00
2027	1434077	154679	OAS C1483 I P	INFORMATION SYSTEMS SPECIAL	24	PF	0	10	7,521	0	0	0	0	0.00
2027	1434077	154679	OAS C1483 I P	INFORMATION SYSTEMS SPECIAL	24	PF	24	10	7,521	180,504	95,031	275,535	1	1.00
2700016	1441643		MMN X1322 A P	HUMAN RESOURCE ANALYST 3	29	PF	21	3	7,490	157,291	82,963	240,254	1	0.88
2700017	1441644		MMN X1321 A P	HUMAN RESOURCE ANALYST 2	26	PF	21	3	6,469	135,849	76,725	212,574	1	0.88
2700018	1441645		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
2700020	1441647		OAS C1485 I P	INFORMATION SYSTEMS SPECIAL	28	PF	0	3	6,610	0	0	0	0	0.00
2700023	1441650		OAS C0866 A P	PUBLIC AFFAIRS SPECIALIST 3	31	PF	21	3	7,562	158,801	83,402	242,203	1	0.88
2700024	1441651		OAS C0866 A P	PUBLIC AFFAIRS SPECIALIST 3	31	PF	21	3	7,562	158,801	83,402	242,203	1	0.88
2700025	1441652		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
2700026	1441653		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
2700027	1441654		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
2700028	1441655		MMN X0856 A P	PROJECT MANAGER 3	32	PF	21	3	8,658	181,819	90,098	271,917	1	0.88
2700029	1441656		OAS C0436 A P	PROCUREMENT & CONTRACT SPE	23	PF	21	3	5,169	108,549	68,785	177,334	1	0.88
2700030	1441657		OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	LF	0	5	7,562	0	0	0	0	0.00
2700030	1441657		OAS C0435 A P	PROCUREMENT AND CONTRACT A	19	LF	24	5	4,715	113,160	75,441	188,601	1	1.00

2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**

Agency Request Budget **Package Number: 508**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700030	1441657		OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	LF	0	5	7,562	0	0	0	0	0.00
				General Funds						**2,120,754**	**1,116,566**	**3,237,321**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**926,698**	**511,425**	**1,438,123**		
				Federal Funds						**213,854**	**118,022**	**331,872**		
				Total Funds						**3,261,306**	**1,746,013**	**5,007,316**	**20**	**18.80**

2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**

Agency Request Budget **Package Number: 509**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2018	1434068	154667	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	3	6,866	0	0	0	0	0.00
2700019	1441646		OAS C1486 I P	INFORMATION SYSTEMS SPECIAL	29	PF	21	3	7,070	148,471	80,399	228,870	1	0.88
2700019	1441646		OAS C1486 I P	INFORMATION SYSTEMS SPECIAL	29	PF	0	3	7,070	0	0	0	0	0.00
2700020	1441647		OAS C1485 I P	INFORMATION SYSTEMS SPECIAL	28	PF	21	3	6,610	138,810	77,587	216,397	1	0.88
2700020	1441647		OAS C1485 I P	INFORMATION SYSTEMS SPECIAL	28	PF	0	3	6,610	0	0	0	0	0.00
2700021	1441648		OAS C1485 I P	INFORMATION SYSTEMS SPECIAL	28	PF	21	3	6,610	138,810	77,587	216,397	1	0.88
2700021	1441648		OAS C1485 I P	INFORMATION SYSTEMS SPECIAL	28	PF	0	3	6,610	0	0	0	0	0.00
2700022	1441649		OAS C1484 I P	INFORMATION SYSTEMS SPECIAL	25	PF	0	3	5,917	0	0	0	0	0.00
2700022	1441649		OAS C1484 I P	INFORMATION SYSTEMS SPECIAL	25	PF	21	6	6,793	142,653	78,705	221,358	1	0.88
2700022	1441649		OAS C1484 I P	INFORMATION SYSTEMS SPECIAL	25	PF	0	3	5,917	0	0	0	0	0.00
				General Funds						**335,845**	**186,995**	**522,840**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**189,230**	**103,417**	**292,649**		
				Federal Funds						**43,669**	**23,866**	**67,535**		
				Total Funds						**568,744**	**314,278**	**883,024**	**4**	**3.52**

2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**

Agency Request Budget **Package Number: 529**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700010	1441637		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	21	3	8,658	181,818	90,098	271,916	1	0.88
2700011	1441638		MMS X7084 A P	BUSINESS OPERATIONS MANAGEI	33X	PF	21	3	8,658	181,818	90,098	271,916	1	0.88
2700012	1441639		MMN X0863 A P	PROGRAM ANALYST 4	31	PF	21	3	8,254	173,334	87,629	260,963	1	0.88
2700013	1441640		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
2700014	1441641		OAS C5248 A P	COMPLIANCE SPECIALIST 3	29	PF	21	3	6,866	144,186	79,151	223,337	1	0.88
2700015	1441642		OAS C1003 A P	LOAN SPECIALIST 3	30	PF	0	3	7,206	0	0	0	0	0.00
2700015	1441642		OAS C1002 A P	LOAN SPECIALIST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**943,446**	**497,692**	**1,441,138**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**943,446**	**497,692**	**1,441,138**	**6**	**5.28**