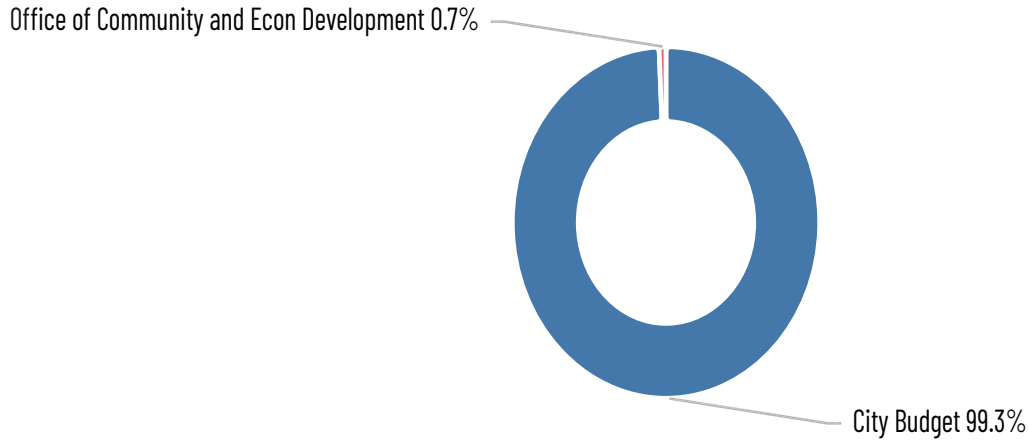




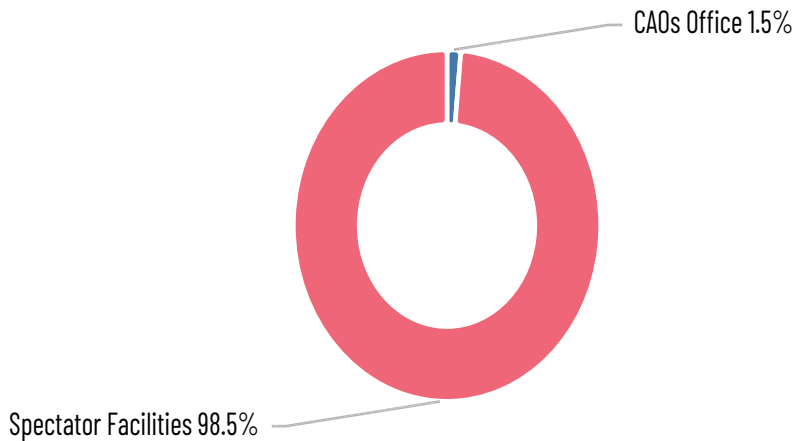
# Office of the Community and Economic Development DCA

Donnie Oliveira, DCA - Community & Economic Development

**Percent of City Budget Graph**



**Bureau Programs**



**bureau overview**

Requirements	Revised FY 2024-25	Requested Total 2025-26	Change from Prior Year	Percent Change
Operating	\$92,590,910	\$60,910,169	\$(31,680,741)	(34)%
Capital				
<b>Total</b>	<b>\$92,590,910</b>	<b>\$60,910,169</b>	<b>\$(31,680,741)</b>	<b>(34)%</b>
Authorized Positions	9.00	5.00	(4.00)	(44.44)%

## Spectator Venues & Visitor Activities Program

### Program Description & Goals

The Spectator Venues and Visitor Activities Program oversees City-owned spectator and performing arts venues including the Veterans Memorial Coliseum (VMC), Providence Park, the Portland’s Centers for the Performing Arts (P’5), and the Rose Quarter Plaza and Parking Garages. Program staff are also the primary liaisons to travel, tourism, sports and visitor development efforts. The program oversees the Spectator Venues & Visitor Activities Fund (SVVAF), which is a self-sustaining enterprise fund that accounts for resources and requirements for program activities. The SVVAF is responsible for City-obligated expenses at the facilities and debt service payments on certain obligations.

The program is responsible for managing a City-owned portfolio of venues valued at over \$500 million, while also cultivating effective and mutually beneficial professional relationships with the venue operators. Overseeing the contractual agreements with the operators is a key function of the program. Key program activities encompass facility operations, maintenance, repair, and capital improvements, as well as financial planning, contract administration, and coordination of special projects. The program also serves as a liaison among City bureaus, other governmental agencies, and private parties including a broad range of organizations engaged in travel, tourism, and visitor development activities.

Historically, the program has relied on the Rose Quarter venues (including the privately-owned Moda Center, on land leased from the City) for much of the revenues required for expenditures. The program maintains a minimum operating reserve—enough to meet annual expense obligations in the event of an event that would result in an unforeseen closure of the facilities for 12 months. During the prolonged COVID-19 related closure, the program relied on these reserves. Strong financial performance at the Rose Quarter in the years prior to the pandemic increased reserves and allowed strategic investments to be made in several capital projects at the venues to better serve the community and improve their long-term viability. As a result of strong financial outcomes in both FY 2021-22 and FY 2022-23, the operating reserves were replenished beyond pre-pandemic levels.

The program’s goals encompass four key objectives: 1) supporting the successful operations of the venues, 2) meeting all program expense obligations while safeguarding the General Fund, 3) providing resources for activities and investments that enhance the condition and viability of the venues, 4) supporting the growth of the sports, travel, and tourism industry in Portland.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Percentage of minimum Spectator Venue & Visitor Activities Fund operating reserved maintained	100.00%	100.00%	100.00%	100.00%	100.00%
Percentage of professional services consultant contracts awarded to Oregon certified COBID firms	67.00%	56.00%	50.00%	40.00%	40.00%

# Office of the Community and Economic Development DCA

Community & Economic Development Service Area

## Equity Impacts

By hosting an array of events such as professional and amateur sports, concerts, conferences, exhibitions, meetings, religious gatherings, reunions, and non-profit community events, the venues cater to a wide and diverse audience of Portland residents and visitors. The venues also play a crucial role in the city's economy, creating hundreds of direct jobs and supporting numerous additional jobs through the direct and indirect spending associated with event production and attendance.

The program is responsible for implementation of the City's ADA Title II Transition Plan at the venues. The program maintains a database of the 1,190 potential barriers identified at the program's facilities and is working with the operators on implementation of the Council approved 20-year mitigation workplans for each building. As of June 30, 2024, 388, or 33% of the inventoried barriers, have been addressed. The renovations underway during FY 24-25 and 25-26 will address several hundred identified potential barriers at the VMC. Note that Portland's Centers for the Arts facilities inventoried barriers are not included in these numbers, as those are now administered by the City's Office of Arts and Culture.

## Changes to Program

Major program projects include a completing the major renovation project at the VMC, which is expected to be reach substantial completion in FY2025-26. The other major change to the program in FY2024-25 was the execution of a lease extension on Moda Center with the Portland Trail Blazers and Rip City Management. The new agreements transferred ownership of Moda Center to the City, established a City commitment to match certain investments into the arena, had the City acquire a parcel of privately owned land, and secures the team's commitment to play at the Rose Quarter through the 2029-30 NBA season.

Effective July 1, 2024, the bulk of the program was integrated into the Community and Economic Development service area under the new City organization structure, marking a departure from its previous placement within the External Partnerships and Programs Work Group at the Office of the Chief Administrative Officer (CAO). Oversight of the Portland's Centers for the Arts facilities and the relationship with the Metropolitan Exposition and Recreation Commission was transferred to the City's new Office of Arts and Culture in the Vibrant Communities Service Area. The updated arrangement continues the sharing of resources of the Financial Analyst and Program manager to the Enhanced Service District (ESD) Coordination, while discontinuing this practice with the City Arts Program. For FY 2024-25, the Enhanced Service District Coordinator position is housed within the program, bringing the current staff level to 4.0 FTE. The coordinator will continue servicing the City's ESDs, but will apply all related expenses to the Community & Economic Development- Deputy City Administrator's Office budget. In FY2025-26, the ESD Coordinator is anticipated to move into the Portland Solutions Team under the Assistant City Administrator.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	415,200	496,103	634,287	677,743	677,743
External Materials and Services	2,871,710	5,637,057	8,213,100	7,895,890	7,895,890
Internal Materials and Services	572,654	544,031	664,200	654,571	654,571

Program Budget

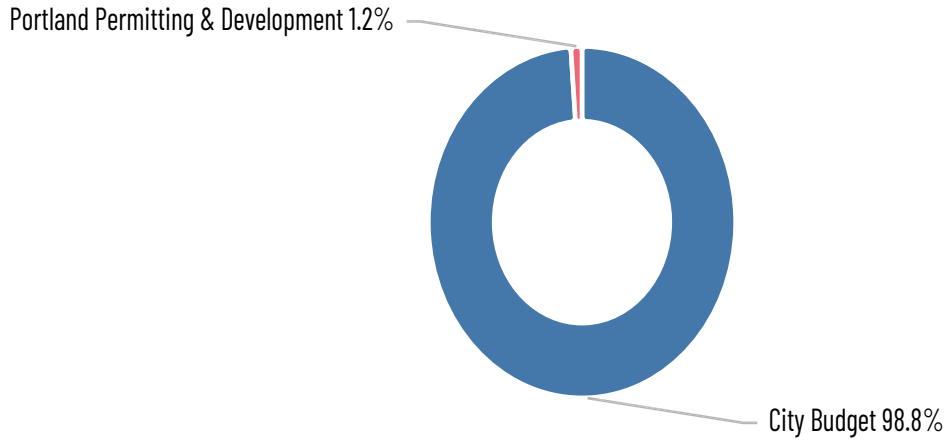
	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
Capital Outlay	985,685	1,855,651	34,728,112	35,054,000	35,054,000
<b>Bureau Expenditures Total</b>	4,845,249	8,532,842	44,239,699	44,282,204	44,282,204
<b>Fund Expenditures</b>					
Debt Service	2,679,493	3,908,321	3,262,700	3,261,825	3,261,825
Contingency	0	0	41,078,982	12,466,966	12,466,966
Fund Transfers - Expense	171,544	219,522	244,186	246,895	246,895
<b>Fund Expenditures Total</b>	2,851,037	4,127,843	44,585,868	15,975,686	15,975,686
<b>Requirements Total</b>	<b>7,696,286</b>	<b>12,660,685</b>	<b>88,825,567</b>	<b>60,257,890</b>	<b>60,257,890</b>
<hr/>					
<b>FTE</b>	3.00	4.00	3.00	3.00	3.00

## Portland Permitting and Development

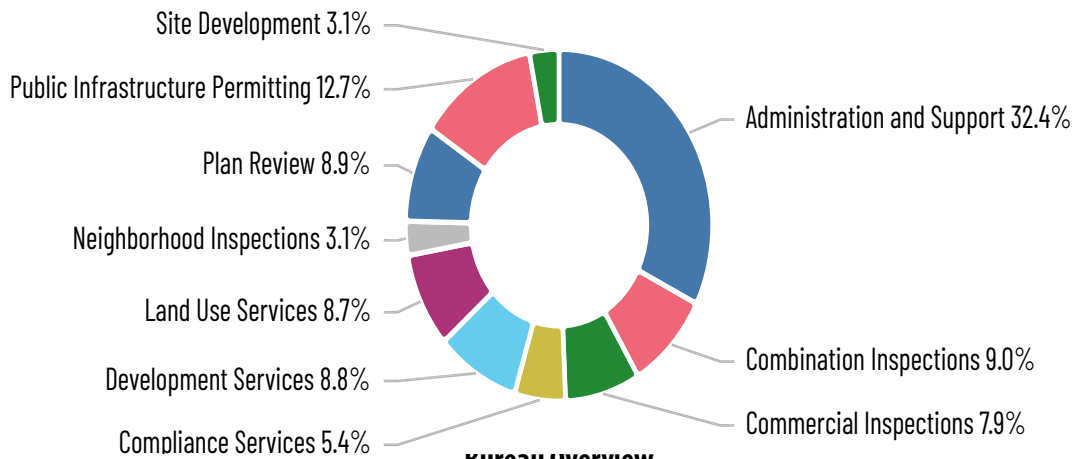
Donnie Oliveira, DCA - Community & Economic Development

David Kuhnhausen, Interim Director

**Percent of City Budget Graph**



**Bureau Programs**



**bureau overview**

Requirements	Revised FY 2024-25	Requested Total 2025-26	Change from Prior Year	Percent Change
Operating	\$103,293,093	\$97,418,852	\$(5,874,241)	(6)%
Capital				
<b>Total</b>	<b>\$103,293,093</b>	<b>\$97,418,852</b>	<b>\$(5,874,241)</b>	<b>(6)%</b>
Authorized Positions	344.90	334.90	(10.00)	(2.90)%

## Administration & Support

### Program Description & Goals

The Administration & Support Program provides overall direction to the bureau to meet program objectives. The program supports the Citywide goal to protect and enhance the natural and built environment by delivering services that support the work of other bureau programs.

The Office of the Director helps PP&D achieve its overall mission and goals by setting the bureau's strategic direction, driving implementation of PP&D's Racial Equity Plan, and providing effective communication tools and strategies.

Operations & Administration provides administrative and infrastructure services to the rest of the bureau, supporting PP&D's operational programs as they administer State building codes and local City Code, providing direct services to customers and the community.

The PP&D Digital Services Division is responsible for the training, improvement, maintenance, and refinement of the bureau's technology infrastructure which includes multiple technology programs that ensure PP&D, and partner bureaus, can perform their core functions in an increasingly online business environment.

Included within this program's budget are:

- ◆ The Office of the Director, which includes the Deputy Director, Building Code Appeals, and Special Projects
- ◆ The Budget & Finance Section, which includes accounting, budgeting, financial planning, human resources, payroll, and timekeeping
- ◆ The Operations & Administration Division, which includes, Code and Policy Development, Communications Team, Facilities & Fleet, Public Records Coordination, Performance Analytics & Continuous Improvement, Safety and Emergency Management, Technology Success, and Training and Workforce Development
- ◆ The Hiring, Equity and Policy Development Division
- ◆ The Digital Services Division, which includes AMANDA Support & Development, Development HUB PDX, Digital Business Services, Electronic Plan Review, GIS, Inspection Solutions

### Equity Impacts

While the Equity and Policy Development section resides within the Administration and Support program, division managers lead the development and implementation of their divisional Racial Equity Implementation Plan (REIP) and strategies. The collective of each divisional plan establishes the bureau-wide Racial Equity Plan (REP) launched in 2023. The plan is iterative, flexible, and responsive to community needs, city transitions and bureau goals.

# Portland Permitting and Development

Community & Economic Development Service Area

The bureau director is accountable to the adoption and ongoing review and progress of each REIP. They will also provide racial equity plan updates to the bureau, city leadership and the community. The Equity and Policy Development team will provide ongoing support, coaching, and feedback to the bureau. The Equity and Policy Development team will also act as liaison to the Office of Equity and Human Rights and Community and Economic Development service area stakeholders.

PP&D is tasked with administering State building codes and City regulations related to development, and primarily responds to requests for service and information from customers and community members. The bureau has taken specific steps to promote equity in its recruitment and hiring decisions, contracting, and community outreach and education. PP&D is also working to put metrics in place to better track progress and determine the success of these efforts.

Through equity training of PP&D administration and support staff, increased awareness of the challenges faced by those in underserved communities, and customer service training, the PP&D administration and support culture is becoming more equipped to address the needs of customers who are Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities.

## Changes to Program

All PP&D programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and FY 2024-25 and the bureau is expecting low project activity to continue in FY 2025-26. PP&D will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last into FY 2026-27. PP&D implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves as well as a hiring freeze to reduce personnel expenditures through natural attrition. The bureau will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	8,997,696	9,501,324	9,276,406	7,755,471	8,180,471
External Materials and Services	3,304,303	3,099,758	3,745,075	3,091,519	3,091,519
Internal Materials and Services	13,874,527	14,324,693	16,787,045	16,124,887	16,124,887
<b>Bureau Expenditures Total</b>	<b>26,176,526</b>	<b>26,925,776</b>	<b>29,808,526</b>	<b>26,971,877</b>	<b>27,396,877</b>
<b>Fund Expenditures</b>					
Debt Service	1,623,446	1,688,360	1,755,935	1,826,173	1,826,173
Contingency	0	0	6,575,547	5,976,636	5,976,636
Fund Transfers - Expense	3,423,434	3,828,673	4,328,072	4,191,047	4,191,047



**Program Budget**

	<b>Actuals FY 2022-23</b>	<b>Actuals FY2023-24</b>	<b>Revised FY 2024-25</b>	<b>Requested No DP 2025-26</b>	<b>Requested Total 2025-26</b>
<b>Fund Expenditures Total</b>	5,046,880	5,517,033	12,659,554	11,993,856	11,993,856
<b>Requirements Total</b>	<b>31,223,406</b>	<b>32,442,809</b>	<b>42,468,080</b>	<b>38,965,733</b>	<b>39,390,733</b>
<hr/>					
<b>FTE</b>	65.05	44.40	44.40	38.40	40.40

## Combination Inspections

### Program Description & Goals

The Combination Inspections Program (referred to as “Residential Inspections” on the PP&D organizational chart) ensures that new and remodeled one- and two-family residences meet building safety codes and requirements. In this program, the goal is for all inspectors to obtain State of Oregon certification in all four specialties: structural, mechanical, plumbing, and electrical. This approach saves contractors and homeowners time and money in scheduling inspections and allows the City to perform more inspections with fewer staff. Cost savings have been realized through this program, and other jurisdictions have recognized the quality of Portland’s training program and are using it as a model.

The Combination Inspections Program includes the Field Issuance Remodel subprogram. This subprogram is administered by Senior Structural Combination Inspectors that perform permit intake, plan review, as well as inspection services for participating general contractors and architects. Combination Inspections supports the Citywide goal to protect and enhance the natural and built environment and to protect the life and safety of Portland residents.

The Combination Inspections Program is one of several PP&D programs that helps fulfill the bureau’s obligation to administer the State building code program. The services provided under Combination Inspections ensure compliance with the State’s structural, mechanical, plumbing, and electrical codes, as well as various City Code titles. This program promotes community health and safety by helping to ensure that residential structures and other installations meet all applicable code standards.

Combination Inspections’ Key Performance Measure is the number of inspections completed per day per inspector. PP&D also tracks the number of inspection trips reduced using inspectors who are certified in multiple disciplines; a single inspector may be able to inspect in up to four disciplines. Making progress in these areas contribute to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs. Finally, the bureau tracks the overall number of residential inspections performed.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Number of inspection trips reduced due to multi-certified inspectors	14,404	14,577	13,900	16,200	16,200
Number of residential inspections per day, per inspector	23.04	25.25	23.49	27.50	28.00
Number of Residential Inspections	94,493	94,754	93,710	92,660	93,000

### Equity Impacts

Combination Inspections is tasked with administering State building codes and City regulations related to commercial development. These services are generally provided citywide as requested by customers. PP&D has been providing equity training and customer service training to the staff in the Combination Inspections Program, as well as recruiting, promoting, and hiring a more diverse workforce to better reflect the demographics of the community. Through equity training of PP&D inspections staff, increased awareness of the challenges faced by those in underserved communities, and customer service training, the PP&D inspections culture is becoming more equipped to address the needs of customers who are Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities.

Combination Inspections is also partnering with the Empowered Communities Program with a focus on reaching equitable outcomes for the previously mentioned communities. More information on the Empowered Communities Program is included in the Development Services Program.

## Changes to Program

All PP&D programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and FY 2024-25 and the bureau is expecting low project activity to continue in FY 2025-26. PP&D will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last into FY 2026-27. PP&D implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves as well as a hiring freeze to reduce personnel expenditures through natural attrition. The bureau will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	8,237,757	8,144,332	7,466,654	6,706,980	6,706,980
External Materials and Services	402,241	316,637	372,360	376,873	376,873
Internal Materials and Services	367,964	317,432	782,059	559,739	559,739
<b>Bureau Expenditures Total</b>	<b>9,007,962</b>	<b>8,778,402</b>	<b>8,621,073</b>	<b>7,643,592</b>	<b>7,643,592</b>
<b>Requirements Total</b>	<b>9,007,962</b>	<b>8,778,402</b>	<b>8,621,073</b>	<b>7,643,592</b>	<b>7,643,592</b>
<b>FTE</b>	63.22	43.27	43.27	36.77	36.77

## Commercial Inspections

### Program Description & Goals

The Commercial Inspections Program performs state-mandated construction inspections (structural, electrical, plumbing, and mechanical) on industrial, commercial, and multi-family construction projects in Portland and the urban services area of Multnomah County. The program also provides plan review services for commercial plumbing and electrical permits, and a full range of permitting and inspections services in the Facility Permit Program (FPP).

Commercial Inspections supports the Citywide goal to protect and enhance the natural and built environment. The Program also works together with both Portland Fire & Rescue and the Multnomah County Health Division to provide a safe and healthy work and living environment for Portland residents.

The Commercial Inspections Program is one of several PP&D programs that helps fulfill the bureau’s obligation to administer the State building code program. The services provided under Commercial Inspections ensure compliance with the State’s structural, mechanical, plumbing, and electrical codes, as well as the City’s Sign, Zoning, and Site Development codes. This program promotes community health and safety by helping to ensure that commercial buildings, multi-family residential structures, and other commercial installations meet all applicable code standards.

Commercial Inspections’ Key Performance Measure is the number of inspections completed per inspector per day. Another important performance measure is the percentage of inspections made within 24 hours of request. Making progress in these areas contribute to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs. Finally, the bureau tracks the overall number of commercial inspections performed.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Percentage of commercial inspections made within 24 hours of request	96%	95%	96%	95%	95%
Number of commercial inspections per day, per inspector	12.50	13.30	13.00	13.00	13.00
Number of Commercial Inspections	46,289	44,605	46,246	39,140	39,140

### Equity Impacts

Commercial Inspections is tasked with administering State building codes and City regulations related to commercial development. These services are generally provided citywide as requested by customers. Through equity training of PP&D inspections staff, increased awareness of the challenges faced by those in underserved communities, and customer service training, the PP&D inspections culture is becoming more equipped to address the needs of customers who are Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities.

Commercial Inspections is also partnering with the Empowered Communities Program with a focus on reaching equitable outcomes for the previously mentioned communities. More information on the Empowered Communities Program is included in the Development Services Program.

## Changes to Program

All PP&D programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and FY 2024-25 and the bureau is expecting low project activity to continue in FY 2025-26. PP&D will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last into FY 2026-27. PP&D implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves as well as a hiring freeze to reduce personnel expenditures through natural attrition. The bureau will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

## Program Budget

	<b>Actuals FY 2022-23</b>	<b>Actuals FY2023-24</b>	<b>Revised FY 2024-25</b>	<b>Requested No DP 2025-26</b>	<b>Requested Total 2025-26</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	6,602,014	6,333,966	5,656,720	6,019,703	6,019,703
External Materials and Services	479,539	281,725	510,242	399,459	399,459
Internal Materials and Services	402,431	357,227	230,601	295,959	295,959
Capital Outlay	(7)	0	0	0	0
<b>Bureau Expenditures Total</b>	<b>7,483,978</b>	<b>6,972,917</b>	<b>6,397,563</b>	<b>6,715,121</b>	<b>6,715,121</b>
<b>Requirements Total</b>	<b>7,483,978</b>	<b>6,972,917</b>	<b>6,397,563</b>	<b>6,715,121</b>	<b>6,715,121</b>
<hr/>					
<b>FTE</b>	51.59	33.05	33.05	33.53	33.53

## Compliance Services

### Program Description & Goals

The Property Compliance Division comprises both the bureau’s Compliance Services and Neighborhood Inspections programs. The combined division includes Zoning Compliance, Landlord Education, Work without Permit Violations, Dangerous Buildings, Signs & A-Boards, Nuisance, Noise Code Enforcement, Liquor Licensing, Cannabis Licensing, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, and Chapter 13-Systematic Inspections (Chapter 13 buildings are apartment buildings that were built prior to the 1972 building code, and thus don’t comply with modern safety requirements, necessitating recurring inspections to ensure measures are in place to ensure tenant safety). However, for budgeting purposes, Compliance Services is shown as a separate program.

The Compliance Services Program is composed of the Zoning and Construction Code compliance workgroups whose work supports the Citywide goal to protect and enhance the natural and built environment. These workgroups respond to complaints, investigate potential violations and work with property owners, businesses, and tenants to resolve compliance issues at the lowest level possible.

Each year, Compliance Services responds to approximately 8,000 inquiries regarding zoning, construction, and other code violations. Compliance Services’ work is vital in ensuring safe, healthy structures and places for Portlanders to live, work, and play.

The workload measures PP&D tracks for Compliance Services are the number of properties assessed code enforcement fees, and the total number of zoning code activities (violation cases, inspections, and letters).

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Number of construction code violation cases	78	89	95	144	144
Number of enforcement cases prepared and presented to Code Hearings Officer (All case types: Zoning, EDPEP, Housing, Nuisance)	4	8	4	10	10
Number of home occupation permits issued (excluding Type A ASTR permits)	320	1,075	75	68	80
Number of properties assessed code enforcement fees	181	329	195	156	180
Number of zoning code violation statistics (cases, inspections, and letters)	4,093	5,756	3,000	2,596	3,153

### Equity Impacts

Compliance Services is tasked with administering City regulations regarding zoning, nuisance and code violations and responding to requests for information. These services are provided as requested by community members. Compliance services staff are on the front lines in dealing with issues related to inequity and how underserved communities and communities of color are impacted by longstanding institutionalized racism, oppression, and inequity.

The Compliance Services Program is reliant on fees and charges for service to cover operating cost. This can often have negative impacts for owner-occupied property owners, especially the elderly, disabled, and people of color who most often have code violations and are experiencing barriers to achieve compliance due to poverty and other limitations. Compliance Services staff continue to review older cases to mitigate negative impacts and remove barriers.

In addition, over the past 3 years, Compliance Services amended their Lien Reduction Administrative Rule, and SOP, and revised enforcement waivers available for property owners. The focus of this body of work was to find equitable ways, through policy changes, to reduce liens and provide additional time for property owners working to bring their properties into compliance.

Finally, Compliance Services continues to partner with the Empowered Communities Program with a focus on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. More information on the Empowered Communities Program is included in the Development Services Program.

## Changes to Program

All PP&D programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and FY 2024-25 and the bureau is expecting low project activity to continue in FY 2025-26. PP&D will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last into FY 2026-27. PP&D implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves as well as a hiring freeze to reduce personnel expenditures through natural attrition. The bureau will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	2,367,864	3,995,850	3,853,288	4,150,667	4,150,667
External Materials and Services	203,579	218,681	234,239	256,968	256,968
Internal Materials and Services	76,274	247,821	165,389	129,203	129,203
<b>Bureau Expenditures Total</b>	<b>2,647,718</b>	<b>4,462,352</b>	<b>4,252,916</b>	<b>4,536,838</b>	<b>4,536,838</b>
<b>Fund Expenditures</b>					
Contingency	0	0	858,947	682,540	682,540
Fund Transfers - Expense	0	69,062	86,262	80,119	80,119
<b>Fund Expenditures Total</b>	<b>0</b>	<b>69,062</b>	<b>945,209</b>	<b>762,659</b>	<b>762,659</b>
<b>Requirements Total</b>	<b>2,647,718</b>	<b>4,531,414</b>	<b>5,198,125</b>	<b>5,299,497</b>	<b>5,299,497</b>
<hr/>					
<b>FTE</b>	19.58	26.07	26.54	26.49	26.49

## Development Services

### Program Description & Goals

The Development Services Program (referred to as “Permitting Services” on the PP&D organizational chart) manages the flow of the public permitting process, from early assistance to permit issuance to maintaining the records for completed projects. Front Desk staff answer the main PP&D phone line, answer customer questions, and route calls throughout the bureau. Trade Permit staff review and issue plumbing, electrical, mechanical, and sign permits. Permitting Services staff perform intake of building permit applications, and assign reviewers, track reviews, and issue permits. Process Managers guide customers with large, complex, and/or politically sensitive projects through the permitting process; higher-level assistance for complex projects can be provided through the Major Projects Group.

The Development Services Program is one of several PP&D programs that helps fulfill the bureau’s obligation to administer the Oregon State Building Code programs. The services provided under Development Services ensure compliance with the State’s structural, mechanical, plumbing, and electrical codes, as well as various City codes. This program promotes community health and safety by helping to ensure that structures and other installations meet all applicable code standards.

Development Services’ Key Performance Measure is the percentage of pre-issuance checks completed within two working days of the last review approval. The bureau also tracks the total number of building permits issued (commercial and residential).

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Percentage of building permits issued on same day as completed application	21%	25%	30%	25%	25%
Percentage of pre-issuance checks completed within two working days of last review approval	51%	60%	70%	55%	75%
Number of electrical permits	15,502	15,903	14,664	16,380	16,400
Number of issued commercial building permits	2,130	1,877	1,844	1,998	2,000
Number of issued residential building permits	5,126	4,827	5,028	5,870	5,870
Number of mechanical permits	11,546	10,910	10,526	11,850	11,850
Number of plumbing permits	8,503	8,070	7,742	7,596	7,600
Number of sign permits	363	390	411	406	815
Total number of issued commercial and residential building permits	7,256	6,704	6,872	7,868	7,870

### Equity Impacts

Development Services is tasked with administering State building codes and City regulations related to development. In addition, Development Services staff manage the flow of projects through the system, from permit intake and set up, to addressing, to charging the appropriate fees for service and issuing permits after all reviews have been approved. These services are provided citywide as requested by customers. Through the bureau’s equity focused initiatives including customer service training, Development Services staff are gaining increased awareness of the challenges faced by those in underserved communities.



Additionally, Development Services contains the Empowered Communities Program which focuses on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. The Empowered Communities Program includes:

- ◆ The Small Business Empowerment Program assists historically marginalized business owners including Black, Indigenous, people of color, and those with disabilities recognized by the ADA who have experienced disproportionate barriers in the development review process.
- ◆ The Empowering Neighborhoods Program supports clients of color and those with ADA disabilities who have received an enforcement letter from the City about work that needs to be completed on their residential or commercial property to bring their property into compliance with building and zoning codes.
- ◆ The Arts Empowerment Program helps artists and arts organization access information they need to ensure all required permits related to development are obtained to construct a new building, open a new arts space, or hold temporary arts events in existing buildings. This program prioritizes assistance to black, indigenous, people of color, and persons with disabilities recognized by the ADA who have faced disproportionate barriers to permitting.

## Changes to Program

All PP&D programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and FY 2024-25 and the bureau is expecting low project activity to continue in FY 2025-26. PP&D will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last into FY 2026-27. PP&D implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves as well as a hiring freeze to reduce personnel expenditures through natural attrition. The bureau will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

Unfortunately, with the current financial situation PP&D laid off two of the four (50%) members of the Empowered Communities Program in January 2024. The Small Business Empowerment Program & Arts Empowerment Program were affected while the Empowering Neighborhood's Program is maintaining its current staffing levels. The Commercial Permitting team is now processing all Small Business Empowerment projects, and the Process Management team is processing all Arts Empowerment projects.

# Portland Permitting and Development

Community & Economic Development Service Area

The Development Services Center continues to be open for in-person services and is limited to customers who may have barriers in proceeding with the permitting process via our electronic systems. Those barriers may include limited access to regular internet, language translation needs, lack of access to computer, or other varying factors. This system is appointment based and provides time-certain meetings for customers to speak with staff and allows staff to spend more time with our customers to ensure clarity on the requirements associated with their permit submittals.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	6,865,290	6,797,086	6,103,542	6,091,931	6,091,931
External Materials and Services	102,774	70,909	71,030	94,374	94,374
Internal Materials and Services	1,273,445	1,334,454	1,218,537	1,283,847	1,283,847
<b>Bureau Expenditures Total</b>	<b>8,241,510</b>	<b>8,202,449</b>	<b>7,393,109</b>	<b>7,470,152</b>	<b>7,470,152</b>
<b>Requirements Total</b>	<b>8,241,510</b>	<b>8,202,449</b>	<b>7,393,109</b>	<b>7,470,152</b>	<b>7,470,152</b>
<hr/>					
<b>FTE</b>	65.70	40.52	40.52	37.52	37.52

## Land Use Services

### Program Description & Goals

The Land Use Services Program (LUS) is responsible for implementing the goals and policies of the City’s Comprehensive Plan, including neighborhood and community plans. This is accomplished through administration of the Portland Zoning Code (Title 33 of the City Code), which includes the City’s Land Division Code, Metro’s Functional Plan, the Oregon State Transportation Planning Rule, and Oregon State Land Use Goals. Additionally, LUS administers Title 4 Original Art Murals, Title 11 Trees, and several Administrative Rules. LUS also reviews development proposals for compliance with the Zoning Code (as part of the building permit process) and other codes and rules; provides public information regarding zoning regulations; performs discretionary reviews of development proposals (the land use review process); and supports legally mandated record-keeping and public notices. LUS supports the Citywide goal to protect and enhance the natural and built environment.

LUS’s primary responsibility is to administer the requirements of the Portland Zoning Code (Title 33), which guides and limits development in Portland to meet the goals of the City’s Comprehensive Plan. Additionally, LUS administers Title 4 Original Art Murals, Title 11 Trees, and several Administrative Rules.

LUS staff guide applicants, community members, and other governmental agencies through all phases of the development review process as they relate to zoning regulations. Zoning regulations are land use regulations and policies that implement community goals and protect community resources while guiding development. Zoning regulations affect all new construction, most alterations, commercial occupancy changes, property line changes and most site development activity, including some tree cutting and landscaping. The community can obtain information from LUS through the zoning hotline, a free 15-minute appointment, or by applying for early assistance meetings.

LUS has two Key Performance Measures; the percentage of commercial new construction reviews completed within 20 days of application intake, and the percentage of application completeness reviews completed within 14 days of application intake for Type II land use reviews. PP&D also tracks the number of land use review and final plat applications. Making progress in these areas contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Percentage of Commercial Permit (New Construction) First Review done within 20 days of application intake	47%	59%	60%	55%	95%
Percentage of Type II Land Use Reviews - Application Completeness Review done within 14 days of application intake	43%	57%	40%	60%	80%
Number of Land Use Review and Final Plat Applications	404	435	406	400	400

### Equity Impacts

LUS is tasked with administering City regulations related to zoning. These services are generally provided citywide as requested by customers. However, the neighbors of proposed development also feel the impacts of the development changes in their neighborhood and often participate in the land use review process by responding to notices mailed to their homes and businesses.

# Portland Permitting and Development

Community & Economic Development Service Area

## Changes to Program

All PP&D programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and FY 2024-25 and the bureau is expecting low project activity to continue in FY 2025-26. PP&D will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last into FY 2026-27. PP&D implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves as well as a hiring freeze to reduce personnel expenditures through natural attrition. The bureau will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	7,595,673	7,566,020	6,635,369	6,994,135	6,994,135
External Materials and Services	262,234	213,890	232,150	176,016	176,016
Internal Materials and Services	331,005	311,895	210,233	221,958	221,958
<b>Bureau Expenditures Total</b>	<b>8,188,912</b>	<b>8,091,804</b>	<b>7,077,752</b>	<b>7,392,109</b>	<b>7,392,109</b>
<b>Requirements Total</b>	<b>8,188,912</b>	<b>8,091,804</b>	<b>7,077,752</b>	<b>7,392,109</b>	<b>7,392,109</b>
<hr/>					
<b>FTE</b>	56.80	38.90	38.90	38.90	38.90

## Neighborhood Inspections

### Program Description & Goals

The Property Compliance Division comprises both the bureau’s Compliance Services and Neighborhood Inspections programs. The combined division includes Zoning Compliance, Work without Permit Violations, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, and Chapter 13-Systematic Inspections (specifically for apartment buildings built or remodeled prior to the 1972 building code, and thus don’t comply with modern safety requirements, necessitating recurring inspections to ensure measures are in place to ensure tenant safety). However, for budgeting purposes, Neighborhood Inspections is shown as a separate program.

The Neighborhood Inspections Program supports the Citywide goal to protect and enhance the natural and built environment and to maintain and improve neighborhood livability. By enforcing minimum standards for residential structures and exterior maintenance requirements on non-residential properties, including outdoor areas for nuisance conditions and adjacent rights-of-way, the Neighborhood Inspections Program prevents the deterioration of existing housing, and supports neighborhood livability and protects the health, safety, and welfare of Portland residents.

The Neighborhood Inspections Program enforces the City’s Property Maintenance Regulations, which cover the maintenance of residential dwellings, accessory structures, and the land they occupy. More than just formal enforcement, program staff provide education and referrals to assist property owners toward the goal of better housing, and to ensure tenants have access to safe and healthy housing. It is important to note that while primary efforts are toward public health and safety, the protection and repair of properties directly contributes to neighborhood livability.

Neighborhood Inspections’ Key Performance Measure, the number of housing units brought up to code (including Enhanced Rental Inspection Pilot Program), fluctuates from year-to-year. The bureau also tracks the number of nuisance properties cleaned up.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Number of code enforcement lien reduction requests	265	144	300	200	200
Number of housing intakes	1,561	1,693	1,190	1,504	1,504
Number of nuisance intakes	2,764	2,370	2,755	3,720	3,720
Number of code enforcement lien reductions granted	199	110	240	108	150
Number of housing and derelict buildings inspections	2,228	2,394	2,185	1,556	2,600
Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in FY 2010-11)	691	843	543	688	690
Number of housing units inspected (includes enhanced inspection pilot beginning in FY 2010-11)	1,818	1,856	2,000	1,268	1,268
Number of nuisance inspections	4,859	4,905	4,465	5,204	5,210
Number of properties cleaned up	2,536	1,749	1,585	1,672	2,000

## Equity Impacts

Neighborhood Inspections is tasked with administering the City's Property Maintenance Regulations and responding to requests for information. These services are provided as requested for the benefit of all Portland residents. Neighborhood Inspections implements two programs which often benefit lower-income and/or underrepresented populations:

- ◆ The Extremely Distressed Properties Enforcement Program (EDPEP) targets properties with chronic nuisance and extreme housing conditions. These properties often pose public health and safety hazards and encourage criminal activity such as trespass, vandalism, graffiti, drug activity, and prostitution. EDPEP uses the abatement, vacation, and demolition of properties as an effective tool for compliance, and proactively monitors these properties and pursues additional abatements to resolve any recurring conditions. The EDPEP program helps to relieve pressure on the Police Bureau and other City agencies. EDPEP also proactively monitors properties to ensure that conditions are maintained and pursues additional abatements to resolve any recurring conditions.
- ◆ The Enhanced Rental Inspection Program (ERIP) identifies additional rental units to be inspected when an initial rental unit inspection finds substantial violations of the City's Property Maintenance Regulations. The ability to inspect additional units in the same complex, motivates landlords to provide and maintain safe and healthy rental housing. ERIP also provides protection for vulnerable tenants who might fear retaliation or even eviction for reporting substandard housing conditions. This program helps ensure and preserve safe and healthy housing options for moderate and low-income renters throughout this community.

While the Neighborhood Inspections program receives a small amount of General Fund support, it is still reliant on fees and charges for service to cover cost. This can often have negative impacts for owner-occupied property owners, especially the elderly, disabled, and people of color who most often have code violations and are experiencing barriers to achieve compliance due to poverty and other limitations. Neighborhood Inspections staff continues to review older cases to mitigate negative impacts and remove barriers and help property owners achieve compliance.

In addition, over the past 3 years the Neighborhood Inspections program amended their Lien Reduction Administrative Rule, and SOP, revised the enforcement waivers available for property owners, created an internal new process to reduce enforcement triggers specific to owner-occupied properties and guided a new proposed policy through to approval for older work without permit violations. The focus of this body of work was to find equitable ways, through policy changes, to reduce liens and provide additional time for property owners working to bring their properties into compliance.

Neighborhood Inspections also partners with the Empowering Neighborhoods Program with a focus on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. More information on the Empowering Neighborhoods Program is included in the Development Services Program.

## Changes to Program

All PP&D programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and FY 2024-25 and the bureau is expecting low project activity to continue in FY 2025-26. PP&D will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last into FY 2026-27. PP&D implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves as well as a hiring freeze to reduce personnel expenditures through natural attrition. The bureau will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

Over the past year the Neighborhood Inspections program has faced increased demands for service, yet continues to seek equitable ways, through policy changes, or internal processes to be able to support property owners working to bring their properties into compliance.

PP&D continues to assess ongoing funding needs for the Neighborhood Inspections Program, as well as the tradeoffs and programmatic impacts of not providing additional discretionary resources to subsidize program operations. Despite receiving some General Fund support, the program is projected to operate below cost recovery and will require supplementary funding through higher fees or additional ongoing General Fund support to achieve financial and operational stability.

The Neighborhood Inspections Program will continue to realign their resources by prioritizing the needs of owner-occupied housing with critical violations, as well as expanding enforcement efforts toward rental housing violations. This will allow the program to better respond to the needs of tenants and landlords, ensuring tenants have access to healthy and safe housing, and that affordable housing units are not lost through neglect.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	2,555,014	2,487,504	2,162,782	2,195,062	2,195,062
External Materials and Services	306,456	229,905	328,805	301,644	301,644
Internal Materials and Services	211,226	204,169	211,841	160,114	160,114
<b>Bureau Expenditures Total</b>	<b>3,072,696</b>	<b>2,921,578</b>	<b>2,703,428</b>	<b>2,656,820</b>	<b>2,656,820</b>
<b>Requirements Total</b>	<b>3,072,696</b>	<b>2,921,578</b>	<b>2,703,428</b>	<b>2,656,820</b>	<b>2,656,820</b>
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<b>FTE</b>	21.81	14.34	13.91	13.82	13.82

## Plan Review

### Program Description & Goals

The Plan Review Program processes and approves building and mechanical permits for residential and commercial structures. Plans Examiners review building projects and provide general information on life safety, energy efficiency, accessibility, and related building requirements. Staff help permit applicants understand building codes and the review process to successfully obtain permits for their projects. Staff in the Engineering Plan Review Section review structural and mechanical plans to determine compliance with engineering requirements of the Oregon Structural and Mechanical Specialty Code. These reviews are required for most projects that have engineering components.

Organizationally, PP&D’s Plan Review Services Division is composed of three Plan Review sections, Site Development, and Engineering Plan Review. The Plan Review program supports the Citywide goal to protect and enhance the natural and built environment.

The Plan Review Program is one of several PP&D programs that helps fulfill the bureau’s obligation to administer the State building code program. The services provided under Plan Review ensure compliance with the State’s structural, mechanical, plumbing, and electrical codes, as well as various City codes. This program promotes community health and safety by helping to ensure that structures and other installations meet all applicable code standards.

Plan Review has two Key Performance Measures related to building plan review, which is performed mainly by staff from PP&D and a few other City bureaus. The measures are the percentage of commercial plans reviewed by all bureaus within scheduled end dates, and the percentage of residential plans reviewed by all bureaus within scheduled end dates. Making progress in these areas contribute to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Percentage of commercial plans reviewed by all bureaus within scheduled end dates	51%	54%	61%	55%	75%
Percentage of residential plans reviewed by all bureaus within scheduled end dates	51%	65%	66%	70%	85%

### Equity Impacts

Plan Review is tasked with administering State building codes and City regulations related to development. These services are generally provided citywide as requested by customers. The work of the division helps ensure permits approved for construction satisfy important health, safety, and community livability standards.

Plan Review is partnering with the Empowered Communities Program with a focus on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. More information on the Empowered Communities Program is included in the Development Services Program.



## Changes to Program

All PP&D programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and FY 2024-25 and the bureau is expecting low project activity to continue in FY 2025-26. PP&D will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last into FY 2026-27. PP&D implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves as well as a hiring freeze to reduce personnel expenditures through natural attrition. The bureau will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

Plan Review implemented customer service enhancements for commercial plan review applicants. Customers are now offered a free remote meeting with their plans examiner after the first round of review comments are issued to help clarify what is needed to resolve code issues and achieve faster permit issuance. Plan Review also completed an important element of PP&D’s Racial Equity Implementation Plan with the publication of plans for a pre-approved detached accessory dwelling unit (ADU). The pre-approved ADU plans and design details are available to permit applicants at no cost and provide a housing option that can reduce the time and resources necessary to obtain a permit.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	8,818,616	8,118,021	7,260,028	7,224,061	7,224,061
External Materials and Services	367,420	221,494	264,370	224,202	224,202
Internal Materials and Services	131,217	111,032	58,010	61,382	61,382
Capital Outlay	7	46	0	0	0
<b>Bureau Expenditures Total</b>	<b>9,317,260</b>	<b>8,450,592</b>	<b>7,582,408</b>	<b>7,509,645</b>	<b>7,509,645</b>
<b>Requirements Total</b>	<b>9,317,260</b>	<b>8,450,592</b>	<b>7,582,408</b>	<b>7,509,645</b>	<b>7,509,645</b>
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<b>FTE</b>	<b>57.25</b>	<b>38.57</b>	<b>38.57</b>	<b>36.57</b>	<b>36.57</b>

## Public Infrastructure Permitting

### Program Description & Goals

The Public Infrastructure Review Program is comprised of positions which prior to FY 2024-25 were housed in the Water Bureau, Parks Urban Forestry (UF), PBOT, and BES. These positions were combined with programs from the Bureau of Development Services (BDS) to form Portland Permitting and Development in FY 2024-25. Staff, and the work they conduct on behalf of the infrastructure bureaus, are structured within two divisions; 1. Public Infrastructure Development Review, and 2. Public Works Permitting Review.

The Public Infrastructure Review Program provides development related services including early assistance, land use review, engineering review, building permit review, stormwater facility inspection, tree regulation, public works projects and source control review, to support City development goals and ensure consistency with regulatory requirements and infrastructure system needs.

The goal is to ensure that development meets City environmental, transportation, urban forestry, and water goals, policies and city, state, and federal laws. Customer service to support applicants through the development review process is a critical component of the work of Public Infrastructure, as is ensuring that projects are adequately protective of city infrastructure, human health, and the environment.

This program provides functions on behalf of BES, PBOT, PWB, and Parks-UF which are critical to these bureau's missions and goals. The review work of this program:

- ◆ Ensures that adequate sanitary and stormwater services are available to serve proposed development and that the proposed development meets regulatory requirements on behalf of the Bureau of Environmental Services
- ◆ Provides development assistance and regulates development through setting right-of-way improvements and dedication requirements associated with private development's impact on the transportation system on behalf of the Bureau of Transportation. Land use reviews are performed to ensure system capacity is available and, in some cases, mitigated by development requirements
- ◆ Increases the amount of land covered by tree canopy to reduce the disproportionate way tree canopy is distributed, in addition to increasing the percentage of tree canopy overall on behalf of Parks-Urban Forestry
- ◆ Ensures development complies with standards for water service on behalf of the Portland Water Bureau

### Equity Impacts

Development activity occurs in every neighborhood impacting all Portlanders. This is a customer service focused program whose staff routinely attend customer service trainings, equity trainings, and seek ways to improve assistance to home and property owners impacted by inequities and who need support navigating the City's permitting and land use systems.

This program acknowledges:

- ◆ Climate impacts to the water system and urban canopy could disproportionately affect vulnerable populations and customers.
- ◆ Due to a history of inequality in tree planting, Portland’s urban forest is distributed inequitably across the city. Areas with low canopy are often in areas with high proportions of low-income residents, Black people, Indigenous people, people of color, and immigrants and refugees.
- ◆ Transportation infrastructure is significantly lacking or below standards in many low-income and BIPOC communities. The work of the development staff in this program area work to ensure development in those areas contribute to the transportation needs of these communities.

## Changes to Program

This program represents work that was previously completed across several bureaus: Water Bureau, Parks Urban Forestry, PBOT, and BES. FY 2024-25 was the first year where the functions exist under Portland Permitting and Development. This program is comprised of infrastructure development positions from four city bureau’s now within a new bureau, management and organizational structure and culture.

This program’s inclusion into the newly formed Portland Permitting & Development created the first steps of organizational change. It will require additional work and support to refine permitting processes, improve customer service, establish a new funding model as this program relies on funding from their bureau of origin, and to ensure connections to teams that are not part of the new bureau but essential to its success. Significant attrition in this area over the first year has created capacity and performance challenges that will need to be examined in the coming year.

All PP&D programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and FY 2024-25 and the bureau is expecting low project activity to continue in FY 2025-26. PP&D will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last into FY 2026-27. PP&D implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves as well as a hiring freeze to reduce personnel expenditures through natural attrition. The bureau will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	0	10,411,556	10,262,977	10,262,977
External Materials and Services	0	0	297,958	383,883	383,883
Internal Materials and Services	0	0	2,645,897	70,896	70,896

# Portland Permitting and Development

Community & Economic Development Service Area

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Bureau Expenditures Total</b>	0	0	13,355,411	10,717,756	10,717,756
<b>Requirements Total</b>	0	0	13,355,411	10,717,756	10,717,756
<hr/>					
<b>FTE</b>	0.00	0.00	58.00	58.00	58.00

## Site Development

### Program Description & Goals

The Site Development Program includes plan review for geotechnical, floodplain, grading, private street, and site preparation issues, as well as erosion control and demolition requirements on private property to reduce environmental hazards. Staff review applicable land use cases, identifying any land suitability issues and conditions. Field staff perform related inspections, including those required by the Trees and Landscaping requirements in Titles 10, 24.55, and 33 of the City of Portland Code and required erosion control measures. Organizationally, Site Development is part of PP&D’s Building Code Review Division, including three Plan Review sections and Engineering Plan Review, along with Site Inspections staff housed in the Property Compliance Division.

The Environmental Soils subprogram works with property owners who need on-site wastewater (septic) systems. The program performs plan review and inspection of new septic systems, repair or replacement of existing septic systems, and decommissioning of abandoned septic systems as the City provides access to public sanitary sewer systems. Site Development supports the Citywide goal to protect and enhance the natural and built environment.

The Site Development Program helps fulfill PP&D’s obligation to administer various City Code titles related to development sites and on-site wastewater (septic) systems. The services provided under Residential and Commercial Inspections ensure compliance with these codes to protect community health and safety.

A primary performance measure for Site Development is the number of working days from site development plan submittal to the first review. Also tracked are the number of site development plan reviews, and the number of Site Development permit inspections.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Number of site development plan reviews	5,186	4,022	4,142	3,300	3,300
Average number of working days to first review	9.93	9.78	10.00	11.00	10.00
Number of sanitation permits and evaluations issued	294	265	278	300	300
Number of site development land use case reviews	432	423	530	425	425
Number of site development permit inspections	531	990	540	800	800

### Equity Impacts

The Site Development Program is tasked with administering City regulations regarding site-related issues. These services are provided citywide as required by code and requested by customer. Through equity training of PP&D Site Development staff, increased awareness of the challenges faced by those in underserved communities, and customer service training, the PP&D Site Development culture is becoming more equipped to address the needs of customers who are Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities.

# Portland Permitting and Development

Community & Economic Development Service Area

Site Development is partnering with the Empowered Communities Program with a focus on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. More information on the Empowered Communities Program is included in the Development Services Program.

## Changes to Program

All PP&D programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and FY 2024-25 and the bureau is expecting low project activity to continue in FY 2025-26. PP&D will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last into FY 2026-27. PP&D implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves as well as a hiring freeze to reduce personnel expenditures through natural attrition. The bureau will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

The program partnered with other City Bureaus and departments to adopt the initial phase of the Floodplain Resilience Project and the associated regulatory changes to floodplain development standards required to maintain compliance with the National Flood Insurance Program.

## Program Budget

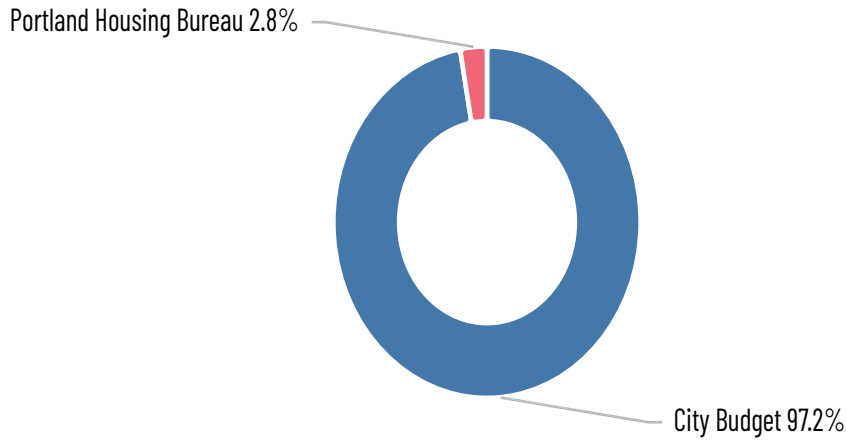
	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	2,363,117	2,522,070	2,394,962	2,528,435	2,528,435
External Materials and Services	79,231	52,098	73,650	64,747	64,747
Internal Materials and Services	55,091	49,097	27,532	30,245	30,245
<b>Bureau Expenditures Total</b>	<b>2,497,438</b>	<b>2,623,265</b>	<b>2,496,144</b>	<b>2,623,427</b>	<b>2,623,427</b>
<b>Requirements Total</b>	<b>2,497,438</b>	<b>2,623,265</b>	<b>2,496,144</b>	<b>2,623,427</b>	<b>2,623,427</b>
<hr/>					
<b>FTE</b>	14.80	12.78	12.74	12.90	12.90

# Portland Housing Bureau

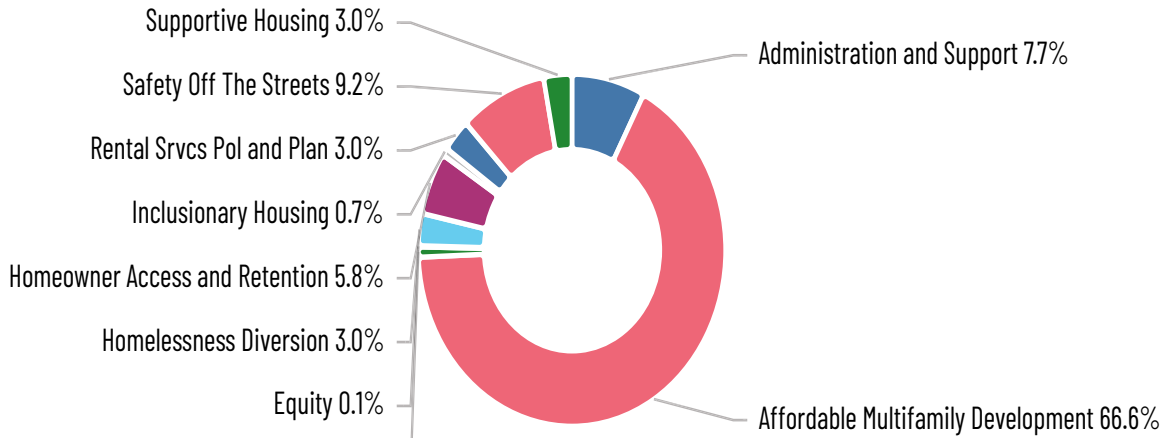
Donnie Oliveira, DCA - Community & Economic Development

Helmi Hisserich, Director

**Percent of City Budget Graph**



**Bureau Programs**



**bureau overview**

Requirements	Revised FY 2024-25	Requested Total 2025-26	Change from Prior Year	Percent Change
Operating	\$335,655,955	\$234,273,078	\$(101,382,877)	(30)%
Capital				
<b>Total</b>	<b>\$335,655,955</b>	<b>\$234,273,078</b>	<b>\$(101,382,877)</b>	<b>(30)%</b>
Authorized Positions	89.00	89.00	—	—%

## **Administration and Support**

### **Program Description & Goals**

Within the Portland Housing Bureau, a network of vital administration and support functions plays a central role in ensuring the effectiveness, transparency, and equity of housing initiatives.

- ◆ Director's Office oversees the Bureau's strategic initiatives, ensures community engagement and equity, fosters partnerships, promotes efficiency, and manages communication and community engagement, aiming for transparency and accountability.
- ◆ Business Operations encompasses Administrative Services, Finance & Accounting, Risk Analysis & Compliance, Human Resources, and Contract Support, aiming to provide efficient support for service delivery programs. Its goals include consistency in administrative functions, robust finance and compliance, equity promotion, quality human resources, and committee support. Performance objectives target customer service enhancement and administrative cost management, with year-to-year cost fluctuations primarily linked to limited predictability of affordable housing project development cycles.
- ◆ Data Analytics and Systems is pivotal in advancing affordable housing initiatives in Portland. Its objective is to drive operational improvements through research, data analysis, and data-driven insights. The team focuses on affordable housing production, homeownership, renter support, and homelessness prevention in partnership with the City/County Joint Office of Homeless Services. The team ensures data collection aligns with policy goals, evaluating projects for their potential impact and relevance to policymakers and the public.
- ◆ Housing Bureau Policy and Planning manages policy and planning activities for the Bureau, driven by the Director, Commissioner-in-Charge, and City Council. Their tasks encompass community and City plan implementation, policy frameworks, research, City code development, MOU/IGA execution, and advisory body support. While there are no specific performance measures, their goals include securing more resources for affordable housing, adopting national best practices, adapting programs for low-income households, aligning with City Council directives, and administering code and rules as directed by the City Council.



- ◆ Property Management manages nine real properties, falling into categories that include land leases for affordable housing developments, Bureau-owned properties, those under development, and those planned for future development. Three land parcels are leased for up to 99 years for affordable housing projects. The Bureau owns three rental properties, managed by an agreement with Home Forward. Two properties are actively under development, which include Carey Boulevard and the Strong Property, with expected completion dates in 2024. The Bureau also owns two properties slated for future affordable housing development, including Mt. Tabor Annex and East Burnside.

<b>Performance</b>	<b>Actuals FY 2022-23</b>	<b>Actuals FY 2023-24</b>	<b>Target FY2024-25</b>	<b>Target FY2025-26</b>	<b>Strategic Target</b>
Administrative costs as a percentage of bureau level budget	4%	5%	5%	0%	0%
Administrative costs as a rolling three-year average	3%	5%	5%	0%	0%

## Equity Impacts

The Director’s Office is pivotal in ensuring the Housing Bureau’s mission of promoting quality, affordable housing and addressing the needs of low-income Portlanders. It oversees program implementation, performance, and equity alignment. The office has made significant strides in diversity and inclusivity, with a substantial increase in staff diversity and women’s representation. The recruitment strategies put in place at Housing Bureau over the past decade have created a workforce that is 53% diverse, while the city overall is 29% diverse. The leadership team is equally divided between diverse and white employees, with 83% of the team comprising women.

Within the Business Operations team, equity is a fundamental principle governing service delivery. The Bureau actively engages MWESB (Minority, Women, Emerging Small Business) firms for various services, ensuring equity across sub-recipient contracts. The Human Resources team is committed to equitable recruitment and hiring practices, with notable improvements in staff diversity and women’s representation.

The Data Analytics and Systems team leverages data-driven insights to advance the Housing Bureau’s mission. The team prioritizes transparency and inclusivity in its procedures and analytical practices, aiming to drive operational change and promote equity through information and research.

The Policy and Planning team supports the Housing Bureau’s mission by assessing the housing market’s impact on various communities and implementing policies that address diverse housing needs, focusing on rectifying historical housing injustices. Success in this program would lead to reduced housing disparities between communities.

The Property Management team aims to enhance racial equity by expanding housing options for low-income renters in the City. It directs Bureau funding and policies to support housing access for underserved communities, particularly focusing on increasing affordable homes for low-income households, Black, Indigenous, and people of color households, as well as vulnerable populations like those with disabilities and unhoused individuals. Success is measured by the growth in available affordable housing. The property and asset management of City-owned real estate aligns with Housing Bureau policies,

# Portland Housing Bureau

Community & Economic Development Service Area

implementing screening criteria, marketing plans, and ongoing programming to promote housing access for vulnerable populations. The selection criteria prioritize culturally specific services and outreach during lease-up, involving culturally specific agencies, homeless service providers, and neighborhood-based organizations. Development partners and service providers are expected to demonstrate effectiveness in establishing culturally specific partnerships to benefit vulnerable communities.

## Changes to Program

No changes to the program.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	0	8,544,342	7,415,387	7,415,387
External Materials and Services	0	0	7,188,870	6,437,856	6,437,856
Internal Materials and Services	0	0	3,334,088	3,805,098	3,805,098
<b>Bureau Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>19,067,300</b>	<b>17,658,341</b>	<b>17,658,341</b>
<b>Fund Expenditures</b>					
Debt Service	0	0	696,236	800,512	800,512
Contingency	0	0	0	336,581	336,581
Fund Transfers - Expense	0	0	1,562,845	1,239,751	1,239,751
<b>Fund Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>2,259,081</b>	<b>2,376,844</b>	<b>2,376,844</b>
<b>Requirements Total</b>	<b>0</b>	<b>0</b>	<b>21,326,381</b>	<b>20,035,185</b>	<b>20,035,185</b>
<hr/>					
<b>FTE</b>	<b>0.00</b>	<b>40.80</b>	<b>43.04</b>	<b>43.04</b>	<b>43.04</b>

## Affordable Multifamily Development

### Program Description & Goals

The Program reflects all Housing Bureau's investments in multifamily affordable housing projects, managed by the Housing Investment and Portfolio Preservation (HIPPP) team, Housing Development and Construction Services (HDCCS) team, and the bond coordinator.

Investments, typically subordinated loans or grants, fund new construction of regulated affordable housing and the preservation/rehabilitation of existing buildings. The multifamily production team also secures additional funding from federal, state, regional, and local agencies. Sources include the following:

- ◆ Portland Housing Bonds (Measure 26-179, passed in 2016)
- ◆ Metro Housing Bond (Measure 26-199, passed in November 2018)
- ◆ Tax Increment Financing (TIF) from various Urban Renewal Areas (URAs)
- ◆ Federal funds (CDBG, HOME, HOME ARP, ARP)
- ◆ Portland Clean Energy Funds (PCEF) through interagency agreements with Planning & Sustainability
- ◆ Other interagency agreements with entities like Multnomah County and Metro
- ◆ Other Housing Bureau-controlled funds, such as the Construction Excise Tax (CET)

The multifamily production team aims to meet programmatic goals while ensuring due diligence and fiduciary responsibility. Each funding source has unique policies, requirements, and targets that may be audited by funders like HUD. Over the past three years, activities under this program have comprised \$200–230 million, about 67% of Housing Bureau's annual budget.

The Multi-Family Rental Housing Development and Financing program manages substantial investments in the city's affordable housing portfolio, ensuring units are brought online effectively. This team collaborates with Housing Bureau partners and leverages City resources to develop high-quality, long-term rent-regulated housing (up to 99 years). They also handle the restructuring and rehabilitation of prior investments. The portfolio includes around 450 properties with over 16,500 units citywide. Maintaining existing affordable housing is as vital as creating new units. The team uses city, state, and federal resources to preserve and redevelop projects, enhancing quality and extending regulatory terms.

The Multifamily Home Ownership Development and Financing program addresses homeownership affordability trends. The shortage of affordable homeownership inventory is notable in gentrifying neighborhoods like the Interstate Corridor Urban Renewal Area (ICURA). Housing Bureau focuses resources on subsidizing multifamily homeownership development. The N/NE Housing Strategy aims to create 110 new homeowners; as of November 27, 2023, 114 families have become first-time homeowners through the N/NE Preference Policy. Demand remains strong for affordable homeownership, especially for smaller townhome developments.

# Portland Housing Bureau

Community & Economic Development Service Area

Housing Development Support includes services and funding to ensure the long-term success of multifamily affordable housing with Housing Bureau partners. Managed by the multifamily production team, components include the following:

- ◆ Community Housing Development Organization (CHDO) operating assistance funded by federal HOME funds
- ◆ The HOME Consortium, partnering with Gresham and Multnomah County, allows local governments to access HOME funds
- ◆ HUD Section 108 loan repayment, lending future federal funds under certain conditions
- ◆ The Risk Mitigation Pool (RMP) to support Permanent Supportive Housing (PSH), managed by the Housing Development Center (HDC)

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Average investment per rental housing unit	\$136,000	\$140,000	\$150,000	\$0	\$0
Number of people housed in newly opened affordable rental units	856	1,400	1,000	0	0
Percentage of housing units opened or preserved in high opportunity areas	66%	65%	50%	0%	0%
Percentage utilization of minority contracts in housing construction (contract \$ awarded)	14%	17%	10%	0%	0%
Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	32%	30%	30%	0%	0%
Vacancy rate of units built 0% to 60% median family income	3%	3%	3%	0%	0%
Affordable housing units preserved	317	129	150	0	0
Housing units opened that are newly affordable	514	694	500	0	0
Rolling three-year average of total units opened and preserved	849	902	622	0	0

## Equity Impacts

The Multifamily Affordable Housing Production team supports the Housing Bureau mission of addressing the housing needs of the people of Portland through building and preserving quality, affordable housing; supporting programs that help low income Portlanders find, rent, buy, retain, and repair their homes; bringing together partners to address the city’s housing needs, applying Housing Bureau policies related to Equity in Contracting and Green Building, and identifying and supporting the funding of these housing units; and reaching out to communities of color to ensure their participation in economic opportunities that quality housing investments create.

Success means that the sustainable, high quality housing units, targeting low and very low-income clients, in high opportunity areas are being produced in a fiscally sound manner and being leased in an inclusive and equitable manner with measurable outcomes.

For this program, Housing Bureau development partners are required to report on their efforts to provide contracting opportunities to disadvantaged, minority, women, and emerging small business-service disabled veterans (DMWESB-SDV) and must comply with federal and local low-income workforce utilization goals.

Housing Bureau has a well-documented history of supporting equity and inclusion in contracting. Since its inception, the Bureau has met or exceeded the City of Portland’s goal of 20% DMWESB-SDV for construction contracts. In July of 2016, the Bureau committed to a goal of 30% DMWESB-SDV participation by the year 2021 by implementing annual 2% target increases for all multi-family funded projects. Through a concerted outreach effort, the Bureau also has supported workforce training and hiring goals.

### Changes to Program

No changes to the program.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	0	4,066,590	3,484,811	3,484,811
External Materials and Services	0	0	239,446,027	148,854,553	148,854,553
Internal Materials and Services	0	0	252,943	7,479	7,479
<b>Bureau Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>243,765,560</b>	<b>152,346,843</b>	<b>152,346,843</b>
<b>Fund Expenditures</b>					
Debt Service	0	0	801,724	806,543	806,543
Contingency	0	0	2,999,980	113,000	113,000
Fund Transfers - Expense	0	0	885,685	902,400	902,400
<b>Fund Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>4,687,389</b>	<b>1,821,943</b>	<b>1,821,943</b>
<b>Requirements Total</b>	<b>0</b>	<b>0</b>	<b>248,452,949</b>	<b>154,168,786</b>	<b>154,168,786</b>
<hr/>					
<b>FTE</b>	<b>0.00</b>	<b>21.25</b>	<b>20.27</b>	<b>20.27</b>	<b>20.27</b>

## Development Incentives

### Program Description & Goals

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

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

### Equity Impacts

The Development Incentives team supports the Housing Bureau’s mission of addressing the housing needs of the people of Portland through both encouraging and requiring the development of affordable housing and increasing access for homeownership.

The Development Incentives programming advances equity by increasing the number of housing options available to low- to moderate-income renters and homebuyers across the City through otherwise market-rate development, without competing with other bureau funding directed towards the most vulnerable residents, and by supporting publicly funded projects through exemption programs.

Success in this program would result in an increase in the number of affordable homes available to low- to moderate-income families and an increase in the number of BIPOC households accessing affordable housing opportunities through the Housing Bureau.

### Changes to Program

No changes to the program.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	906,379	968,272	1,172,664	1,088,381	1,088,381
External Materials and Services	202,494	231,958	731,129	483,996	483,996
Internal Materials and Services	11,115	11,185	14,869	20,873	20,873
<b>Bureau Expenditures Total</b>	<b>1,119,988</b>	<b>1,211,415</b>	<b>1,918,662</b>	<b>1,593,250</b>	<b>1,593,250</b>
<b>Fund Expenditures</b>					
Fund Transfers - Expense	136,845	242,115	346,742	279,399	279,399

## Program Budget

	<b>Actuals FY 2022-23</b>	<b>Actuals FY2023-24</b>	<b>Revised FY 2024-25</b>	<b>Requested No DP 2025-26</b>	<b>Requested Total 2025-26</b>
<b>Fund Expenditures Total</b>	136,845	242,115	346,742	279,399	279,399
<b>Requirements Total</b>	1,256,833	1,453,530	2,265,404	1,872,649	1,872,649
<hr/>					
<b>FTE</b>	6.00	7.00	7.00	7.00	7.00

## Economic Opportunity Initiative

### Program Description & Goals

Housing Bureau funds the Economic Opportunity Initiative (EOI), a citywide program focused on increasing income and economic self-sufficiency for very low-income residents through workforce and microenterprise development. Prosper Portland administers the microenterprise component of the program and contracts with community-based organizations to provide services. WorkSystems administers the adult and youth workforce components and contracts with community-based organizations to provide employment services. This program is part of two larger Prosper Portland initiatives explained in the Prosper Portland Program Offers “Inclusive Business Resource Network” and “Adult and Youth Workforce Development.”

The performance measures for this program are reported in the Prosper Portland budget.

### Equity Impacts

The EOI program supports the Housing Bureau’s mission of addressing the housing needs of the people of Portland by reaching out to communities of color to ensure their participation in the economic opportunities that quality housing investments create.

EOI partners include culturally specific and culturally responsive agencies who prioritize reaching participants from communities of color, immigrants and refugees, and low-income participants. Additionally, the workforce program prioritizes support to those with high barriers to employment. Success in this program would result in participants’ businesses and employment becoming stable and sustainable, providing benefits and services to the greater community.

### Changes to Program

There are no changes to the program.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	2,387,906	2,255,523	2,181,347	2,148,627	2,148,627
<b>Bureau Expenditures Total</b>	2,387,906	2,255,523	2,181,347	2,148,627	2,148,627
<b>Requirements Total</b>	2,387,906	2,255,523	2,181,347	2,148,627	2,148,627



## Equity & Engagement

### Program Description & Goals

The Housing Bureau’s Equity Council exists to strengthen equity, promote collaboration and partnership, and advance progress towards equitable outcomes in Housing Bureau’s policies, internal operations, organizational culture, and external programming.

The Equity Council aims to build capacity of all Housing Bureau staff to dismantle institutional racism and other forms of oppression, enact equity, and ensure accessibility in Bureau policies, programs, and practices.

The Equity Council works with Housing Bureau’s Equity & Inclusion Manager to advance equity in the Bureau. The Equity Council advises the Bureau Director, supports the Executive Leadership and Program Managers’ coordination of equity work, and advances equitable access and outcomes citywide. The Equity Council is made up of staff representing each of the Housing Bureau’s programs with the purpose of identifying and contracting training needs and resources, and supporting staff so that the Bureau can develop, implement, and deliver equitable services and programs to Portland residents.

### Equity Impacts

The Housing Bureau Equity Council seeks a formal budget in order to deliver its stated outcome of advancing equity through supporting Bureau staff and leadership in their equity needs and understanding.

With this program offer, Housing Bureau advances equity in institutionalizing the work and value of its Equity Council.

### Changes to Program

No changes to the program.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	169,200	232,919	183,293	183,293
External Materials and Services	0	0	60,000	60,000	60,000
<b>Bureau Expenditures Total</b>	0	169,200	292,919	243,293	243,293
<b>Requirements Total</b>	0	169,200	292,919	243,293	243,293
<hr/>					
<b>FTE</b>	1.00	1.00	1.00	1.00	1.00

## Homeowner Access and Retention

### Program Description & Goals

The Portland Housing Bureau’s Homeowner Access and Stabilization Program was established for the purpose of providing services and assistance to promote homeownership and housing retention for low-to-moderate income Portlanders. Services are administered by the Bureau’s Neighborhood Housing Program (NHP) staff of 9.0 FTE, along with partnerships with nonprofit community service providers.

The goals of the Homeowner Access and Stabilization Program include, but are not limited to, increasing the number of new homebuyers, addressing racial homeownership disparities, and providing generational wealth creation opportunities by prioritizing households and families that are displaced or at risk of displacement, and improving financial stability for residents. Housing Bureau invests in services to increase access to homeownership opportunities to support for low income, first-time homebuyers include pre-purchase education and counseling as well as down payment assistance programs.

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

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Percentage of households receiving home repairs and retaining their homes 12 months after services	85%	90%	80%	0%	0%
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	16%	10%	10%	0%	0%
Percentage of households receiving homebuyer subsidies from Communities of Color	70%	84%	60%	0%	0%
Count of households receiving homebuyer education or counselling	1,277	1,187	975	0	0
Number of households receiving home repairs	502	542	500	0	0

### Equity Impacts

The Housing Bureau Homeowner Access & Stabilization Program supports the bureau’s mission of addressing the unmet housing needs of Portlanders by partnering with local nonprofit organizations to provide pre- and post- homeownership counseling and education, provide services such as foreclosure prevention counseling, retention case management, and by investing resources to support low-income, first-time homebuyers with down payment assistance. Home repair programs such as the home repair grant, home repair loan, and lead hazard control program, preserve quality housing and support homeowner housing stabilities.

Housing Bureau Programs seek to advance equity by targeting vulnerable populations, low-income, elderly, and communities of color to ensure their participation in the economic opportunities that quality housing investments create and provide the means acquire and/or retain their homes and age-in-place safely and affordably.

Success in this program would increase homeowners’ quality of life, support neighborhood stabilization and generational wealth, and improve health outcomes for these vulnerable populations.

NHP has sub-recipient contracts with eight service providers to assist with our homeownership access and stabilization programs; four of which are culturally specific organizations.

### Changes to Program

HUD granted the City of Portland Housing Bureau a 4 year, \$7,750,000 lead grant starting 2025. In addition, Oregon Health Authority granted PHB \$750,000 healthy Home grant to support home stabilization program.

### Program Budget

	<b>Actuals FY 2022-23</b>	<b>Actuals FY2023-24</b>	<b>Revised FY 2024-25</b>	<b>Requested No DP 2025-26</b>	<b>Requested Total 2025-26</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	0	1,771,458	1,978,484	1,978,484
External Materials and Services	0	0	14,913,871	11,906,035	11,106,035
Internal Materials and Services	0	0	52,500	65,000	65,000
<b>Bureau Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>16,737,829</b>	<b>13,949,519</b>	<b>13,149,519</b>
<b>Requirements Total</b>	<b>0</b>	<b>0</b>	<b>16,737,829</b>	<b>13,949,519</b>	<b>13,149,519</b>
<hr/>					
<b>FTE</b>	<b>0.00</b>	<b>8.90</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

## **Rental Services Policy and Planning**

### **Program Description & Goals**

The RSO is responsible for research, policy recommendations, program development, and regulation related to Landlord-Tenant law. RSO leads the planning and implementation of policies related to tenants' abilities to access and maintain housing, including work associated with contract management, rental unit application and screening rules, rental unit security deposit rules, and mandatory renter relocation rules. The RSO provides technical assistance regarding relevant Portland City Codes and performs associated administrative processing. RSO key performance metrics show that service goals have been met or exceeded, including households provided with legal services and/or in-depth housing stabilization services and individuals receiving educational services.

Over 47% of households in Portland are renters, and renter households are disproportionately low income and/ or from communities of color. When compared with similar jurisdictions across the nation, the rental housing markets in Portland is largely missing a modern regulatory framework to maintain a fair and healthy market for both renters and landlords. Renters are experiencing higher rates of displacement due to the rising cost of rent and rising rates of housing cost burdens, stagnant incomes, and comparatively loose tenant protections. This displacement has created a need for the City to address and modernize its services and regulations.

Education services supported by the RSO include hotlines for Landlord-Tenant and fair housing law; community trainings and technical assistance provided by culturally specific organizations; community workshops provided by legal assistance organizations; fair housing and Portland City Code trainings; and other activities. Education is offered in a variety of formats including self-advocacy coaching, letter writing clinics, and other interventions from legal and non-legal professionals on behalf of renters seeking assistance.

Legal services supported by the RSO include: case management and referral services provided by culturally specific organizations and renters' rights organizations; legal assistance and representation provided by Landlord-Tenant legal assistance agencies and fair housing organizations; fair housing testing and enforcement provided by legal assistance and fair housing organizations; tenant-landlord mediation services; eviction legal defense and support for tenants at risk of displacement and/or homelessness; and criminal and eviction record expungements to reduce barriers to access housing.

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

### **Equity Impacts**

The RSO supports PHB's mission of addressing the housing needs of the people of Portland by designing and implementing policies and programs that help low-income Portlanders find, access, rent, and retain safe housing; bringing together partners and leading them to assess the city's housing needs with an emphasis on serving renter households; and assisting in identifying sustainable solutions to efficiently meet those needs.

The RSO advances equity by assessing Landlord-Tenant and fair housing law and its impacts on different communities in Portland and designing and implementing policy and program interventions that meet the diverse needs of different communities. The approach is grounded in remedying historically racist housing policies and practices while also mitigating ongoing harms in the rental market, which are disproportionately borne by low-income and/or communities of color. Success in this program would result in the reduction or elimination in housing disparities between communities with regard to fair housing violations, accessing and retaining rental housing units, and reducing forced entry and detainer evictions, no cause rental agreement terminations, and other involuntary displacements.

## Changes to Program

No changes to the program.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	0	1,037,462	1,114,102	1,114,102
External Materials and Services	0	0	5,328,067	5,771,031	5,372,909
Internal Materials and Services	0	0	535,776	471,926	471,926
<b>Bureau Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>6,901,305</b>	<b>7,357,059</b>	<b>6,958,937</b>
<b>Fund Expenditures</b>					
Contingency	0	0	1,784,343	1,181,624	1,181,624
<b>Fund Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>1,784,343</b>	<b>1,181,624</b>	<b>1,181,624</b>
<b>Requirements Total</b>	<b>0</b>	<b>0</b>	<b>8,685,648</b>	<b>8,538,683</b>	<b>8,140,561</b>
<hr/>					
<b>FTE</b>	<b>0.00</b>	<b>7.05</b>	<b>7.05</b>	<b>7.05</b>	<b>7.05</b>

## **JOHS - Safety Off the Streets - Adult Emergency Shelter**

### **Program Description & Goals**

Every year, thousands of people in Portland and Multnomah County fall into or transition out of unsheltered homelessness. The most recent Point-in-Time (PIT) count identified 3,947 people who were unsheltered in Multnomah County on one night in January 2023. But that is just a one-night count, and we know the number can change on any given day as people move into shelters or housing programs, and as previously housed people enter homelessness. Overall, last fiscal year nearly 6,000 people newly entered a shelter program, underscoring the more nuanced and more fluid realities of homelessness.

National best practices indicate that permanent housing is necessary to end anyone's homelessness. However, emergency programs such as shelters are necessary and provide safety as well as opportunities to access the critical services someone needs to transition out of homelessness.

This Program Offer allocates ongoing City of Portland General Fund to the operation of a range of adult shelter programs, geographically dispersed and designed to address the diverse needs of people in need of emergency shelter. Shelter types include congregate, motel, and alternative village and safe park shelter. Some adult shelters funded through this Program Offer are focused on those seeking a clean and sober environment, while others are low-barrier and support people in their recovery but do not require sobriety. This Program Offer also includes funding for expanded severe weather shelter capacity, funding for transgender-specific shelter programming, and resources in the Joint Office necessary to contract with nonprofit shelter operators, monitor shelter operations, and track and report on shelter utilization.

The large majority of the funding in this Program Offer continues existing shelter programs; a limited amount is reallocated from other program areas to expand alternative shelter in the coming fiscal year. It's also worth noting this Program Offer funds only a portion of the total adult shelter managed through the Joint Office; other City, American Rescue Plan Act (ARP), and County dollars fund adult shelter, while County and State funds support family, youth, and domestic violence shelters.

The outputs from this Program Offer are quantified in terms of numbers of shelter units, people served and whether BIPOC people are served in shelter at a rate as high or higher than the percentage of BIPOC people experiencing HUD homelessness. These measures are aligned with Joint Office measures for the Adult Sheltering County Program Offer. These measures are tied to the fact that appropriate shelter provides immediate safety off the streets.

### **Equity Impacts**

Achieving equity in the delivery of homeless services requires that all communities have equitable access through multiple pathways into services, and that services are culturally specific and responsive. The Joint Office applies a racial equity lens to all aspects of its program development and evaluation, including its investments in adult emergency shelter.

The Joint Office is committed to eliminating racial disparities in rates of homelessness, as it works to end homelessness for everyone living unhoused in the community. To do this, the Joint Office tracks the need for shelter services, who accesses services, and the outcomes for those in emergency shelter disaggregated by race and ethnicity. The Joint Office uses a more inclusive list of identities than the federal standard. Rather than the “multiple” identities category used by the federal government, the Joint Office allows respondents to choose all applicable racial and ethnic identities. This leads to a more accurate representation of the community of people experiencing homelessness and accessing services.

Disaggregating by race and ethnicity allows the Joint Office to track at the system and provider level whether each community of color is accessing emergency shelter at rates equal to or greater than their percentage of the unsheltered population. In response to the data and regular feedback from the community, the Joint Office has worked with providers to ensure culturally responsive services, and supported new culturally specific shelter programming.

The Joint Office can make similar comparisons for other key demographic factors, including disability, gender identity, and age. Several years ago, for example, data showed that people experiencing serious disabling conditions and long-term homelessness were not accessing emergency shelter at rates proportionate to their level of need. This led to an increased focus on creating low-barrier shelter programs and a commitment to offering a wider range of shelter types that could better accommodate the needs of people with disabilities.

In FY 2023-24, 5,860 unique individuals newly entered into shelter, alongside an additional 1045 people who were already receiving shelter services when the fiscal year began. Of those newly served, 49.1% identified as BIPOC, compared to 35.8% of the HUD homeless population in the 2023 PIT count.

## **Changes to Program**

Unsheltered homelessness was a crisis prior to the COVID-19 pandemic, and is an even bigger challenge today, as more people continue to enter homelessness, even as Joint Office’s services have helped house and shelter thousands of others. There is a greater need than ever among adults for access to appropriate emergency shelter options. The Joint Office has made access to shelter a priority, both through the expansion and diversification of shelters and an increase in successful transitions out of emergency shelter into housing.

The program for FY 2024-25 has undergone significant changes. There has been a substantial reduction in both ongoing and serial one-time City funding, and the Emergency Solutions Grant (ESG). The reduction in ongoing funding is due to a 3% constraint by the City and an increase in expenses. This year, the Joint Office is not eligible to receive the serial one-time-only funding it has previously received for this program offer due to the City’s current focus on funding charter reform and the City’s organizational structure changes with one-time dollars. Lastly, the Portland Housing Bureau has determined that it intends to retain the ESG grant this year, which is a significantly different approach from past years.

# Portland Housing Bureau

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The ongoing City General Fund reflected here is also not the total City investment in adult shelter. The Joint Office receives City American Rescue Plan funds to support hundreds of additional beds of existing adult emergency shelter capacity.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	0	55,745	56,554	56,554
External Materials and Services	13,314,486	24,305,136	19,328,652	20,903,133	20,903,133
<b>Bureau Expenditures Total</b>	13,314,486	24,305,136	19,384,397	20,959,687	20,959,687
<b>Requirements Total</b>	13,314,486	24,305,136	19,384,397	20,959,687	20,959,687
<b>FTE</b>	0.00	0.00	0.30	0.30	0.30



## **JOHS - Safety On the Streets - Outreach and Engagement**

### **Program Description & Goals**

According to the 2023 Point in Time Count, almost 4,000 people are unsheltered in Multnomah County on any given night. Unsheltered neighbors are living in doorways, green spaces, on sidewalks, and along right-of-ways in cars and RVs. Those who are unsheltered have needs related to their immediate safety, as well as the need to be connected to services that can help them access shelter and permanent housing as rapidly as possible. Because knowing where to turn for support can be difficult for people living unsheltered, the Joint Office funds an array of outreach and engagement programs, some of which are included in this Program Offer (PO).

This Program Offer, while newly titled, continues existing Safety on the Streets programming, previously contained in other Joint Office program offers. This PO is intended to better align with the City of Portland's program priorities, and to create greater transparency about the service capacity and outcomes generated by the City's ongoing General Fund (GF) investments in the Joint Office. The Program Offer continues using City General Fund to fund Safety on the Streets services, including outreach and day space services for thousands of people a year who are living unsheltered.

These programs offer critical survival support to people who are unsheltered and help those individuals navigate to overnight shelter and a range of other services. The primary day space included here is the Bud Clark Commons Day Center, which provides seven-day-a-week access to basic hygiene (laundry, showers, restrooms), as well as connections to shelter, housing, behavioral health, peer support and other services.

The outreach programs included in this offer similarly provide access to basic survival services and assistance navigating to shelter, housing, health care, and other programs. In several instances, the outreach workers funded through this PO partner directly with the City's public space management and public safety agencies to help address the impacts of unsheltered homelessness on public spaces in the community. These include Navigation Outreach Teams as well as an Intensive Street Engagement Team that specializes in providing behavioral health outreach services. There also is a specialized medical outreach team that relies on volunteer doctors and nurses to deliver care and connect unsheltered people to needed health care.

Nonprofit providers are contracted by the Joint Office and staff their programs with outreach workers with lived experience of homelessness, specialized training in mental health and addiction services, and who have experience and expertise navigating the range of social service programs available to people who are unhoused.

The performance measures in this offer are newly developed to demonstrate the impact of the engagement services funded with ongoing City GF. The current Joint Office budget includes significant additional outreach capacity funded by Multnomah County General Fund and the Metro Supportive Housing Services Measure.

### **Equity Impacts**

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

## Portland Housing Bureau

Community & Economic Development Service Area

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Day centers and outreach are critical service pathways for people who might not otherwise learn about or seek the services that they need. Encouraging contractors to prioritize hiring workers who share experiences with those they are helping is one critical strategy to ensure cultural responsiveness. In addition to peer-led support, having outreach workers with specialized skills further supports equitable access to services.

In the coming year, the Joint Office will implement a more coordinated approach to tracking engagements and successful referrals to services using an equity lens. Broadly, this is part of the Joint Office's work with Built for Zero, as tracking inflow and outflow within the system while disaggregating data helps to center equity. Both the Joint Office and Built for Zero recognize the importance of prioritizing the elimination of racial disparities in homelessness within the larger effort to end homelessness.

The Joint Office also is committed to tracking how outreach efforts that are coordinated with public space management and public safety affect the racial demographics of who is receiving outreach, shelter, and other system services.

Because of the high frequency of disabling conditions among people who are unsheltered, the Joint Office prioritizes contracting for outreach programs that include both peer support specialists and people with clinical expertise in the areas of mental health, substance use disorders, and the provision of physical health services. These workers are more effectively able to assist people in navigating the often complex process of accessing the health care, housing, and financial supports designed to serve people with various disabling conditions.

### Changes to Program

Unsheltered homelessness was a crisis prior to the COVID-19 pandemic, and is an even bigger challenge today, as more people continue to enter homelessness, even as Joint Office services have helped house and shelter thousands of others. There is a greater need than ever among unsheltered adults to be engaged on the streets and connected to shelter, housing, and support services. The Joint Office has prioritized the expansion of various types of outreach and engagement in its overall budget and, in this offer, is allocating ongoing City General Fund to these vital services.

This is a newly developed Program Offer that funds existing day center and outreach programs budgeted to receive City ongoing general funds. These programs were previously funded in the Joint Office's Housing Placement and Retention, and System Support and Services program offers. The Joint Office's intention in reallocating and consolidating City funding into a smaller number of program offers and programs—and creating a specific Program Offer related to outreach and engagement—is to help align City funding with City priorities. Additionally, the goal is to make the capacity and outcomes attributable to City funds easier to document and analyze.

No programs are proposed to have their overall funding reduced as a result of this reallocation. The Joint Office's County budget will propose that any program no longer receiving City ongoing general fund be funded with other sources, including County General Fund, Metro Supportive Housing Services Measure funding, and State funds. Several programs in this Program Offer leverage other sources of funding directly, but they do not receive other types of funding from the Joint Office.

This helps highlight the impact and importance of the City’s investments. There are no impacts to the Joint Office’s organizational structure from the realignment of funds.

**Program Budget**

	<b>Actuals FY 2022-23</b>	<b>Actuals FY2023-24</b>	<b>Revised FY 2024-25</b>	<b>Requested No DP 2025-26</b>	<b>Requested Total 2025-26</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	1,221,608	580,997	6,505,925	6,751,629	6,751,629
<b>Bureau Expenditures Total</b>	1,221,608	580,997	6,505,925	6,751,629	6,751,629
<b>Requirements Total</b>	<b>1,221,608</b>	<b>580,997</b>	<b>6,505,925</b>	<b>6,751,629</b>	<b>6,751,629</b>

## **JOHS - Specialized Transitional and Permanent Housing**

### **Program Description & Goals**

In late January 2023, people who were living unsheltered were surveyed about their disability status as part of the Point-in-Time (PIT) Count. Of those who responded to the survey, approximately 75% (n = 2,995) reported having at least one disabling condition. Chronic health conditions, substance use disorders, mental health conditions, and physical disabilities were common among people experiencing homelessness.

The Joint Office prioritizes offering transitional and permanent housing options that provide a range of support services designed to help people with disabling conditions acquire and succeed in permanent housing. This Program Offer (PO) funds a portion of the Joint Office’s portfolio of these transitional and permanent housing options and the associated services.

This PO comprises existing specialized transitional and permanent housing programs. These programs are funded with ongoing City of Portland General Fund (GF), and City of Portland Recreational Cannabis Tax funds.

The PO includes specialized transitional and permanent housing resources predominantly for adult-only households, including the following:

- ◆ Transitional housing for people with a substance use disorder who are engaged in recovery programs;
- ◆ Recovery housing resources for individuals living with substance use disorders who have frequent contact with the criminal justice system;
- ◆ Permanent housing for people with serious mental health conditions; and
- ◆ Permanent housing placement and retention services connected to one of the community’s recovery-focused emergency shelter programs.

This PO also supports staffing capacity in the Joint Office to report on associated transitional and permanent housing programs.

The outputs and outcomes of the transitional and permanent housing programs in this PO are measured through the following terms:

- ◆ People newly placed and continuing to be served in transitional housing programs;
- ◆ People newly placed and continuing to be served in a permanent housing program;
- ◆ The percentage of people retaining their permanent housing a year after exiting their permanent housing program; and
- ◆ The percentage of people from communities of color who access the transitional and permanent housing programs.

The performance measure in this Program Offer that disaggregates access to programs by race is part of the Joint Office's larger commitment to centering equity in programming, reporting, and analysis, including reporting data for individual communities of color within multiple output and outcome measures.

## Equity Impacts

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

The Joint Office monitors the programs in this PO to ensure each community of color—in particular those communities overrepresented in the population of people experiencing homelessness—has equitable access to the programs. The above performance measure related to BIPOC access is the highest-level equity measure tracked by the Joint Office; program access and outcome data is disaggregated for each community of color, each program, and for each outcome measure. By comparing the racial and ethnic makeup of the population experiencing homelessness to data on access and outcomes, the Joint Office can identify where programs are helping to reduce racial disparities, and where they may be exacerbating them.

In order to continue to reduce the disproportionately high rates of homelessness for many communities of color, there are numerous investments in culturally specific housing and housing support services across the full spectrum of housing programs.

The Joint Office also targets investments to help remove barriers to housing that disproportionately impact people of color in the community.

The housing programs funded in this PO also specifically focus on addressing the dramatic overrepresentation of people with disabilities in the unhoused population. Each of the transitional and permanent housing programs serves people who are unhoused, or at imminent risk of homelessness, and who have disabling conditions that could impact their opportunity to obtain and maintain permanent housing.

In FY 2022-23, Joint Office-funded programs (those included here and those funded with other fund sources in the Joint Office budget), moved 4,266 people into permanent housing. Of those, 61% identified as BIPOC; this compares to the 35.8% of the people counted in the most recent PIT Count who identified as BIPOC. Of those newly placed, over 58% identified as having one or more disabling conditions, including 34% who had a mental health disability, 24% who had a substance use disorder, 6% who had both substance use and a mental health disorder, and 2% who reported living with HIV or AIDS.

## Changes to Program

This is a new PO that funds existing transitional and permanent housing programs budgeted to receive City of Portland ongoing GF and Recreational Cannabis Tax funds. The PO replaces the Housing Placement and Retention and Supportive Housing program offers submitted in prior years, which were larger and allocated funds to a wider range of programs.

# Portland Housing Bureau

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The Joint Office’s intention in reallocating and consolidating City funding into a smaller number of Program Offers and programs is to help align City funding with City priorities and to make the capacity and outcomes attributable to City funds easier to document and analyze. Other housing placement and supportive housing programs that previously received City funds are not proposed to have their funding reduced; the Joint Office will propose in its County budget to fully fund those programs with other sources, including the County General Funds, Metro Supportive Housing Services Measure funding, and State funds.

Several programs in this PO leverage other sources of funding directly, but they do not receive other types of funding from the Joint Office. This helps highlight the impact and importance of the City’s investments. There are no impacts to the Joint Office’s organizational structure from the realignment of funds. Furthermore, in FY 2024-25, the Joint Office will no longer receive the Housing Opportunities for Persons with AIDS (HOPWA) grant. The management of the grant will be transitioned to the Portland Housing Bureau.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	0	63,731	64,095	64,095
External Materials and Services	10,993,426	11,161,116	6,848,303	6,739,047	6,739,047
<b>Bureau Expenditures Total</b>	10,993,426	11,161,116	6,912,034	6,803,142	6,803,142
<b>Requirements Total</b>	<b>10,993,426</b>	<b>11,161,116</b>	<b>6,912,034</b>	<b>6,803,142</b>	<b>6,803,142</b>
<b>FTE</b>	0.00	0.00	0.34	0.34	0.34

## Affordable Ownership Project Financing

### Program Description & Goals

This program offer is consolidated under the Affordable Multifamily Development program offer starting in FY 2024-25.

### Changes to Program

This program offer is consolidated under the Affordable Multifamily Development program offer starting in FY 2024-25.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	31,763	135,704	0	0	0
External Materials and Services	13	175,088	0	0	0
<b>Bureau Expenditures Total</b>	<b>31,776</b>	<b>310,793</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirements Total</b>	<b>31,776</b>	<b>310,793</b>	<b>0</b>	<b>0</b>	<b>0</b>
<hr/>					
<b>FTE</b>	0.37	0.00	0.00	0.00	0.00

# Portland Housing Bureau

Community & Economic Development Service Area

## Business Operations

### Program Description & Goals

This program offer is consolidated under the Administration and Support program offer starting in FY 2024-25.

### Changes to Program

This program offer is consolidated under the Administration and Support program offer starting in FY 2024-25.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	2,803,884	3,135,763	0	0	0
External Materials and Services	502,423	500,789	0	0	0
Internal Materials and Services	2,259,113	2,353,735	0	0	0
<b>Bureau Expenditures Total</b>	<b>5,565,420</b>	<b>5,990,286</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Expenditures</b>					
Fund Transfers - Expense	980,362	1,042,447	0	0	0
<b>Fund Expenditures Total</b>	<b>980,362</b>	<b>1,042,447</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirements Total</b>	<b>6,545,782</b>	<b>7,032,733</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>	<b>21.88</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



## Data Analytics and Systems

### Program Description & Goals

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

### Changes to Program

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	797,846	971,233	0	0	0
External Materials and Services	224,518	67,992	0	0	0
<b>Bureau Expenditures Total</b>	1,022,364	1,039,225	0	0	0
<b>Requirements Total</b>	1,022,364	1,039,225	0	0	0
<b>FTE</b>	5.93	0.00	0.00	0.00	0.00

# Portland Housing Bureau

Community & Economic Development Service Area

## Director's Office

### Program Description & Goals

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

### Changes to Program

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	956,032	821,003	0	0	0
External Materials and Services	51,601	73,753	0	0	0
<b>Bureau Expenditures Total</b>	1,007,633	894,757	0	0	0
<b>Requirements Total</b>	1,007,633	894,757	0	0	0
<b>FTE</b>	4.79	0.00	0.00	0.00	0.00

## Homeowner Access Programs

### Program Description & Goals

This program offer is presented under the Homeowner Access and Retention program offer starting in FY 2024-25.

### Changes to Program

This program offer is presented under the Homeowner Access and Retention program offer starting in FY 2024-25.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	310,695	331,779	0	0	0
External Materials and Services	2,974,674	3,299,196	0	0	0
<b>Bureau Expenditures Total</b>	<b>3,285,369</b>	<b>3,630,975</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirements Total</b>	<b>3,285,369</b>	<b>3,630,975</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>	<b>2.12</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Homeowner Retention Programs

### Program Description & Goals

This program offer is presented under the Homeowner Access and Retention program offer starting in FY 2024-25.

### Changes to Program

This program offer is presented under the Homeowner Access and Retention program offer starting in FY 2024-25.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	581,216	427,608	0	0	0
External Materials and Services	4,443,720	4,151,430	0	0	0
<b>Bureau Expenditures Total</b>	<b>5,024,936</b>	<b>4,579,038</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirements Total</b>	<b>5,024,936</b>	<b>4,579,038</b>	<b>0</b>	<b>0</b>	<b>0</b>
<hr/>					
<b>FTE</b>	4.05	0.00	0.00	0.00	0.00

## Housing Development Support

### Program Description & Goals

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

### Equity Impacts

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

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

The Housing Development Support program seeks to advance equity by increasing the number of PSH units for chronically homeless households, in particular for those who are BIPOC households, covered by the Risk Mitigation Pool, while supporting CHDO capacity building and ensuring federal compliance to HUD in the form of Section 108 loan repayments.

### Changes to Program

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	119,397	136,965	0	0	0
External Materials and Services	1,212,512	2,275,380	0	0	0
<b>Bureau Expenditures Total</b>	1,331,909	2,412,345	0	0	0
<b>Fund Expenditures</b>					
Debt Service	779,513	791,499	0	0	0
Fund Transfers - Expense	375,633	409,010	1,300	0	0

# Portland Housing Bureau

Community & Economic Development Service Area

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Fund Expenditures Total</b>	1,155,146	1,200,509	1,300	0	0
<b>Requirements Total</b>	2,487,055	3,612,853	1,300	0	0
<hr/>					
<b>FTE</b>	0.69	0.00	0.00	0.00	0.00

# Metro GO Bond Multi-Family Rental Housing Project Financing

## Program Description & Goals

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

## Equity Impacts

This program offer is presented under the Affordable Multifamily Development program offer starting in FY2024-25.

## Changes to Program

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	766,465	522,733	0	0	0
External Materials and Services	22,722,051	47,442,374	0	0	0
<b>Bureau Expenditures Total</b>	<b>23,488,517</b>	<b>47,965,106</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Expenditures</b>					
Fund Transfers - Expense	390,000	0	0	0	0
<b>Fund Expenditures Total</b>	<b>390,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirements Total</b>	<b>23,878,517</b>	<b>47,965,106</b>	<b>0</b>	<b>0</b>	<b>0</b>
<hr/>					
<b>FTE</b>	<b>3.32</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Multi Family Affordable Rental Project Financing

### Program Description & Goals

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

### Equity Impacts

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

### Changes to Program

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	545,740	1,057,774	0	0	0
External Materials and Services	15,548,147	16,301,715	2,479,363	0	0
Internal Materials and Services	4,005	160,444	0	0	0
Capital Outlay	0	0	291	0	0
<b>Bureau Expenditures Total</b>	<b>16,097,891</b>	<b>17,519,932</b>	<b>2,479,654</b>	<b>0</b>	<b>0</b>
<b>Fund Expenditures</b>					
Fund Transfers - Expense	0	0	225,110	0	0
<b>Fund Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>225,110</b>	<b>0</b>	<b>0</b>
<b>Requirements Total</b>	<b>16,097,891</b>	<b>17,519,932</b>	<b>2,704,764</b>	<b>0</b>	<b>0</b>
<b>FTE</b>	<b>4.72</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



## Policy and Planning

### Program Description & Goals

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

### Changes to Program

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	574,634	574,871	0	0	0
External Materials and Services	519,427	192,398	0	0	0
Internal Materials and Services	935	27,747	0	0	0
<b>Bureau Expenditures Total</b>	<b>1,094,996</b>	<b>795,016</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirements Total</b>	<b>1,094,996</b>	<b>795,016</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>	<b>6.08</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# Portland GO Bond Multi-Family Rental Housing Project Financing

## Program Description & Goals

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

## Equity Impacts

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

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

Success in this program would be realized when the housing produced by the Portland GO Bonds achieves these three goals:

- ◆ Increase the number of affordable housing units available and accessible to BIPOC households
- ◆ Achieve an aggregate 30 percent utilization of DMWESB-SDV construction contracts
- ◆ Support the creation of 300 Supportive Housing units for chronically homeless households

## Changes to Program

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	1,005,969	713,043	0	0	0
External Materials and Services	64,545,840	24,570,349	0	0	0
Internal Materials and Services	274,093	492,549	0	0	0

**Program Budget**

	<b>Actuals FY 2022-23</b>	<b>Actuals FY2023-24</b>	<b>Revised FY 2024-25</b>	<b>Requested No DP 2025-26</b>	<b>Requested Total 2025-26</b>
<b>Bureau Expenditures Total</b>	65,825,903	25,775,941	0	0	0
<b>Fund Expenditures</b>					
Debt Service	0	214,386	0	0	0
Fund Transfers - Expense	550,000	550,000	0	0	0
<b>Fund Expenditures Total</b>	550,000	764,386	0	0	0
<b>Requirements Total</b>	<b>66,375,903</b>	<b>26,540,327</b>	<b>0</b>	<b>0</b>	<b>0</b>
<hr/>					
<b>FTE</b>	8.39	0.00	0.00	0.00	0.00

# Portland Housing Bureau

Community & Economic Development Service Area

## Property Management

### Program Description & Goals

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

### Changes to Program

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	74,633	94,589	0	0	0
External Materials and Services	4,480,014	5,622,022	0	0	0
Internal Materials and Services	262,264	297,594	0	0	0
<b>Bureau Expenditures Total</b>	<b>4,816,910</b>	<b>6,014,206</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Expenditures</b>					
Debt Service	696,235	696,235	0	0	0
Fund Transfers - Expense	162,118	184,108	0	0	0
<b>Fund Expenditures Total</b>	<b>858,353</b>	<b>880,343</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirements Total</b>	<b>5,675,263</b>	<b>6,894,549</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>	<b>0.81</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Rental Services Policy and Planning - old

### Program Description & Goals

This program offer is presented under the Rental Services Policy and Planning program offer starting in FY 2024-25.

### Changes to Program

This program offer is presented under the Rental Services Policy and Planning program offer starting in FY 2024-25.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	163,298	135,985	0	0	0
External Materials and Services	9,225	11,704	0	0	0
Internal Materials and Services	0	2,929	0	0	0
<b>Bureau Expenditures Total</b>	172,523	150,617	0	0	0
<b>Requirements Total</b>	172,523	150,617	0	0	0
<b>FTE</b>	1.27	0.00	0.00	0.00	0.00

## Tenant and Landlord Programs

### Program Description & Goals

This program offer is presented under the Rental Services Policy and Planning program offer starting in FY 2024-25.

### Changes to Program

This program offer is presented under the Rental Services Policy and Planning program offer starting in FY 2024-25.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	566,265	856,422	0	0	0
External Materials and Services	12,546,818	8,840,544	205,058	0	0
Internal Materials and Services	488,594	459,471	0	0	0
<b>Bureau Expenditures Total</b>	<b>13,601,677</b>	<b>10,156,437</b>	<b>205,058</b>	<b>0</b>	<b>0</b>
<b>Requirements Total</b>	<b>13,601,677</b>	<b>10,156,437</b>	<b>205,058</b>	<b>0</b>	<b>0</b>
<hr/>					
<b>FTE</b>	5.85	0.00	0.00	0.00	0.00

## JOHS Administration and Operations

### Program Description & Goals

In FY 2023-24, the Joint Office of Homeless Services consolidated the prior seven program offers into three main programs.

The JOHS new program offers are as follows:

- ◆ Safety on the Streets (outreach and engagement)
- ◆ Safety off the Streets (adult emergency shelter)
- ◆ Specialized transitional and permanent housing programs

The following program offers are no longer presented in the budget:

- ◆ JOHS Administration and Operations
- ◆ JOHS Employment Services
- ◆ JOHS Housing Placement/Retention
- ◆ JOHS System Support Services

The key functions of the canceled programs are now reported under the three new program offers.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	115,542	0	0	0	0
<b>Bureau Expenditures Total</b>	115,542	0	0	0	0
<b>Requirements Total</b>	115,542	0	0	0	0

## JOHS System Support Services

### Program Description & Goals

In FY 2023-24, the Joint Office of Homeless Services consolidated the prior seven program offers into three main programs.

The JOHS new program offers are as follows:

- ◆ Safety on the Streets (outreach and engagement)
- ◆ Safety off the Streets (adult emergency shelter)
- ◆ Specialized transitional and permanent housing programs

The following program offers are no longer presented in the budget:

- ◆ JOHS Administration and Operations
- ◆ JOHS Employment Services
- ◆ JOHS Housing Placement/Retention
- ◆ JOHS System Support Services

The key functions of the canceled programs are now reported under the three new program offers.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	2,839,746	0	0	0	0
<b>Bureau Expenditures Total</b>	<b>2,839,746</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirements Total</b>	<b>2,839,746</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

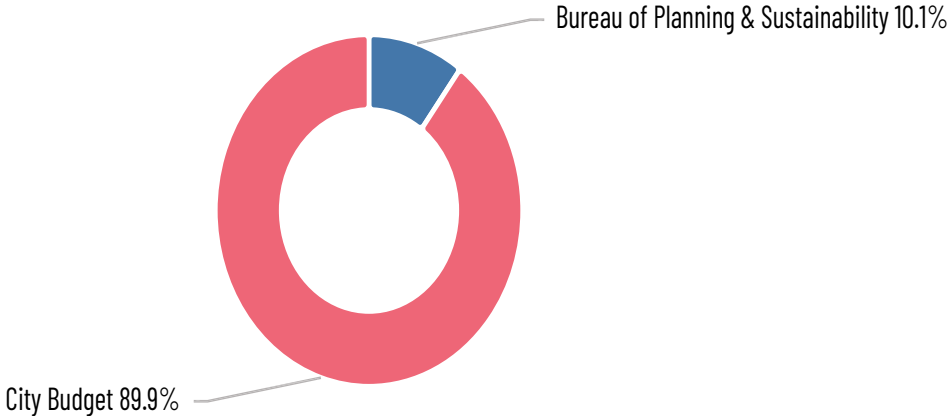


## **Bureau of Planning and Sustainability**

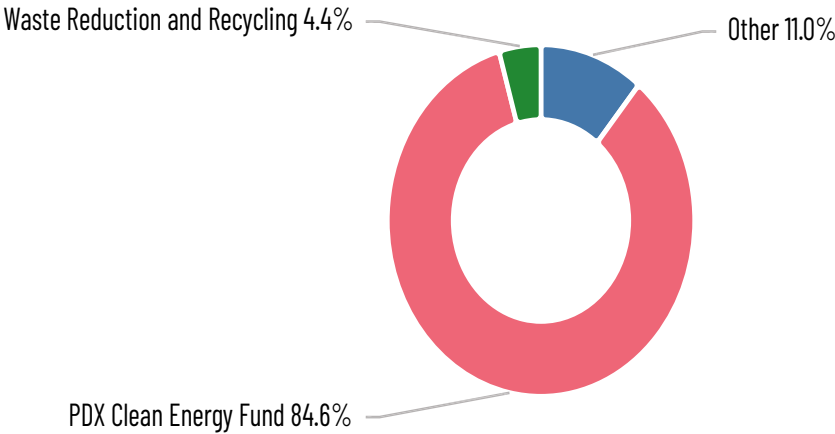
## **Donnie Oliveira, DCA - Community & Economic Development**

# Eric Engstrom, Interim Director

**Percent of City Budget Graph**



**Bureau Programs**



**Bureau Overview**

Requirements	Revised FY 2024-25	Requested Total 2025-26	Change from Prior Year	Percent Change
Operating	\$701,382,839	\$844,071,677	\$142,688,838	20%
Capital				
<b>Total</b>	<b>\$701,382,839</b>	<b>\$844,071,677</b>	<b>\$142,688,838</b>	<b>20%</b>
Authorized Positions	151.70	174.70	23.00	15.16%

## Area Planning

### Program Description & Goals

The Area Planning program implements the Comprehensive Plan and meets City goals through developing area-specific planning projects. Program staff liaise with communities and stakeholders in their districts on growth, development, and equity issues, and work to develop community relationships and incorporate community priorities and needs in planning processes. They pursue equitable development outcomes that benefit communities through project selection and design and through the continuity of relationships with community and stakeholders that program staff build. The program includes two groups that connect projects and programs across multiple bureaus with local knowledge and relationships.

**District Planning:** The District Planning group focuses on local- and place-based planning and development and tracks district-based development trends and land use issues. District Planners work with communities on projects that address zoning, urban design, housing, community development, environment, transportation, and transit. They contribute to and collaborate on projects managed by other agency partners as a resource to connect projects with community stakeholders. In prior fiscal years, the program has emphasized projects in East Portland, including research and engagement to identify strategies to address extreme heat and working to support various City initiatives along 82nd Avenue. The group also supported implementation of the West Portland Town Center Plan, which was adopted in late 2022. Staff on this team provide city input to large infrastructure projects like the Interstate Bridge Replacement project and the Multnomah County project to replace the Burnside Bridge. The team is also leading a project to identify and rezone targeted sites for affordable housing development in partnership with community-based organizations.

**Central City Planning:** The Central City group acts as District Planners for the Central City – from Lloyd to Lower Albina, the Pearl, Downtown, the South Waterfront, and the Central Eastside. The group implements the 2035 Central City Plan through specific plans, code and guideline development, and design studies; and consults and collaborates with community (e.g., Albina Vision Trust), development interests, and other bureaus on Central City projects. Current and upcoming work focuses on catalytic development projects and recovery from the impact that the pandemic, housing crisis, and demonstrations have had on the Central City and its residents and businesses.

In FY 2025-26, staff will focus on planning efforts in the Rose Quarter/Albina area of Central City. This work is part of ongoing, multi-year efforts that include the Oregon Department of Transportation (ODOT) I-5 Rose Quarter Transportation Improvement project and a city-initiated district planning effort for the surrounding area. The group launched a Central City code and map refinement project in FY 2024-25 and public outreach and the adoption process will continue into FY 25-26.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
New Central City Housing Units	927	96	500	0	0
Retain community inclusivity as neighborhoods grow and change	33%	29%	31%	0%	0%
Percentage of new housing units that are in Centers and Corridors	78%	72%	80%	0%	0%
Representation of typically under-represented groups in decision-making processes	21%	25%	30%	0%	0%

### Equity Impacts

The program recently managed two grants to address community needs in two areas with infrastructure deficiencies and a higher share of communities of color. The grants produced the Parkrose Community Plan and a plan for Lower Southeast Portland (adopted by City Council in 2024) which rezoned properties to expand opportunities for housing and retail. In 2024, staff supported Prosper Portland’s efforts to establish new Tax Increment Financing (TIF) districts, which aim to advance the community’s stabilization goals and Central City recovery efforts. Specifically, this team reviewed the TIF district plans for conformance with the Comprehensive Plan and shepherded the plans through the Planning Commission, which is a state-required step in the TIF district adoption process.

In the 25-26 Fiscal Year, the team’s focus on work in the Rose Quarter/Albina area continues this commitment to advancing equity in underserved communities. More than half of the city’s regulated affordable housing is in the Central City, largely the result of past development agreements for the River District and South Waterfront, which the Central City Team helped negotiate. Central City staff is supporting restorative justice projects in Lower Albina working collaboratively with ODOT, partner bureaus, and community groups such as AVT and the Historic Albina Advisory Board (HAAB) to advance the state highway improvement project.

### Changes to Program

In prior fiscal years, the focus has been on re-building the team, and re-establishing community relationships disrupted by the pandemic, supporting the planning efforts described in detail above, including developing more robust and standardized district profiles as the city transitions to representation by geographic districts with the change in form of government.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	1,154,109	1,182,560	1,376,410	1,338,241	1,277,584
External Materials and Services	94,511	154,132	120,476	40,800	27,532
Internal Materials and Services	41,615	51,770	82,477	36,810	36,810
<b>Bureau Expenditures Total</b>	<b>1,290,235</b>	<b>1,388,462</b>	<b>1,579,363</b>	<b>1,415,851</b>	<b>1,341,926</b>
<b>Requirements Total</b>	<b>1,290,235</b>	<b>1,388,462</b>	<b>1,579,363</b>	<b>1,415,851</b>	<b>1,341,926</b>
<hr/>					
<b>FTE</b>	7.00	9.00	7.00	7.00	7.00

## BPS - MHCRC

### Program Description & Goals

The Mt. Hood Cable Regulatory Commission (MHCRC) is an independent entity that advocates for and protects the public interest in the regulation and development of cable communications systems in Multnomah County and the cities of Fairview, Gresham, Portland, Troutdale, and Wood Village. The MHCRC negotiates and enforces provisions in cable services franchise agreements, which include consumer protections, community benefit resources, and revenue to the cities and County. The cable franchises administered by this program generate approximately \$5 million for the cities and the County.

The MHCRC contracts with the City of Portland through BPS for administrative and staff support services. Based on this contract, MHCRC operations resources and expenses are located within BPS’s budget.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Average number of work days to resolve complaints against cable companies escalated to MHCRC staff	2	6	2	0	0
Percentage of franchise fees spent on franchise regulation	24%	2%	1%	0%	0%
Total number of hours of local, original video programs produced through community media centers	5,342	5,971	5,000	0	0
Total franchise and utility license fees collected	\$89,511,558	\$86,000,000	\$93,000,000	\$0	\$0
Value of match resources leveraged by grantees through their community technology grants	67%	83%	50%	0%	0%
Total amount of one-time fees collected from audits	\$98,478	\$464,746	\$1,000,000	\$0	\$0
Number of legislative actions taken to protect right-of-way authority on bills or proposed actions	1	2	1	0	0

### Equity Impacts

The MHCRC is the grant-making body for the Community Grants Program that provides funds for technology projects to community organizations, libraries, educational institutions, and local government agencies. The program supports local entities in learning about video technologies and producing video content to be shared on the community media center channels. Grant projects and resulting video content produced integrate diversity, equity, and inclusion (DEI) measures in the design and implementation. The projects are intended to support public-benefit priorities that include reducing disparities for Black, Indigenous, People of color; supporting improved community involvement and the diversity of voices in the media; facilitating cost reductions and efficiencies in the non-profit community; or improving service delivery to increase the effectiveness of public or non-profit services.

The MHCRC oversees two grant agreements with two community media centers: Open Signal and MetroEast Community Media. The grant agreements include scopes of work that address access to digital technology barriers for under-served populations and provide for the broadcasting of jurisdictions’ City Council meetings, County board meetings, and school board meetings through Multnomah County. Open Signal and MetroEast are required to design and track programs and services that meet the needs of Black, Indigenous, People of color, English-language learners, and people with disabilities. Both organizations use data to continually improve access to underserved populations in their communities.

## Changes to Program

The MHCRC is part of the Community Technology Division at the Bureau of Planning and Sustainability. In March 2024, the Community Technology Division appointed a Chief of Community Technology who directs the Franchise Utility Program, MHCRC, Digital Equity, and Smart City PDX.

As cable revenues decline, franchise fee revenues and funding for community benefits (community grants, network infrastructure and community media) are also experiencing declines. Given the results of the November 2024 federal election, it is unlikely that federal policy will change to enable the negotiation of community benefits and fees pertaining to internet-related services for providers who are already offering cable services. Therefore, MHCRC anticipates significant restructuring or discontinuance of services and programs in the coming years. In this regard, MHCRC is currently engaged in a strategic planning process to determine its future governing instrument, understand its public interest priorities, and adopt operational and substantive efficiencies.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	482,333	565,525	906,730	1,138,824	1,138,824
External Materials and Services	162,163	134,565	157,000	377,068	377,068
Internal Materials and Services	37,091	77,065	10,000	12,750	12,750
<b>Bureau Expenditures Total</b>	<b>681,587</b>	<b>777,154</b>	<b>1,073,730</b>	<b>1,528,642</b>	<b>1,528,642</b>
<b>Requirements Total</b>	<b>681,587</b>	<b>777,154</b>	<b>1,073,730</b>	<b>1,528,642</b>	<b>1,528,642</b>
<hr/>					
<b>FTE</b>	5.50	3.75	3.85	4.35	4.35

## Bureau Administration

### Program Description & Goals

This program includes the Director’s Office and all BPS’s internal operations teams including:

- 1. Director’s Office:** Provides executive-level management of a large workforce, including policy development and implementation, tracking outcomes, budgeting, and asset and personnel management. Manages external relations with Council offices, bureaus, and external partners and manages the Planning Commission.
- 2. Strategic Communications, Media Relations, and Design:** Transforms technical information and data into compelling materials to engage Portlanders in planning the future of the city and helping Portland reach climate action and sustainability goals. Produces newsletters, blog posts, graphic design of print and digital materials, talking points, media relations and editorials, BPS E-news, social media, website coordination, video/audio storytelling, and translations.
- 3. Technical Services:** Provides GIS services, database services, and web application development to help Portlanders understand and engage in the process of change throughout the city, to support BPS programs, and help BPS do research and analysis on demographic and economic trends.
- 4. Finance:** Oversees budget planning and development, financial management, accounting, monitoring, and reporting of bureau financial activities.
- 5. People Services:** Provides new staff on-boarding, training, internal equity and inclusion initiatives, and bureau-wide meeting coordination.
- 6. Business Operations:** Manages day-to-day components of bureau facilities, procurement and contract services, database management, archiving, and printing services.

These functions are provided by 30 FTE, primarily funded by bureau an overhead model that all programs pay into.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Amount of public testimony received by the Planning Commission (in person, via the Map App or otherwise in writing)	97	826	1,200	0	0

### Equity Impacts

Bureau Administration supports BPS’s goals and equity initiatives by creating an inclusive and equitable culture that ensures bureau strategic direction, processes, and decisions are clearly communicated and developed in a collaborative space with all staff. Through people services, human resources, and operations, the teams help create a more diverse workforce through emphasizing recruitment and retention of employees of color, community building, on-boarding, and creating an inclusive organizational structure. Communications and Technical Services teams collaborate to create accessible materials and online engagement tools and content to engage Portlanders in creating a more healthy, prosperous, equitable, and resilient city.



The BPS five-year Racial Equity Plan has committed to: (1) advancing an Inclusive and Equitable Organizational Culture – Developing staff capacity through trainings; (2) creating Measurable Equity Results for communities of color; and (3) accommodations – consulting with Language Access Teams to meet the requirements of ADA, Title II, and Civil Rights Title VI requirements. Planning Commission meetings are broadcast online and cable access for community members who cannot attend in person. In FY 2024-25, BPS will continue to implement the bureau’s Equity Tool for project and policy development.

## Changes to Program

The Portland Clean Energy Fund (PCEF) program continued to significantly expand its operations in 2023. The bureau also absorbed several programs from other bureaus in 2022, including Graffiti Abatement, Community Technology, Utility Franchise, and administration of the Mt. Hood Cable Regulatory Commission. The growth of the PCEF program and the addition of these new programs forced the bureau to re-engineer its internal administrative programs in FY 2023-24 to support this larger scale of work. The bureau added several new positions within Bureau Administration in 2023 to accommodate this increased level of work.

With the absorption of the former Office for Community Technology in 2022, Bureau Administration has facilitated integration of those programs into BPS operational systems.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	2,860,355	3,234,709	3,382,545	3,067,239	3,107,617
External Materials and Services	327,280	365,750	700,119	514,362	438,304
Internal Materials and Services	101,326	91,977	498,198	287,360	155,225
Capital Outlay	0	13,005	0	0	0
<b>Bureau Expenditures Total</b>	<b>3,288,962</b>	<b>3,705,442</b>	<b>4,580,862</b>	<b>3,868,961</b>	<b>3,701,146</b>
<b>Requirements Total</b>	<b>3,288,962</b>	<b>3,705,442</b>	<b>4,580,862</b>	<b>3,868,961</b>	<b>3,701,146</b>
<hr/>					
<b>FTE</b>	<b>18.50</b>	<b>27.00</b>	<b>26.00</b>	<b>29.50</b>	<b>29.50</b>

## **Climate, Energy, & Sustainable Development**

### **Program Description & Goals**

The Climate, Energy, and Sustainable Development program informs and influences how the City can build a thriving, carbon-free economy that centers equity and the health, prosperity, and resilience of the people most impacted by climate change. To meet Council-adopted targets, the City must continue to pursue bold policy action that reduces carbon emissions. Without deep reductions in carbon emissions, achieving a safe, healthy, and resilient future for our community will not be possible.

Historically, this program has been the steward of the City's climate work. The Climate Emergency Declaration and the 100% Renewable Energy resolutions form the north star policy direction for the climate, energy, and sustainable development groups citywide. With the elevation of the Chief Sustainability Officer (CSO) to the City Administrator's Office, the BPS program is shifting its role.

Going forward, the CSO is the lead for the overall City enterprise on climate, while BPS provides technical support and continues a variety of climate programs related to the sphere of community and economic development. This group is one of several teams working under the direction of the Chief Sustainability Officer.

The BPS program's workplan focuses on equitably decarbonizing the built environment – including the electricity supply, buildings, fuels, and materials, and advancing a circular, clean, carbon-free, and inclusive local economy. The team conducts research and analysis, develops policies, and implements projects and programs that move Portland toward a just transition away from fossil fuels. Specific programs include implementing the City's renewable fuels requirement, managing several building energy reporting initiatives, and supporting clean industry collaboration.

The team engages with stakeholders across all sectors and communities, including other City bureaus and commissions, community-based organizations, environmental justice organizations, business and industry, building owners and managers, academia, the nonprofit sector, and with many individuals concerned about climate change. The program supports the CSO by tracking, analyzing, and communicating communitywide carbon emissions trends and information and advocates and engages in state and federal policy proceedings that advance a fossil-free future.

These functions are provided by 8.1 FTE, funded by ongoing General Fund, Solid Waste Management Fund, grants, and IAAs.

### **Equity Impacts**

Frontline communities have historically been under-served by climate- and energy-related programs and investments. They have also been under-represented in decision-making. Ensuring the just distribution of the benefits of climate actions and addressing the unequal burdens of the impacts of climate change like heat waves and wildfire smoke, requires intentional policies and projects that address the systems that perpetuate both climate change and inequity.

Highlights for FY 2025-26 include:

## Changes to Program

FY 2025-26 brings two major changes to the climate team.

First, the relocation of the Chief Sustainability Officer to the City Administrator’s Office changes the reporting structures and budget of the Climate, Energy and Sustainable Development program area. The program manager now reports to the BPS director instead of the CSO. Budget cuts directed by the Mayor in FY 25/26 removes the remaining General Fund allocation from the program, including two positions which will now be housed the CA office as well as EMS/IMS dollars.

Second, this program’s engagement with the Portland Clean Energy Fund is becoming more integrated and intentional, as PCEF now funds three Climate, Energy, and Sustainable Development staff. Staff funded by PCEF will work on decarbonizing City operations, transportation fuels, and the transportation system, and developing policy to make large existing commercial buildings more resilient and efficient.

## Program Budget

	<b>Actuals FY 2022-23</b>	<b>Actuals FY2023-24</b>	<b>Revised FY 2024-25</b>	<b>Requested No DP 2025-26</b>	<b>Requested Total 2025-26</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	1,645,703	2,056,957	2,774,831	2,505,347	2,095,898
External Materials and Services	327,263	296,747	489,637	631,051	268,124
Internal Materials and Services	2,865	7,128	5,000	475,721	475,721
<b>Bureau Expenditures Total</b>	<b>1,975,830</b>	<b>2,360,833</b>	<b>3,269,468</b>	<b>3,612,119</b>	<b>2,839,743</b>
<b>Requirements Total</b>	<b>1,975,830</b>	<b>2,360,833</b>	<b>3,269,468</b>	<b>3,612,119</b>	<b>2,839,743</b>
<hr/>					
<b>FTE</b>	15.55	13.91	10.90	11.90	9.90

## Code Development

### Program Description & Goals

The Code Development Program creates clear, effective, and defensible development regulations that ensure new development contributes to City goals and produces more equitable outcomes. The program consults on planning projects that include Zoning Code amendments and undertakes a regular review of the Zoning Code to ensure the code remains up-to-date and responsive to changing conditions. In recent years, work has focused on increasing housing production, facilitating post-pandemic economic recovery, and options to address the growing cost of housing and improving the design of large new development. The program balances the benefits of regulation with the cost of implementation and compliance. The program also includes staff costs for some management and technical services that serve all the planning programs.

The Code Development Program leads major code projects, prepares projects in response to City Council priorities or emergency needs, and provides code development expertise and technical mapping/GIS and data analysis services to various projects within BPS and other City bureaus.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Middle housing production in single dwelling zones	4.60	1.92	0.50	0.00	0.00
Percentage of seven-county region's new housing that is in Portland.	17%	19%	25%	0%	0%

### Equity Impacts

Zoning has historically been used to reinforce segregation and protect privileged communities from change while directing change to communities with fewer resources – often communities of color. Recently, the program worked to reverse harm by revamping residential development codes to increase housing access and choice in high-opportunity communities. The team's efforts in the last several years has been focused on code changes that facilitate housing production and post-pandemic recovery; simplify and streamline regulations; and bring city's Zoning Code into compliance with state law. Additionally, in the last fiscal year, using one-time funding, the team produced a report that makes recommendations for potential actions the city can take to mitigate the effects of extreme heat on communities of color in East Portland, including identifying potential future Zoning Code amendments

In FY 25-26, the code team will continue its efforts to identify ways to remove regulatory barriers to housing production and economic development/business creation. All code projects are evaluated in terms of their impact on displacement in low-income communities and their financial impacts on development with a particular emphasis on fostering economic recovery and Central City revitalization. Examples of this recent emphasis include the Housing Regulatory Relief (HRR) Project, which was adopted in early 2024 and introduced temporary code changes to remove barriers to housing development for a period of five years to address the current housing crisis, and the Regulatory Improvement Code Amendment Package 10 (RICAP 10) project, which makes permanent technical code changes and clarifications that streamline process and remove barriers to development and economic activity. The team continues to identify and pursue projects that create regulatory improvements with projects such as RICAP 11, and by supporting the Central City team's efforts to make targeted amendments to the Central City code that facilitates housing production and economic activity.

## Changes to Program

In the last decade, staffing in this program has been reduced by three FTE. With the increase in resources obtained through two-year, one-time funding in a FY 2022-23 decision package, the program was temporarily augmented with additional staffing to support a variety of additional code development work. These additional resources enabled program staff complete a high-volume of Zoning Code amendments in FY 2023-24. Many of those amendments involved bringing City zoning into conformance with recent changes to state law related to housing and climate resilience and included the Land Division Zoning Code Amendment project, the Electric Vehicle (EV) Code Project, the Parking Code Amendment Project, and HRR projects, as well as projects addressing local issues that came to the fore such as RICAP 10, the Odor Code Amendment and the Rose Quarter Sign Code.

This project will develop new and/or update the existing administrative rule regulations to establish enclosure standards, space, service, and access for solid waste collection in mixed use, multi-dwelling and middle housing developments, based on the best practices of other jurisdictions. It will also develop a proposal for successful implementation of the regulations with clearer lines of responsibility for review, enforcement, and collaboration among relevant bureaus.

Existing staffing resources will be used in FY 2025-26 to continue ongoing efforts to amend the Zoning Code to be responsive to changing conditions. Some potential code projects include: developing new and/or updating the existing administrative rule to establish enclosure standards, space, service, and access for solid waste collection in mixed use, multi-dwelling and middle housing developments; streamlining and modernizing Zoning Code regulations related to conditional uses and nonconforming upgrades; evaluating and updating permanent regulations for ground floor uses and development standards (as a follow up to the temporary Housing Regulatory Relief project); and continuing to make technical amendments and process improvements through a future RICAP program (RICAP 11). Efforts will continue to focus on facilitating housing production and economic recovery. The Code Team will also support Citywide, multi-bureau efforts to amend code regulations to facilitate the government transition through its knowledge of and expertise on the code and the legislative process.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	1,582,303	1,866,153	1,668,200	1,561,879	1,442,931
External Materials and Services	155,204	215,099	653,710	343,612	343,612
Internal Materials and Services	216,658	224,031	4,500	4,500	4,500
<b>Bureau Expenditures Total</b>	<b>1,954,165</b>	<b>2,305,283</b>	<b>2,326,410</b>	<b>1,909,991</b>	<b>1,791,043</b>
<b>Requirements Total</b>	<b>1,954,165</b>	<b>2,305,283</b>	<b>2,326,410</b>	<b>1,909,991</b>	<b>1,791,043</b>
<b>FTE</b>	<b>8.60</b>	<b>12.50</b>	<b>8.50</b>	<b>7.00</b>	<b>7.00</b>

## Comprehensive & Strategic Planning

### Program Description & Goals

This program shapes Portland’s growth by maintaining the City’s Comprehensive Plan, with the goal of creating a more prosperous, healthy, resilient, and equitable city. The plan strives to create a city where most households live in complete neighborhoods — places where people have safe and convenient access to what they need to be healthy and successful. This means acting, often with other bureaus and agencies, to implement City policy, plans, codes, investments, and programs to grow vibrant centers and corridors in more neighborhoods; increase the supply, variety, and affordability of housing; support commercial development to grow jobs and an equitable low-carbon economy; and protect natural resources.

The Comprehensive Plan, required by Oregon law, is the City’s tool for managing growth, development, and transportation systems to meet long-range goals. Implementation of the Plan helps the city reach community-defined climate, housing, economic development, and equity outcomes. The work falls into two areas:

**Comprehensive Planning:** This work includes maintaining and updating the Comprehensive Plan and Citywide Systems Plan; managing annexations; coordinating the Urban Service Boundary and growth projections with schools, neighboring jurisdictions, and Metro. The team works with infrastructure agencies to coordinate infrastructure plans and participates in citywide asset management coordination.

**Transportation and Transit Coordination:** This work includes land use and equitable development planning in tandem with major transportation projects with PBOT, Prosper, PHB, TriMet, and Metro. Recent projects included land use support for the several major transportation projects (Interstate Bridge Replacement, TriMet’s Red Line improvements, the 82nd Avenue Transit Project) and zoning code changes for electric vehicle charging. The multi-year effort to prepare the Montgomery Park Area Plan concluded with City Council adoption in late 2024. The plan and its associated plan district and public benefit agreement establish a new mixed-use neighborhood in Northwest Portland, creating increased capacity for housing and jobs in the area that will also be served by a planned extension of the existing North/South Streetcar line.

In addition to the general program work described above, this team is currently conducting research and analysis that will support future area planning and policy development. This includes working with partner bureaus on an infrastructure analysis in the Inner Eastside. The analysis looks at the infrastructure impacts of potential growth scenarios and will inform a future project to rezone properties in the area. The goal of the project is to identify areas to accommodate more housing diversity and affordability in a high-opportunity area of the city, implementing a key action of the of recently adopted, state-approved Housing Production Strategy.

Finally, in coordination with the Housing and Economic Policy team, this team is beginning work on a project to update Comp Plan policies related to fossil fuel uses in the city, a project funded through a state hazard mitigation grant recently awarded to the Bureau and accepted by City Council.

<b>Performance</b>	<b>Actuals FY 2022-23</b>	<b>Actuals FY 2023-24</b>	<b>Target FY2024-25</b>	<b>Target FY2025-26</b>	<b>Strategic Target</b>
Retain community inclusivity as neighborhoods grow and change	33%	29%	31%	0%	0%
Percentage of new housing units that are in Centers and Corridors	78%	72%	80%	0%	0%
Percentage of Portlanders Living in a Complete Community	66%	67%	69%	0%	0%

### Equity Impacts

The 2035 Comprehensive Plan includes equity and anti-displacement policies that provide direction to reduce disparities, increase access to opportunity, and mitigate burdens. The Plan controls the distribution of growth and change and can have a significant impact on who benefits and who is burdened. Zoning has historically been used to reinforce segregation and protect privileged communities from change while directing change to communities with fewer resources – often communities of color. This group works closely with community-based organizations to understand local needs and is expanding partnerships to ensure that major investments maximize benefits and avoid burdens on vulnerable communities including renters. The program is working to reverse harm by promoting land use changes that increase housing access and choice in high-income communities and developing new tools to prevent displacement such as the West Portland Town Center Plan (WPTC), which Council adopted in late 2022 and emphasizes health and prosperity outcomes for immigrants and communities of color and the Lower Southeast Rising Area Plan, which created more opportunity for multi-unit housing and commercial uses so that nearby residents can have greater access to the goods and services they use on a daily basis.

In FY 24-25, this team also supported the establishment of six new tax increment financing (TIF) districts in Central City and East Portland to support revitalization efforts in the former and neighborhood stabilization and affordable housing production in the latter.

## Eric Engstrom, Interim Director

Community & Economic Development Service Area

### Changes to Program

From 2019 through 2022, the program included a position dedicated to making Portland a more Age Friendly City. The position was supported by one-time resources and ongoing funding was not secured. From 2021 through 2023, the program also included a position focused on how the built environment impacts public health. The position played a major role in completing a plan funded by a CDC grant to accelerate key implementation actions of the adopted West Portland Town Center plan. The Bureau also filled a new infrastructure coordinator position that was originally funded in the FY 2022-23 budget and extended through FY 25-26 through an interagency agreement between BPS and BES, PBOT, and Water. This position is continuing in FY 25/26.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	1,081,289	1,047,521	1,019,871	983,178	983,178
External Materials and Services	108,578	13,024	184,436	23,200	3,200
Internal Materials and Services	31,018	14,665	2,000	2,000	2,000
<b>Bureau Expenditures Total</b>	<b>1,220,885</b>	<b>1,075,210</b>	<b>1,206,307</b>	<b>1,008,378</b>	<b>988,378</b>
<b>Requirements Total</b>	<b>1,220,885</b>	<b>1,075,210</b>	<b>1,206,307</b>	<b>1,008,378</b>	<b>988,378</b>
<b>FTE</b>	<b>15.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>



## Director's Office

### Program Offer Transition Information

In FY 2020-21, as part of the program offer conversion, the resources and staff for the Director's Office were combined into what was titled Business Services in FY 2019-20, now titled Bureau Administration. This new structure provides a stronger, more cohesive accounting of all BPS's internal operations, including the Director's oversight of the whole bureau.

In FY 2021-22, a similar structure remains in place, with one further change of taking the Equity & Engagement Program out of the Bureau Administration budget to create its own Program Offer.

## Equity & Engagement

### Program Description & Goals

The Equity and Engagement Program provides strategic and direct support to all bureau programs to ensure racial equity and community engagement best practices are achieved. Program staff are charged with supporting meaningful engagement with underserved and under-represented communities. Because much of BPS’s work is externally facing, often involving complex policy choices that impact people’s daily lives (land use planning, energy policy, waste and recycling, etc.), maintaining strong channels of community input is critical to our success. Staff in this program provide ongoing oversight and evaluation of internal and externally facing initiatives to ensure that our engagement work is genuine, and equity is embedded into all decisions.

The program oversees the design, implementation, and evaluation of the bureau’s Racial Equity Plan and Racial Equity Toolkit to set guidelines and goals for bureau programs. Program staff are stewards of the City’s core values of Anti-Racism and Equity and assist bureau staff in performing equity analysis on systems, services, and/or programs to evaluate potential inequities and develop long-term goals and strategies to eliminate them. The program manager supports the Director in managing change within the bureau, leading the Bureau’s Management Team, and has an active role on the Bureau’s Leadership and Executive Teams. The team develops recurring employee training related to City Core Values.

In addition to consultative and accountability roles in the bureau, the team staffs the state-mandated Community Involvement Committee (a required advisory body associated with the land use planning program), the bureau’s Sponsorship Committee, the bureau’s engagement and facilitation contracts, supports employee engagement, ADA coordination and administers language access for the bureau. Program staff review draft engagement plans, provide expertise to programs when they need to plan engagement events, and helps ensure compliance with city policies related to advisory bodies and events. The team liaises between bureau staff and the Office of Equity and Human Rights.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Median of 4 on all staff’s equity objective scores (1-5).	NA	NA	400%	0%	0%

### Equity Impacts

The Equity and Engagement program will continue to consult, coach, and assist with capacity building to help the programs at BPS to better connect with community. This elevated engagement will lead to more informed and equitable decision making in our collective work. Additionally, the ongoing training and learning opportunities will increase the staff’s ability to grow in their understanding and application of equity.

### Changes to Program

The team is currently evaluating the role of the state-mandated Community Involvement Committee and developing proposals to either refresh the committee’s charter or merge it into the Planning Commission. The Equity and Engagement Team has also taken on a legislative affairs coordination role in the bureau for both State and Federal policy.

### Program Budget

	<b>Actuals FY 2022-23</b>	<b>Actuals FY2023-24</b>	<b>Revised FY 2024-25</b>	<b>Requested No DP 2025-26</b>	<b>Requested Total 2025-26</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	641,837	428,122	749,489	404,093	404,093
External Materials and Services	73,426	129,358	89,478	132,000	84,500
Internal Materials and Services	0	939	(598,788)	2,000	2,000
<b>Bureau Expenditures Total</b>	<b>715,263</b>	<b>558,419</b>	<b>240,179</b>	<b>538,093</b>	<b>490,593</b>
<b>Requirements Total</b>	<b>715,263</b>	<b>558,419</b>	<b>240,179</b>	<b>538,093</b>	<b>490,593</b>
<b>FTE</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>

## Franchise and Utility

### Program Description & Goals

The public right-of-way is the land from sidewalk to sidewalk, above, below, and on the surface of our streets. The right-of-way constitutes 20% of the land in Portland and 50% of the downtown core, having an estimated value of \$13 billion. The City manages this land on the public’s behalf.

The Franchise Utility Program grants access to the right-of-way by private utility companies, like gas, electricity, and telecommunications, by negotiating and administering franchise agreements. The right-of-way is one of Portland’s most important assets. Franchise agreements bring in an estimated \$85-90 million dollars annually for the City’s General Fund, the City’s third largest and most stable source of General Fund revenue. City Council uses this revenue to fund City priorities.

Franchise Utility Program staff utilize the City’s authority to manage agreements for long-term use of public right-of-way by private utilities, and levy fees to ensure the City is fairly compensated. Franchise Utility Program staff work to ensure companies follow the terms of the agreements. The Program works closely with PBOT, which oversees the transportation function of the right of way and maintains the engineering standards and permitting process for physical improvements in the right-of-way.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Net change in utility and franchise fees not attributable to inflation	\$0	\$1,000,000	\$100,000	\$0	\$0
Franchise and utility management program efficiency ratio	156%	66%	150%	0%	0%
Total franchise and utility license fees collected	\$89,511,558	\$86,000,000	\$93,000,000	\$0	\$0
Total amount of one-time fees collected from audits	\$98,478	\$464,746	\$1,000,000	\$0	\$0
Number of legislative actions taken to protect right-of-way authority on bills or proposed actions	1	2	1	0	0

### Equity Impacts

The Franchise Utility Program supports essential City services through managing access to the public right-of-way and administering and collecting franchise and utility license fees. This Program helps to fund equity efforts of General Fund bureaus, for example the General Fund budget for the Office of Equity and Human Rights. City council allocates the funds generated by the Franchise Utility Program to bolster City Core Values – anti-racism, equity, transparency, communication, collaboration, and fiscal responsibility.

### Changes to Program

The Franchise Utility Program is part of the Community Technology Division at the Bureau of Planning and Sustainability. In March 2024, the Community Technology Division appointed a Chief of Community Technology who directs the Franchise Utility Program, MHCRC, Digital Equity, and Smart City PDX.

In 2024, City Council adopted significant code changes governing the City’s management of access to the right-of-way. The changes developed by this program move the City toward a more uniform and efficient approach. Companies who operate in the right-of-way, including wireless providers, now have a single point of entry through a uniform license. These updates streamline access to the right-of-way in Portland and creates operational efficiencies related to fee recovery and compliance requirements.

Staff are now implementing the new code and phasing out the process of negotiating separate franchise agreements for each utility company.

The Franchise Utility Program continues to develop process improvements in the governance the City’s management of access to the right-of-way, including further code changes, stronger coordination with PBOT, increased transparency, and systems strengthening with GIS inputs.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	472,677	500,499	600,675	667,842	667,842
External Materials and Services	38,960	62,718	611,200	106,500	106,500
Internal Materials and Services	37,720	67,678	0	3,750	3,750
<b>Bureau Expenditures Total</b>	<b>549,356</b>	<b>630,895</b>	<b>1,211,875</b>	<b>778,092</b>	<b>778,092</b>
<b>Requirements Total</b>	<b>549,356</b>	<b>630,895</b>	<b>1,211,875</b>	<b>778,092</b>	<b>778,092</b>
<hr/>					
<b>FTE</b>	4.25	3.30	3.35	3.35	3.35

## **Graffiti Reduction**

### **Program Description & Goals**

The Graffiti Abatement team implements Title 14B.80 and works with Portlanders to embrace and preserve the beauty and livability of their communities by reducing the negative impacts of unauthorized graffiti.

The Graffiti Abatement Program processes and assigns graffiti reports. It refers graffiti reports to the appropriate property owner for removal. The team also offers proactive, responsive and on-call removal services:

- Proactive: Contractors offer removal assistance to property owners experiencing graffiti vandalism, rather than waiting for it to be reported. These services are provided on designated routes with high graffiti activity.

- Responsive and On-Call: These services are available to residents, small businesses (with 10 or fewer employees), and nonprofit organizations in Portland.

- Prioritized: Reports of hate- and gang-related graffiti are given highest priority for removal, and the team dispatches these jobs to contractors for removal as soon as the reports are received.

The program works with community partners to provide free graffiti removal for small businesses, nonprofit organizations, and residents, and with local arts organizations to promote and protect murals. Graffiti removal services range from painting and pressure-washing to highly specialized art restoration and preservation. The program's contracts for graffiti removal reduce the burden on our community and property owners to manage removals, as well as managing accumulated graffiti.

These functions are provided by 2.0 FTE, primarily funded by the General Fund.

### **Equity Impacts**

The Graffiti Program contracts with multiple black-owned companies to remove graffiti, helping these companies to thrive in our community. The city's proactive graffiti removal model has improved equitable services for all Portlanders. Contractors do proactive work in areas of Portland where graffiti may be under-reported, or removal may be under-requested. Additionally, City staff undertake proactive visits to underserved communities to identify graffiti and provide resources to impacted property owners.

### **Changes to Program**

In FY 2022-23, the Graffiti Program was transferred from the Office of Community and Civic Life to BPS. A new Graffiti Program Manager was hired in mid-2023 and the program was re-booted. In FY 23-24, City Code 14B.80 was amended to allow enforcement against graffiti on private property through the code hearings process, a tool that was previously unavailable, and implemented process improvements such as integrating abatement waivers with the reporting portal so property owners can easily give permission for the city to help abate graffiti.

In FY24-25, the program has increased abatement support for small businesses and residents, facilitated data requests from law enforcement, and developed a forthcoming dashboard to transparently display graffiti reports and help community members track graffiti removal efforts.

Thanks to one-time funding boosts and grants the Graffiti Abatement program has substantially increased the removal of graffiti throughout the city on an ongoing basis.

Looking forward, returning to a base level of funding would curtail our ability to abate graffiti around the city at a time when abatement need remain high. The long-term goal is to need less abatement through reduction in the amount of graffiti activity, which will require improved prevention and consequences for graffiti and similar destruction of private property. The abatement program can also help encourage property owners to swiftly remove graffiti from their property through strategic use of new code enforcement authority.

## Program Budget

	<b>Actuals FY 2022-23</b>	<b>Actuals FY2023-24</b>	<b>Revised FY 2024-25</b>	<b>Requested No DP 2025-26</b>	<b>Requested Total 2025-26</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	140,138	301,581	432,674	443,289	443,289
External Materials and Services	1,034,769	983,356	1,939,554	432,924	1,432,924
Internal Materials and Services	70	9,179	0	0	0
<b>Bureau Expenditures Total</b>	<b>1,174,976</b>	<b>1,294,116</b>	<b>2,372,228</b>	<b>876,213</b>	<b>1,876,213</b>
<b>Requirements Total</b>	<b>1,174,976</b>	<b>1,294,116</b>	<b>2,372,228</b>	<b>876,213</b>	<b>1,876,213</b>
<hr/>					
<b>FTE</b>	1.00	2.00	2.00	3.00	4.00

## Portland Clean Energy Fund

### Program Description & Goals

This program is responsible for the implementation of voter-approved Measure 26-201: the Portland Clean Energy Community Benefits Fund (PCEF). As prescribed by its authorizing legislation, PCEF invests in community-led and community-driven projects and programs that reduce carbon emissions in ways that advance social and economic benefits for all Portlanders. PCEF prioritizes communities on the frontlines of climate change for energy efficiency and renewable energy, transportation decarbonization, green job training, and green infrastructure projects. PCEF supports the development of a skilled clean energy workforce from historically disadvantaged groups.

PCEF provide grants and contracts to nonprofit, government, and for-profit entities to invest in community-led and community-driven projects and programs that reduce carbon emissions in a manner that supports social and economic benefits for all Portlanders. Funding comes from the proceeds of a 1% surcharge on revenues of certain large retailers within Portland, as approved by voters in Measure 26-201 in November 2018. PCEF is projected to generate roughly \$200 million in annual funding for FY 2024-25 and subsequent years.

PCEF's grant and contract investments are defined in the Climate Investment Plan (CIP), which was adopted by City Council in October 2023 and amended in 2024. The CIP guides PCEF's investment of approximately \$1.6 billion between 2023 and 2028. These investments help ensure our most impacted residents are prepared for a changing climate as the program supports the City's goal of net-zero carbon emissions by 2050.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Number of outreach/training/engagement events or meetings with PCEF staff participation excluding PCEF Committee meetings	36	0	0	0	0
PCEF targeted engagement events	15	0	0	0	0

### Equity Impacts

Frontline communities have historically been under-served by climate- and energy-related programs and investments and under-represented in decision-making. PCEF directly challenges this history both in its decision-making structures, its implementation team, and its authorizing legislation. PCEF's priority populations include low-income communities and those who have been historically under-resourced by sustainability, climate action, and clean energy programs. In June 2022, the PCEF Committee approved program reporting measures associated with program investments to track, understand, and adapt the program.

The CIP is grounded in climate research, deep community engagement, and multiple rounds of input from residents, businesses, subject matter experts, government partners, and community organizations to ensure the proposed solutions address the needs of Portland residents hit first and hardest by climate change. All programs were evaluated with PCEF's equity and climate framework, which considers benefits to frontline communities, community leadership, implementation feasibility, greenhouse gas (GHG) emissions reductions, and accountability.



## Changes to Program

FY 2022-23 and 2023-24 represented a period of substantial program evolution for PCEF due to program code updates adopted by City Council in October 2022 and the subsequent Climate Investment Plan (CIP) adopted in October 2023. The CIP outlines intended spending over a 5-year period and is directly linked to achieving the objectives of the City’s Climate Emergency Work Plan. In 2024, the program made significant investments in climate and energy initiatives led by City agencies and other government partners, including TriMet and school districts. Program staffing has increased over the past several years to manage a much larger number of external grants and inter-agency funding agreements. Program staff manage grant agreements and contracts, provide technical assistance to grantees, and maintain accountability to voter intent and the effectiveness of program spending.

FY 2025-26 will include a fourth round of community responsive grants (RFP #4), continued implementation and refinement of core grant-making, grant/contract management, and reporting, and work to better align the work of the PCEF Committee with annual budget cycles. Several large RFPs for strategic programs approved through the CIP will be awarded in 2025.

## Program Budget

	<b>Actuals FY 2022-23</b>	<b>Actuals FY2023-24</b>	<b>Revised FY 2024-25</b>	<b>Requested No DP 2025-26</b>	<b>Requested Total 2025-26</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	2,139,949	3,507,856	8,277,094	8,801,854	11,990,348
External Materials and Services	10,261,727	20,235,214	348,073,658	167,162,194	167,162,194
Internal Materials and Services	2,288,275	2,840,629	4,267,220	4,553,841	5,530,601
<b>Bureau Expenditures Total</b>	<b>14,689,951</b>	<b>26,583,699</b>	<b>360,617,972</b>	<b>180,517,889</b>	<b>184,683,143</b>
<b>Fund Expenditures</b>					
Contingency	0	0	286,753,397	604,971,761	581,004,448
Fund Transfers - Expense	34,273	119,084	8,116,256	35,949,387	36,692,002
<b>Fund Expenditures Total</b>	<b>34,273</b>	<b>119,084</b>	<b>294,869,653</b>	<b>640,921,148</b>	<b>617,696,450</b>
<b>Requirements Total</b>	<b>14,724,224</b>	<b>26,702,783</b>	<b>655,487,625</b>	<b>821,439,037</b>	<b>802,379,593</b>
<hr/>					
<b>FTE</b>	<b>16.60</b>	<b>29.50</b>	<b>45.50</b>	<b>41.50</b>	<b>55.50</b>

## River & Environmental Planning

### Program Description & Goals

The River and Environmental Planning program is responsible for developing plans, policies, projects, and regulations to protect and improve the health of environmental resources, support proper floodplain management, and contribute to Portland's resiliency in the face of climate change. The program is also responsible for developing plans that meet State land use mandates and advance objectives related to natural resources, economic development, recreation, water quality, and other goals.

The program includes three sections:

**Willamette River Planning:** River planning focuses on development; parks; natural, scenic, and cultural resources; and transportation along the river. In recent years, the team has continued to implement a geographically phased work plan to update development regulations for properties adjacent to the Willamette River and other city waterways which aim to strengthen natural resource protections, update floodplain regulations, and streamline regulations. River planning is coordinated closely with the City's Tribal Relations Program, tribal governments, and native people due to their deep cultural relationships with the river.

**Environmental Planning:** This team is responsible for development and maintenance of the City's regulatory tools to protect and enhance natural resources and improve environmental health and resiliency citywide and through area-specific projects. This includes development of State-required Natural Resource Inventory (NRI) and the application of environmental overlay zones and other measures to support compliance with regional, state, and federal laws including Oregon's State Planning Goal 5, the Endangered Species Act and the Clean Water Act.

The program is conducting ongoing phases of a work plan to correct the environmental overlay zone maps based on up-to-date technology and methods (the Ezone Map Correction Project adopted in 2022). These maps are used to protect identified natural resources and to avoid development in hazardous areas. The current phase of the Ezone Map Correction Project is focused on industrial land in the Columbia Corridor industrial areas which are being updated in conjunction with the state-mandated update of the Economic Opportunities Analysis, given the intersection with industrial jobs lands.

**Resiliency Planning / Floodplain Regulation Update:** The program also helps with the City's resilience research and planning. During the development of the Comprehensive Plan, the program recommended reducing development capacity on landslide prone properties. In FY 2025-26, the team will continue implementing the multi-year floodplain Management Update Work Plan. The focus in the upcoming fiscal year will be to update the regulations that will apply the North Reach of the Willamette River. This will include updating Zoning and Building Code floodplain regulations to increase flood storage capacity;

improving floodplain habitat for endangered and threatened salmon and steelhead species; and seeking future floodplain maps based on climate change models. This work is required to maintain households’ and businesses’ access to Federal Flood Insurance. The phased implementation of floodplain regulations in the North Reach area of the Willamette River will continue in FY 2025-26, after the successful City Council adoption of the Floodplain Resilience Plan in October 2023.

<b>Performance</b>	<b>Actuals FY 2022-23</b>	<b>Actuals FY 2023-24</b>	<b>Target FY2024-25</b>	<b>Target FY2025-26</b>	<b>Strategic Target</b>
Acres of significant natural resources protected through regulatory measures	16,308	16,310	16,623	0	0

**Equity Impacts**

Access to rivers, streams, forests, and wildlife is important for a healthy community: lowering blood pressure, decreasing anxiety, increasing physical activity, and improving social cohesion all come when people have access to nature. People who experience the greatest disparities in Portland typically have limited access to nature. By protecting and enhancing natural areas in neighborhoods, we provide equitable access to nature and these public health benefits.

This team works closely with the City’s Tribal Relations Director to involve local tribes and other native peoples in planning, especially along the Willamette River. The results of this collaboration are especially evident in the recently adopted River Plan / South Reach project. An additional focus in FY 2023-24 was on developing strategies to mitigate the climate change impacts from extreme heat in East Portland that was funded by two-year, one-time funding that ended in FY 2023-24.

**Changes to Program**

In FY 2023-24, the program staff focused on the adoption of updated local floodplain development regulations per federal mandates and started Phase 2 of the Environmental Zone update for resources in the Columbia Corridor as part of the Economic Opportunities Analysis.

This program has had reduced permanent funding over recent years and has been disproportionately reliant on temporary and one-time funding. In FY 2021-22, the program was staffed with three positions funded by a combination of funds from BES and carryover. The FY 2022-23 and FY 2023-24 base budget continued to support two permanent staff, while two other staff were funded with two-year, one-time funds. With the conclusion of this one-time funding, this program lost two staff positions in FY 2024-25.

## Eric Engstrom, Interim Director

Community & Economic Development Service Area

Remaining staff will focus on the core work of updating the Ezones and continuing to update floodplain regulations throughout the city to ensure compliance with federal regulations by an anticipated 2027 compliance deadline. Efforts to improve resiliency to extreme heat in East Portland will not advance beyond the research phase concluded in FY 24-25 due to the reduced staffing levels, and other core work will be likely be slowed, due to this reduced staffing.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	587,844	794,566	680,983	689,879	574,523
External Materials and Services	15,840	9,830	223,121	22,400	9,132
Internal Materials and Services	2,340	68	1,500	1,500	1,500
<b>Bureau Expenditures Total</b>	606,024	804,463	905,604	713,779	585,155
<b>Requirements Total</b>	606,024	804,463	905,604	713,779	585,155
<hr/>					
<b>FTE</b>	4.00	7.99	4.00	4.00	3.00

## Smart City PDX

### Program Description & Goals

The Digital Equity & Smart City PDX program combines the work of the former Office for Community Technology's Digital Equity program and the Bureau of Planning and Sustainability's Smart City PDX program. These programs prioritize services to improve the use of data and technology to foster civic engagement, create shared prosperity, improve livability, and provide equitable access to public services. The programs partner with communities to prepare for future technologies and make our city a place where data and technology are used to improve people's lives. This work also collectively contributes to the City's ability to address our key priority areas of community safety, economic recovery, homelessness, and livability by making data relevant to these issues more available, usable, and accessible to City leadership and community, and facilitates the responsible use of technology to address these challenges. Current work is focused in the following areas: digital equity, open data, AI, privacy, and surveillance.

#### Digital Equity

The Digital Equity program implements community-led solutions to bridging the digital divide with a distinct focus on expanding inclusive access to technology, advancing digital literacy, and addressing underlying socio-economic factors inhibiting substantive participation in the digital economy.

Digital equity is regarded as an essential facet to equitable community development and social progress in Portland. On a broader scale, the Digital Equity program strives to enhance social inclusion, empower marginalized groups, improve healthcare access, drive economic development, mobility, and innovation, eliminate the cycle of poverty, and strengthen community resilience.

Initiatives include:?

#### Smart City PDX

The Smart City PDX program comprises of AI, privacy, open data and surveillance policy development and technological implementation and deployment in collaboration with other city government entities. The program foregrounds innovations to improve the use of data and technology to foster civic engagement, create shared prosperity and elevated livability, and provide equitable access to City services. The program engages with the public to understand community concerns, convey intended technology impacts and purposes, prepare communities for future technological inputs, and ensure Portland is a place where data and technology are used to improve people's lives and not harm them.

## Eric Engstrom, Interim Director

Community & Economic Development Service Area

The program is involved in:

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Number of data review and privacy impact assessment services provided by Smart City PDX to City Bureaus/Offices and external partners.	6	6	10	0	0
Number of datasets available for download on the City of Portland's Open Data portal(s)	430	450	550	0	0
Number of external/internal Smart City PDX outreach/training/engagement events	12	10	5	0	0
Difference in the percentage of households with home broadband service by household income	4%	NA	10%	0%	0%
Total amount of outside funding for Smart City PDX programs	\$600,000	\$33,282	\$100,000	\$0	\$0
Percentage of Open Signal digital literacy training participants that are people of color	64%	36%	50%	0%	0%
Percentage of Digital Equity Action Plan (DEAP) Strategic Actions on track	100%	100%	90%	0%	0%

## Equity Impacts

The Digital Equity program centers around an inclusive community development agenda, which seeks to ensure all individuals regardless of their socio-economics status, geographic location or other factors render vulnerability, have equal opportunities to access and effectively utilize digital technologies. With this mandate, the Digital Equity focuses on leading initiatives related to addressing issue of affordability and reliability of internet service and empowering and supporting community-based partnerships that tackle barriers faced by priority populations to digital understanding, adoption, and usage. The program facilitates and implements community driven and centered solutions to address digital access, and integration needs for underrepresented individuals and small businesses.

The Smart City PDX priority framework:

This framework aims to reduce the risk of harms and maximize the value to community from City data and technology decisions. This process deploys a collaborative approach with City Bureaus and public engagement to ensure that equity and privacy considerations are held in due regard. The intention is to design purposeful data collection, to analyze data with informed, unbiased systemization, to transparently document and share methodologies, and to create city service efficacies and efficiencies with an equity lens.

## Changes to Program

The Digital Equity and Smart City PDX programs are part of the Community Technology Division at the Bureau of Planning and Sustainability. In March 2024, the Community Technology Division appointed a Chief of Community Technology who directs the Franchise Utility Program, MHCRC, Digital Equity, and Smart City PDX.

Digital Equity

The Smart City PDX program continues to be an integral collaborator alongside BTS, OEHR, and other city government entities to ensure that the data governance work is a holistic discipline, infuses public engagement, human rights, and equity principles into its work. In 2024, the program collaborated with partners to develop proposals for a potential enterprise-wide City data office. A decision on the creation of that Office is pending and may result in transferring some FTE from this BPS program.

**Program Budget**

	<b>Actuals FY 2022-23</b>	<b>Actuals FY2023-24</b>	<b>Revised FY 2024-25</b>	<b>Requested No DP 2025-26</b>	<b>Requested Total 2025-26</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	628,821	1,643,917	1,543,530	1,263,660	1,034,550
External Materials and Services	34,612	2,803,327	2,153,782	1,613,189	1,767,180
Internal Materials and Services	0	68,048	0	4,000	4,000
<b>Bureau Expenditures Total</b>	<b>663,433</b>	<b>4,515,292</b>	<b>3,697,312</b>	<b>2,880,849</b>	<b>2,805,730</b>
<b>Requirements Total</b>	<b>663,433</b>	<b>4,515,292</b>	<b>3,697,312</b>	<b>2,880,849</b>	<b>2,805,730</b>
<hr/>					
<b>FTE</b>	<b>10.00</b>	<b>9.95</b>	<b>5.80</b>	<b>6.30</b>	<b>7.30</b>

## Sustainable Consumption & Production

### Program Description & Goals

The Outreach and Education Team within the Solid Waste and Recycling Division implements programs that steer our community towards waste reduction and sustainable use of materials by making informed decisions about practices that conserve resources, minimize or reuse waste, properly compost and recycle, and reduce emissions at home and work.

Under this program offer our goals are to:

Activities undertaken include:

Additionally, the team supports regional food systems in ways that reduce climate impacts through partnerships with food security community organizations; implementing a business food scrap collection requirement; and collaborating with other Pacific Coast cities and states for greater impact. The team also supports the regional reuse, repair, and share economy through partnerships with local community organizations. An important focus of this program is assisting tenants and managers of multifamily properties, ensuring they have adequate and more equitable recycling, waste prevention, and disposal opportunities.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Portlanders' satisfaction with quality of garbage, recycling, and composting services	60%	NA	60%	0%	0%
Number of businesses consulted with on sustainability requirements	1,035	1,850	2,157	0	0
Number of multifamily units provided with waste education	5,910	5,796	13,000	0	0

### Equity Impacts

Equity in sustainable materials management and waste collection includes ensuring access to opportunities to reduce waste, recycle, and use collection systems, and shared benefits from the system. It also means ensuring access to opportunities within the waste system itself including the jobs and enterprises central to managing and reducing waste. For several years the Solid Waste & Recycling Division of BPS has been implementing a waste equity workplan that was first developed by a diverse set of stakeholders in 2018 and accepted by City Council. Past efforts in this area have included:

These priorities will continue in FY 25-26.

### Changes to Program

In the coming year, we anticipate continued evolution towards improved access and more inclusive approaches to outreach, education, and technical assistance in the community. This includes:



**Multifamily:** We'll improve access to service for residents in multifamily in partnership with our community-based contractor through targeted outreach to support compliance with minimum service levels, helping property managers establish required services where they may be missing (such as glass collection) and identify properties in need of investment.

**Resourceful Use:** One the city's past investments in building a culture of reuse and waste reduction was the Resourceful Use campaign. We propose to refresh and renew this campaign and website after researching opportunities to improve its effectiveness and reach.

**Recycling Modernization Act:** Funding under this act will begin to arrive in FY 25-26. Some of the funding will help us boost outreach and education work and update outreach and educational materials over the next few years, to help community members 'recycle right'. Other changes tied to the RMA are closely linked and described in the Waste Collection program offer.

**Print Materials:** Closely tied to expanded contamination reduction efforts, in the next budget year we will also increase the reach of recycling guidance to residents who may typically receive less information about recycling in including multifamily residents, through a new mailer.

**Schools:** Continue building our new school-based education program with a focus on schools that have fewer resources for sustainability. This new program will continue to mature with a goal to support schools and students in both learning about and implementing waste reduction opportunities in an integrated way.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	846,971	840,441	1,548,551	1,622,336	1,785,506
External Materials and Services	229,913	270,558	596,607	644,775	644,775
Internal Materials and Services	160,617	116,304	162,000	989,783	1,055,850
<b>Bureau Expenditures Total</b>	<b>1,237,501</b>	<b>1,227,303</b>	<b>2,307,158</b>	<b>3,256,894</b>	<b>3,486,131</b>
<b>Fund Expenditures</b>					
Contingency	0	0	(53,193)	0	0
<b>Fund Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>(53,193)</b>	<b>0</b>	<b>0</b>
<b>Requirements Total</b>	<b>1,237,501</b>	<b>1,227,303</b>	<b>2,253,965</b>	<b>3,256,894</b>	<b>3,486,131</b>
<b>FTE</b>	<b>5.52</b>	<b>8.40</b>	<b>7.40</b>	<b>9.40</b>	<b>10.40</b>

## Urban Design & Research

### Program Description & Goals

This program leads projects and provides expertise to the work of BPS and the City related to housing, economic development, urban design, and historic preservation. The data-driven, technical expertise provided by the program is critical to ensure land use planning decisions produce the intended results as policies interact with market forces and conditions. The program conducts BPS's work on the state-mandated updates to the Economic Opportunities Analysis (EOA), Housing Needs Analysis (HNA), and the newly required Housing Production Strategy; and leads the bureau's work on the Anti-Displacement Action Plan (ADAP).

Work is divided into two teams:

**Housing and Economic Interventions:** This team does research to develop housing and economic policies and ensure planning projects are grounded in technically sound analysis. This includes tracking real estate and development trends, employment, and displacement risk for vulnerable populations.

This team is the lead for several bureau initiatives:

Equitable development planning, including the Anti-Displacement Action Plan (ADAP), which is a community-led process to implement the anti-displacement policies of the 2035 Comprehensive Plan. Zoning has long been used to exclude and segregate communities. This work explores how to use zoning and related tools to correct past harms to Black and indigenous communities.

The Economic Opportunities Analysis (EOA). The EOA update is currently in the policy-making and public engagement stage, to evaluate the amount of land needed for employment growth. This will include consideration of long-delayed actions to protect natural resources in industrial areas and to continue the phased implementation of floodplain regulations required to maintain discounted floodplain insurance rates for Portlanders and implement the federal regulations related to the Federal Emergency Management Agency (FEMA) Biological Opinion (BiOp).

The recently adopted, state-approved Housing Production Strategy (HPS), the six-year strategy that identifies the actions the City will take to facilitate the production of forecasted housing units needed at all income levels. This work follows up on the City Council adoption of the 2045 Housing Needs Analysis in FY 2023-24 and the adoption of city's first HPS in FY 2024-25—efforts that involved coordination with multiple city bureaus. Additionally, program staff have been part of a multi-bureau group that have been implementing the Housing Production Resolution (Resolution No. 37593) adopted by City Council on November 3, 2022.

**Urban Design Studio and Historic Resources:** The Urban Design Studio integrates urban design into projects to create vibrant and inclusive places for all people. They produce plans, analyses, policies, and community engagement that inform decisions on the design of new buildings and public spaces and assist on infrastructure projects such as the South Park Block Master Plan (led by PP&R), Broadway Corridor/USPS (led by Prosper Portland) and, with PBOT, the Montgomery Park to Hollywood NW Plan, Central City Green Loop and the Interstate Bridge Replacement Project (IBR).

Finally, staff also continue to provide urban design advice and research to support ongoing efforts directed at Central City recovery, including the Reconnecting Albina Area Plan (RAAP) project.

Historic Resources staff supports City compliance with federal and state law. The team staffs the Historic Landmarks Commission on National Register of Historic Places nominations. In FY 2023-24, staff focused on identifying and nominating historic resources affiliated with the BIPOC and LGBTQ+ community, which will concluded in FY 2024-25. A new project, a two-year effort, exploring approaches to preserving legacy businesses launched in FY 2024-25 and continues in FY 2025-26 with the support of a \$352,000 federal Small Business Administration grant.

<b>Performance</b>	<b>Actuals FY 2022-23</b>	<b>Actuals FY 2023-24</b>	<b>Target FY2024-25</b>	<b>Target FY2025-26</b>	<b>Strategic Target</b>
Percentage of new housing units that are in Centers and Corridors	78%	72%	80%	0%	0%
Percentage of seven-county region’s new employment growth that is in Portland	42%	21%	25%	0%	0%
Percentage of seven-county region’s new housing that is in Portland.	17%	19%	25%	0%	0%

## Equity Impacts

The 2035 Comprehensive Plan includes equity and anti-displacement policies that provide explicit direction to manage growth to reduce disparities, increase access to opportunities and mitigate the burdens of land use and transportation decisions. The ADAP, the HPS, and the Legacy Business Preservation Program represent different ways the program provides recommendations on equity-centered anti-displacement and equitable development policy, coordination, and implementation.

The EOA update is another major initiative with a focus on how to create middle-wage job opportunities for people without college degrees. HPS implementation focuses on advancing strategies that provide a range of housing that is accessible and affordable to a diverse range of Portlanders.

The Urban Design and Research program is actively working to reverse that historical harm by promoting land use changes that increase housing access and choice in high-income communities and developing tools to implement anti-displacement policies to mitigate or reduce displacement risks for lower-income communities. The historic resources staff focus on preservation of historic/cultural resources of African American and other under-represented communities.

## Changes to Program

In FY 2024-25, the Housing and Economic Interventions team concluded its work with a community coalition to develop an Anti-Displacement Action Plan. Since FY 2021-22, the ADAP program funded grants to community groups through a combination of City funds and Metro grants.

## Eric Engstrom, Interim Director

Community & Economic Development Service Area

Through external grant funding, the Historic Resources Team will continue to diversify the Historic Resources Inventory, support the adaptive reuse of historic buildings, and protect institutions from displacement. Specific efforts are directed at documenting landmarks and protecting important places with Black, Indigenous, Latinx, and LGBTQ+ histories as requested by the community. The program also will research and develop recommendations for a Legacy Business Preservation Program intended to support the continuity of longstanding businesses and institutions — primarily those serving historically excluded and under-represented communities.

### Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	977,323	1,226,326	1,975,651	1,697,803	1,697,803
External Materials and Services	231,552	175,724	546,557	91,400	76,248
Internal Materials and Services	2,294	446	3,000	18,890	18,890
<b>Bureau Expenditures Total</b>	<b>1,211,169</b>	<b>1,402,496</b>	<b>2,525,208</b>	<b>1,808,093</b>	<b>1,792,941</b>
<b>Requirements Total</b>	<b>1,211,169</b>	<b>1,402,496</b>	<b>2,525,208</b>	<b>1,808,093</b>	<b>1,792,941</b>

<b>FTE</b>	8.40	8.00	9.00	9.00	9.00
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## Waste Collection

### Program Description & Goals

The Waste Collection program works to oversee garbage, recycling, and composting collection systems for Portland's residents and businesses, and carry out policies to reduce waste, increase recycling and composting, and maintain high-quality collection services at reasonable rates.

Program goals are to:

1. Create shared prosperity through affordable service, equitable participation of women and minority workers, and reduced barriers to economic opportunities for COBID businesses.
2. Provide exemplary service for residents and businesses.
3. Meet state and regional requirements for waste and materials service delivery.
4. Advance the City's climate and environmental goals including the City's Climate Emergency Workplan, and the 2030 Regional Waste Plan, through waste prevention, recovery, and safe, environmentally sound operations.
5. Sustain a resilient and equitable system.

**Waste & Recycling Operations:** The City oversees two distinct collection systems: one serves single family residents up through 4-plexes; the other serves commercial and multi-residential properties.

Residential waste, recycling and composting collection includes franchising private-sector collection companies, enforcing service standards, setting rates, and customer support. The annual rate-setting process establishes the fee that franchised collection providers can charge customers for providing residential garbage, recycling, and composting collection.

Commercial waste, recycling, and composting collection services are provided by permitted hauling companies to businesses and multifamily customers. BPS establishes service standards, issues permits to haulers and ensures compliance with City requirements. Commercial service is not franchised (rate-regulated) in Portland.

For all haulers, BPS enforces rules limiting pollution from collection vehicles and improving safety for workers, cyclists, and pedestrians.

A residential 8% franchise fee and a commercial tonnage fee collected from garbage and recycling companies ensures ongoing system oversight and administration and enable us to meet state and regional requirements for outreach, education, technical assistance, and policy development. In addition to funding the Solid Waste and Recycling division, including this program, revenues are used by BPS to support climate programs, to fund waste-related services undertaken by the PP&D Nuisance Inspection Program and the City's Homeless Urban Camping Impact Reduction Program.

This team also implements the Public Trash Can program which helps Portland become one of the cleanest city in America by providing sidewalk trash cans and overseeing collection in six different service areas across the city.

## Eric Engstrom, Interim Director

Community & Economic Development Service Area

**Policy & Program Development:** This program develops and implements policy to reduce waste, such as policy on single-use plastics and polystyrene foam take-out food containers, the city’s first-of-its-kind deconstruction ordinance, recycling requirements, and food scraps collection policy. This team oversees the maintenance and updating of administrative rule and solid waste code. The team also coordinates with Metro and the DEQ on regional and statewide priorities around multifamily recycling, business food scraps separation requirements, and modernizing Oregon’s recycling system. These functions are funded through a combination of resources, including the Solid Waste Management Fund and annual revenue sharing from Metro via IGA, which are relatively stable sources of funding.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Percentage of waste recycled or composted	53%	54%	56%	0%	0%
Typical curbside residential bill as a percent of median income	0.50%	0.40%	0.00%	0.00%	0.00%

## Equity Impacts

Equity in sustainable materials management and waste collection includes ensuring access to opportunities to reduce waste, recycle, and use collection systems, and shared benefits from the system. It also means ensuring access to opportunities within the waste system itself including the jobs and enterprises central to managing and reducing waste. For several years, the Solid Waste & Recycling Division of BPS has been implementing a waste equity workplan that was first developed by a diverse set of stakeholders in 2018 and accepted by City Council. These efforts provide wealth-building opportunities to communities that have historically been excluded by helping COBID companies build capacity in the waste collection industry. Efforts in this area have included:

In this program offer for FY 25-26, efforts towards more equitable access and opportunity include:

## Changes to Program

**Public Trash:** The public trash can program expanded recently across Northwest Portland with South and Southwest Portland to come in 2025.

**Community Clean-up:** The program has relieved pressure on the General Fund by absorbing SOLVE litter cleanup funding within the Solid Waste Management fund. Although the funding level of \$350K - \$400K is not intended indefinitely, maintaining significant funding through FY25-26 for these cost-effective litter cleanups will help maintain cleanliness across the city.

**Multifamily:** As we implement new expectations for service levels at multifamily properties, which is our immediate multifamily priority, we will continue to move the needle through improved data collection, new rules to prompt the availability of bulky waste service and small-scale pilots funded by a USDA grant to understand options for multifamily properties to receive additional food scraps collection service.

**Recycling Modernization Act:** New state funding under this act will begin to arrive in FY 25-26 to support contamination reduction strategies. Staff are currently vetting options and developing a strategy that will be brought to City Council. Additional funding incentives for on-route glass collection are also anticipated and may be used to defray monthly recycling costs for residential customers and to facilitate better collection systems at commercial or multifamily properties.

**Business Food Scraps Collection:** Implementation continues for the business food scraps separation policy, which meets climate and waste reduction goals. All food businesses, such as restaurants, grocery stores, institutional kitchens, and schools are required to keep food scraps out of the garbage.

**Deconstruction:** The recent award of a grant from DEQ, if approved by City Council and the City Administrator, will allow our program to test additional service options and policy approaches to increase recovery of building materials from buildings that are deconstructed.

**Commercial / Multifamily System Research:** In the early 1990s, when Portland decided to use a franchise system to deliver garbage and recycling collection services to the single-family residential sector (customers in up to 4-plexes), it opted not to do the same for commercial and multifamily waste collection on the theory that an ‘open market’ would provide the best services for businesses. In contrast, most if not all cities in Oregon adopted franchise systems across both residential and commercial sectors. The program is embarking on a study that will seek to understand how well the existing system serves businesses and multifamily properties and develop policy options to improve outcomes in this system.

## Program Budget

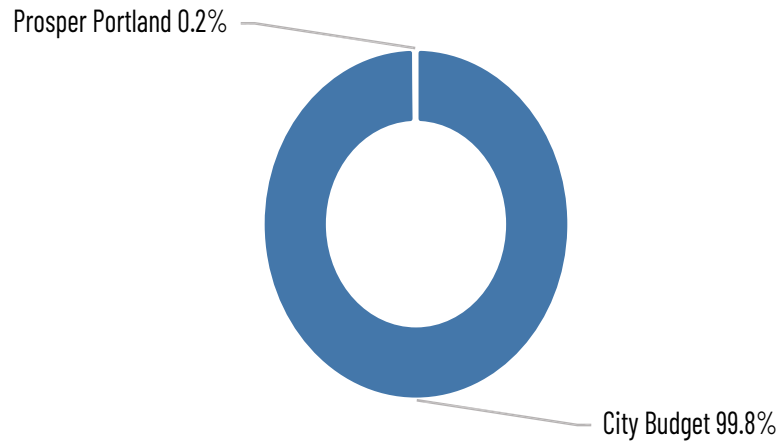
	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	1,458,675	1,525,489	2,377,844	2,520,488	2,683,658
External Materials and Services	3,998,134	3,256,065	5,259,274	5,752,071	5,752,071
Internal Materials and Services	1,683,422	2,032,826	2,211,129	1,138,377	1,204,445
<b>Bureau Expenditures Total</b>	<b>7,140,231</b>	<b>6,814,381</b>	<b>9,848,247</b>	<b>9,410,936</b>	<b>9,640,174</b>
<b>Fund Expenditures</b>					
Debt Service	86,417	889,872	93,469	97,208	97,208
Contingency	0	0	1,496,454	70,788	70,788
Fund Transfers - Expense	224,013	259,786	1,432,731	1,460,861	1,460,861
<b>Fund Expenditures Total</b>	<b>310,430</b>	<b>1,149,658</b>	<b>3,022,654</b>	<b>1,628,857</b>	<b>1,628,857</b>
<b>Requirements Total</b>	<b>7,450,661</b>	<b>7,964,039</b>	<b>12,870,901</b>	<b>11,039,793</b>	<b>11,269,031</b>
<hr/>					
<b>FTE</b>	14.53	14.50	15.40	14.40	15.40

# Prosper Portland

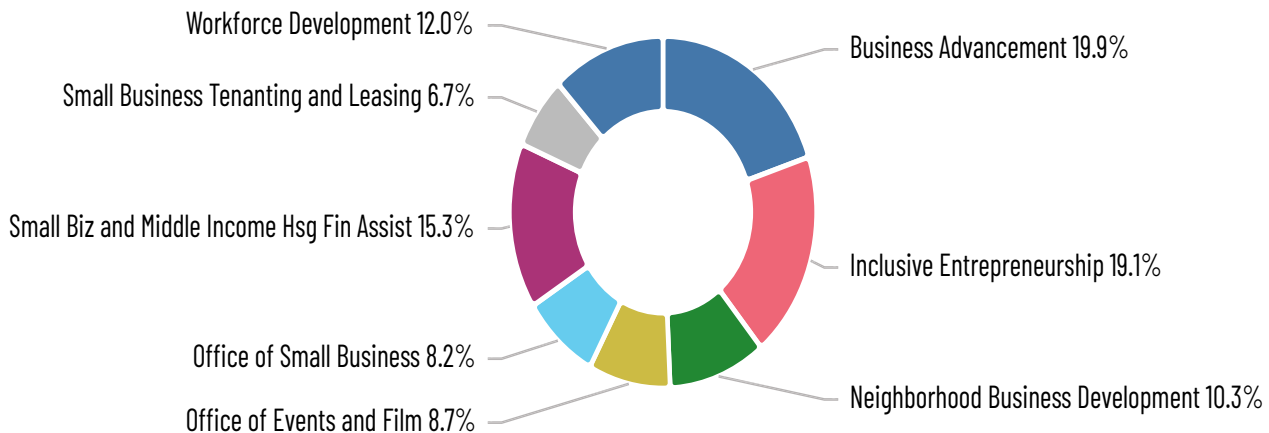
Donnie Oliveira, DCA - Community & Economic Development

Shea Flaherty Betin, Interim Executive Director

**Percent of City Budget Graph**



**Bureau Programs**



**bureau overview**

Requirements	Revised FY 2024-25	Requested Total 2025-26	Change from Prior Year	Percent Change
Operating	\$36,325,458	\$13,254,195	\$(23,071,263)	(64)%
Capital				
<b>Total</b>	<b>\$36,325,458</b>	<b>\$13,254,195</b>	<b>\$(23,071,263)</b>	<b>(64)%</b>
Authorized Positions				



## Office of Small Business

### Program Description & Goals

In the spring of 2024, City Council charged Prosper Portland with creating and implementing an Office of Small Business (OSB). The OSB aligns with the goals outlined in the City's economic development strategy, Advance Portland. Outcome 2.3.1 focuses on centralizing small business assistance and services provided through the City of Portland, while Outcome 2.1.4 emphasizes the need to expand the Portland Small Business Hub (PDX Small Biz Hub) to serve as a centralized resource.

Supported by funds from the American Rescue Plan Act (ARPA), Prosper Portland launched the PDX Small Biz Hub in July 2022. This online platform provided Portland small businesses centralized resources, navigation services, and business advising through a network of service providers. These services are pivoting to the PDXOfficeOfSmallBusiness.com which will provide expanded web-based infrastructure, centralizing all small business programs and services. Services will include intake for staff liaisons who provide customized one-on-one support to businesses needing assistance navigating City and Prosper Portland services and regulations, resources to assist new businesses in key industry segments, support for existing businesses to manage and grow their companies, navigation to help businesses build community and peer connections, news and updates that affect Portland small businesses, and storytelling to celebrate and amplify the incredible small business ecosystem in Portland.

The new office will be led by a dedicated manager and supported by three skilled liaison staff. Their critical responsibilities include coordinating small business programs at Prosper Portland, providing one on one support navigating services, introducing web-based services and training, and collaborating with City bureaus to enhance service delivery for Portland's small businesses. This office will be an integral part of Prosper Portland's established Entrepreneurship and Community Economic Development team, to improve coordination and increase capacity.

The office will:

- ◆ Deliver services with a customer-facing approach
- ◆ Provide a central place for businesses to access government information or seek help
- ◆ Track inquiries and business needs
- ◆ Standardize and customize high-quality services delivered by public staff and third-party providers
- ◆ Engage and build relationships with business districts, neighborhood associations, and key associations
- ◆ Collaborate with City bureaus and external partners to create pathways to better support small business challenges and opportunities
- ◆ Be a central hub for information related to Portland small businesses
- ◆ Highlight and celebrate small businesses throughout Portland

# Prosper Portland

Community & Economic Development Service Area

## Equity Impacts

The OSB website is accessible in English, Spanish, Chinese, Russian, and Vietnamese. When needed, services are available in specific languages or interpretation is provided. Materials will be translated to help those with limited or no English skills and our office will tailor services to individuals facing higher barriers. Community outreach will be done with an equity facing lens and staff will track business demographics for those served via appointments with liaison staff to ensure services are equitably distributed. Currently, about 63% of the businesses served through PDX Small Business Hub identify as a BIPOC owned business.

## Changes to Program

Not applicable, as this is a new program.

## Resources

General Fund: Prosper Portland’s portion of ongoing General Fund increased with cost-of-living projections set by the City.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	0	0	0	1,083,580	1,083,580
<b>Bureau Expenditures Total</b>	0	0	0	1,083,580	1,083,580
<b>Requirements Total</b>	0	0	0	1,083,580	1,083,580

## Community-Based District Support

### Program Description & Goals

Prosper Portland provides community-based district support through the Neighborhood Prosperity Network (NPN) and investments in Venture Portland programming. NPN districts receive grants, training, and support from Prosper Portland, while business districts receive similar resources through Venture Portland.

NPN is a signature place-based Prosper Portland program, designed to promote community-driven and equity-focused economic development initiatives. It is led by members of the respective communities to foster economic opportunity and vitality throughout Portland’s neighborhoods, particularly for historically underserved communities.

With a focus on localized grassroots economic development, Prosper Portland partners with seven community-based organizations located in North, Northeast, and East Portland to support economic opportunity, small business growth, healthy and safe communities, and build community capacity in these neighborhoods. Over the past decade, these strong community relationships have helped districts to implement various City priorities aimed at assisting disadvantaged populations. These funds have provided direct business assistance and boosted employment in the districts.

Each NPN district addressed the unique needs of its region with goals of stabilizing the community, growing businesses and increasing employment opportunities. Grants from Prosper Portland enable the organizations to hire staff, connect with local businesses, support physical improvement projects, promote community-led development, and enhance the district’s visibility. NPN has also partnered with the Inclusive Business Resource Network (IBRN) to provide business technical assistance and workforce navigators.

Venture Portland is a mutual benefit non-profit organization that offers technical assistance to approximately 50 neighborhood business districts throughout Portland. Since 1986, Venture Portland has invested in the smart, strategic growth of Portland’s unique neighborhood business districts, which host a majority of the city’s businesses and nearly half of its jobs. These districts play a vital role in Portland’s economic prosperity representing diverse local, regional, national and international demand for goods and services. Venture Portland offers grants, trainings and marketing support to volunteer-led business districts and administers a District Ambassador program to foster connections among the business districts and the Office of Small Business.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Private Funds Leveraged by Neighborhood Prosperity Network	\$3,213,297	\$2,272,722	\$750,000	\$750,000	\$0
Private Funds Leveraged by Venture Portland	\$86,420	\$46,677	\$200,000	\$200,000	\$0
Number of technical assistance and training hours to business district associations by Venture Portland	4,112	3,837	2,700	2,700	0
Number of volunteer hours - Venture Portland	5,497	3,673	8,000	8,000	0
Net number of full time employees employed by Neighborhood Prosperity Districts	0.00	27.00	14.00	0.00	0.00

### Equity Impacts

The Neighborhood Prosperity Network is a critical program that delivers on the City's economic development plan, Advance Portland, and ensures that historically underrepresented communities have equitable access to investments occurring in their neighborhoods. These districts are in neighborhoods with increasing gentrification pressures and higher-than-average diversity compared to Portland as a whole.

Venture Portland's CII is intended to address historic and structural disparities and issues with affordability and displacement in targeted business districts. These districts, which collectively contain more than 6,000 businesses, have higher percentages of immigrants, people of color and people living below Portland's median household income.

### Changes to Program

The Neighborhood Prosperity Initiative was launched in 2011, aiming to build community capacity through micro-tax increment finance (TIF) districts. This initiative created a 10-year framework to assess how strengthening community capacity impacts stabilization. Over the past decade, the initiative demonstrated that those who are most affected by issues are often the best equipped to address them. Micro-TIF districts underscored the importance of ensuring access to capital for priority communities, helping them to remain in their neighborhoods amidst growing gentrification pressures.

In 2018, a coalition of community-based partners from the Cully neighborhood approached Prosper Portland to explore a community-centered TIF. This new TIF district creation process focused on integrating the voices of historically underserved, marginalized, and underrepresented communities. Together, community-based organizations, Cully residents, Prosper Portland, and the Portland Housing Bureau co-created a proposal for a new Cully TIF district that was unanimously adopted by Portland City Council in November 2022.

Building on the lessons learned from the Cully TIF district creation process and following more than a year of community engagement, visioning and guidance, the Portland City Council voted in October 2024 to approve the establishment of three East Portland TIF districts: 82nd Avenue Area, East 205 and Sumner-Parkrose-Argay-Columbia Corridor. These TIF districts aim to address the urgent need to stabilize existing businesses and residents while supporting inclusive economic growth for current and future generations.

A Community Leadership Committee (CLC) will provide guidance and oversight for the implementation of the East Portland TIF District Plans. The groups will convene in 2025 and begin developing district action plans, which will outline specific investments for a five-year period that are consistent with each district's TIF Plan.

**Resources**

**Neighborhood Prosperity Network:**

- ◆ General Fund: Prosper Portland’s portion of General Fund increased with cost-of-living projections set by the City. Should City Council approve Prosper Portland’s decision package, \$48,750 will be cut from this budget and reallocated to the Strategic Investment Fund (SIF).
- ◆ Enterprise Zone: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. Enterprise Zone resources are one-time in nature and are being depleted as expenses significantly outpace new revenue in the current economic climate.
- ◆ Strategic Investment Fund: Should City Council approve Prosper Portland’s decision package, \$48,750 in staffing budget will be reallocated from the General Fund to SIF.

**Venture Portland:**

- ◆ General Fund: Prosper Portland’s portion of the General Fund is largely being cut by a decision package. Should City Council approve the cut of \$380,000, Prosper Portland will maintain some level of district support internally.
- ◆ ARPA: The American Rescue Plan Act funds increased Venture Portland’s staff hours who are supporting Catalytic Investment Initiative districts. These funds are no longer available.

**Program Budget**

	<b>Actuals FY 2022-23</b>	<b>Actuals FY2023-24</b>	<b>Revised FY 2024-25</b>	<b>Requested No DP 2025-26</b>	<b>Requested Total 2025-26</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	1,550,245	874,531	1,741,702	1,792,211	1,363,461
<b>Bureau Expenditures Total</b>	1,550,245	874,531	1,741,702	1,792,211	1,363,461
<b>Requirements Total</b>	<b>1,550,245</b>	<b>874,531</b>	<b>1,741,702</b>	<b>1,792,211</b>	<b>1,363,461</b>

## **Small Business & Middle-Income Housing Financial Assistance**

### **Program Description & Goals**

Prosper Portland invests in small businesses with direct funding for operating and capital needs, centering businesses with limited access to capital. Through various funding sources, including one time funding, federal Economic Development Administration funds, and citywide strategic investment funds, Prosper Portland offers flexible loans and grants to meet unique business or property needs. Loan programs offer flexible repayment terms tailored to help a business grow and stabilize and partner with primary lenders to bridge financing gaps. While grant programs focus primarily on physical improvements – including immediate repairs and broader tenantry improvements – loan programs support working capital, equipment purchases and business growth/expansion, as well as physical improvements of real property in leased or owner-occupied spaces.

Programming supports businesses through direct financial assistance in alignment with other Prosper Portland programs in small business and traded sector specific strategies for business growth, job creation and inclusive entrepreneurship. This direct funding together with related tailored assistance supports i) the retention and creation of quality jobs by improving business competitiveness and inclusion practices and ii) generational wealth creation through business ownership.

### **Equity Impacts**

To date during FY 2024-25, Prosper Portland has provided seven loans to five clients placing over \$22 million in business and commercial property lending. Clients range from businesses in food & beverage cluster to office to residential conversion projects. Our loan activity reflects ongoing and growing demand for loans by businesses with historically limited access to capital and to the challenging commercial property lending market.

Since the start of FY 2019-20, Prosper Portland has provided 1,528 grants to 1,044 small businesses and nonprofits through the Repair and Restore grants citywide in addition to Prosperity Investment Program and Community Livability grants within Tax Increment Finance districts, with 43% of Repair Grants and 54% of Restore Grants received by BIPOC owned businesses.

## Changes to Program

Prosper Portland directly underwrites, finances and administers loans to small businesses as part of our broader economic and urban development programming and activities. In FY 2025-26, the team has a goal of placing \$25 million in business and commercial property lending citywide with similar disaggregated outcomes and impact. Given current market conditions, Prosper Portland anticipates seeing increased business loan requests since the retail and office market are still pretty sluggish. We also expect to receive increased office to housing conversion loan requests as we get increased coverage of pilot projects we're investing in in Old Town and the Central Eastside. Prosper Portland's small business and commercial property financing capital resources include:

- ◆ **Economic Development Administration.** Prosper Portland administers an Economic Development Administration (EDA) Revolving Loan Fund (RLF). The City was the initial Grantee of a U.S. Department of Commerce EDA RLF Grant first initiated in 1979 and originally authorized by City of Portland Resolution #32267 adopting a Comprehensive Economic Development Strategy (CEDs). Prosper Portland administered the funds on behalf of the City. City Council recently approved the transfer of ownership of the funds to Prosper Portland and Prosper Portland is in the process of defederalizing these funds.
- ◆ **Strategic Investment Fund.** Through revenues generated from the return on investments the agency has made via loan payments, operating properties, and proceeds from the sale of properties for public-private development projects, the Strategic Investment Fund serves short-term and long-term community needs including citywide small business working capital and commercial property loans. Changes to commercial property loan products are currently underway to better align with community needs.
- ◆ **PCEF.** In partnership with the Bureau of Planning and Sustainability and the Portland Clean Energy Fund, Prosper Portland is developing new loan and grant programs to support PCEF energy efficiency objectives and complement our existing small business and commercial property investment tools. Prosper is developing a new Small Commercial Building Energy Efficiency (BEE) Grant program which will support small businesses and small commercial building owners to complete energy efficiency upgrades, reduce energy usage and cost, create health benefits, and increase resilience. The grant program will launch in late spring of 2025. To provide increased access to capital a portion of PCEF funds are allocated for providing access to capital which includes funding for small to midsize commercial property projects, including pilot office to residential conversions.

With no remaining budget, Prosper Portland closed the small business Repair and Stabilization Restore grant programs at the end of calendar year 2024. Those programs were critical to supporting Portland small businesses experiencing hardships resulting from the COVID-19 pandemic citywide and complemented Prosper Portland's Prosperity Investment Program grants available within specific tax increment finance districts. Funded through ARPA and General Fund, over the life of the program, the Repair and Stabilization Restore programs disbursed over 1,500 grants and placed critically needed financial support of over \$6.9 million.

# Prosper Portland

Community & Economic Development Service Area

While capital resources are available in existing and new Tax Increment Finance districts, General Fund support is critical to Prosper Portland being able to provide access to capital citywide. This citywide staffing and overhead also maximizes General Fund investment by further leveraging EDA, SIF, PCEF, and other capital funding available for direct grant and loan awards to small businesses.

## Resources

- ◆ General Fund: Prosper Portland’s portion of General Fund increased with cost-of-living projections set by the City. Should City Council approve Prosper Portland’s decision package, \$325,000 will be cut from this budget and reallocated to the Strategic Investment Fund (SIF).
- ◆ Strategic Investment Fund: Staff funded through General Fund and SIF will work to get more than \$5 million in resources out annually in loans to small businesses, commercial development, and middle-income housing projects.
- ◆ PCEF: Prosper Portland is receiving \$5.25 million this fiscal year via an Intergovernmental Agreement with the Portland Clean Energy Fund for new loan and grant investments. The majority of funds are allocated for the new Small Commercial Building Energy Efficiency (BEE) Grant program. The other portion of PCEF funds are allocated for providing access to capital for other projects, including pilot office to residential conversions.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	0	0	2,281,385	2,347,545	2,022,545
<b>Bureau Expenditures Total</b>	0	0	2,281,385	2,347,545	2,022,545
<b>Requirements Total</b>	0	0	2,281,385	2,347,545	2,022,545



## Small Business Leasing & Tenanting

### Program Description & Goals

Prosper Portland's commercial tenanting activities involve direct leasing, property management, and tenant improvement investments. These tenanting activities support businesses looking to open physical retail locations, increase access to affordable commercial space for small businesses with a bricks and mortar presence, and revitalize Portland's commercial corridors and business districts with products and services that cater to local community and regional needs.

Prosper Portland operates a portfolio of properties citywide and within TIF districts, managing and leasing those properties to support small businesses, including through access to affordable commercial space and with the following goals:

- ◆ Strategic tenanting of spaces to support businesses to serve and anchor adjacent communities;
- ◆ Flexible lease terms tailored to help a business start, grow and stabilize; and
- ◆ Supporting with tenant improvement grants and build out through leases and direct small business grants.

Direct leasing supports communities and businesses through direct operations of commercial properties in alignment with other Prosper Portland programs in business growth, job creation and inclusive entrepreneurship. Leasing of operating properties includes tenanting of market and affordable commercial spaces at The Nick Fish, Lents Commons, in N/NE and the recently completed Fairfield Hotel in the West End. Operations of other commercial assets includes public garages adjacent to businesses, residents and visitors including the Convention Center Garage, Station Place Garage, RiverPlace Garage, as well as Union Station.

Prosper Portland offers an Affordable Commercial Tenanting (ACT) grant program citywide to increase economic opportunity for small business owners that face barriers to open and operate a brick-and-mortar business. Historically, there have been disparities in access to capital, which prevent underserved populations from accessing wealth creation opportunities through business ownership. By providing funds for tenant improvements and technical assistance, this Grant Program helps bridge the gap in capital access to create opportunities and diversify Portland's business community.

In addition to owning and master leasing space for affordable commercial initiatives and managing the ACT grant program, Prosper Portland serves as the City's administrator for the Affordable Commercial Space Program. On June 6, 2018, Portland City Council adopted an Affordable Commercial Space Bonus (Bonus) as a part of the 2035 Comprehensive Plan Code Reconciliation Project and directed Prosper Portland to serve as administrator. The Bonus allows development proposals in certain commercial zones to access a floor area ratio (FAR) and height Bonus if they provide on-site affordable commercial space or pay into the Affordable Commercial Space Fund. On June 13, 2018, the Prosper Portland Board adopted Resolution No. 7277 establishing Administrative Rules for the Affordable Commercial Space Program.

## Equity Impacts

As of January 1, 2025, Prosper Portland manages and directly leases 7 properties as operating commercial assets, offering 136,500 sq. ft. of available space. The agency has currently leased 101,000 sq. ft. to 10 local businesses, at or below market rents. Prosper Portland uses an equity lens focused on assisting businesses who have been or are at risk of displacement due to gentrification, have limited access to capital, have not benefited from generational wealth, are first generation business owners, are first-generation college graduates, and/or provide a product or service that benefits a historically underserved population.

In FY 2024-25, Prosper Portland successfully tenanted a new childcare center at the Nick Fish as well as preserving a longstanding bike repair business in the Lents Town Center. The team continues to support provision of affordable commercial space at the Nick Fish, Lents Commons, and now the Fairfield Hotel.

## Changes to Program

In October 2023, Prosper Portland's board approved the Affordable Commercial Tenanting program guidelines as part of delivering on Advance Portland. Previously, Prosper Portland's leasing and tenanting activities and related staffing have been largely funded via tax increment resources within districts that are now ended or in the process of ending without resources remaining to continue to support small businesses within those spaces.

The ACT program provides funding in districts with remaining tax increment financing and throughout the city, to property owners and small business owners to facilitate access to commercial space and support inclusive business growth. Grant funds may be used for tenant improvements, space-related soft costs, and permitting support to ready space to open for business. Technical assistance may also be available for business support via other Prosper Portland offered economic development programs.

## Resources

- ◆ General Fund: Prosper Portland's portion of General Fund increased with cost-of-living projections set by the City.
- ◆ Affordable Commercial Tenanting Fund and Tax Increment Finance: Direct grant resources to small businesses are available citywide with approximately \$500 thousand in the ACT Fund and additional resources in tax increment finance districts.
- ◆ Property-Specific Funds: In districts where Prosper Portland is engaged in direct leasing operations, property-specific budgets have been allocated to enable the provision of affordable commercial space under flexible terms and condition that resemble the ACT and ACS programs.

## Program Budget

	<b>Actuals FY 2022-23</b>	<b>Actuals FY2023-24</b>	<b>Revised FY 2024-25</b>	<b>Requested No DP 2025-26</b>	<b>Requested Total 2025-26</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	0	0	662,138	887,140	887,140
<b>Bureau Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>662,138</b>	<b>887,140</b>	<b>887,140</b>
<b>Requirements Total</b>	<b>0</b>	<b>0</b>	<b>662,138</b>	<b>887,140</b>	<b>887,140</b>

## Reimagine Oregon

### Program Description & Goals

Reimagine Oregon Economic Opportunity Investment Fund Grant focuses on economic and business development for those disproportionately affected by Cannabis Prohibition. Open to both for-profit and non-profit entities, operating within the city of Portland, funds are invested in critical efforts focused on economic opportunity that work toward dismantling systemic oppression and improving the quality of life for the Portland community.

Prosper Portland launched the Reimagine Oregon Economic Opportunity Investment Fund Grant in March 2024 with the opportunity for entities to apply for funding annually. Two funding tracks will be offered this cycle: Standard Grants and Anchor Grants. **Standard grants** will support businesses in scaling their growth, as well as nonprofits that are focused on building community wealth, promoting economic empowerment, and supporting social enterprises. **Anchor project grants** will either support long lasting innovation initiatives or have a lasting impact on community engagement efforts and provide local opportunities for collaboration and scalability. The fund use is flexible to allow room for innovative proposals for growth and capacity building initiatives that accomplish the following core objectives for small businesses and organizations:

- ◆ Ensure economic opportunities and capital are made increasingly available.
- ◆ Reconstruct and revitalize the Portland economy.
- ◆ Support entrepreneurs with scaling their businesses.
- ◆ Create multi-generational wealth opportunities.
- ◆ Meet business needs for capital and growth.
- ◆ Expand assistance to and resilience of businesses in need of economic support.
- ◆ Increase access to business and property ownership, real estate, financing, and partnerships with a focus on growing wealth more equitably via inclusive networks.

Reimagine Oregon began as an initiative created by Black-led organizations and individuals working to dismantle systematic racism in Oregon. Community leadership created a movement that resulted in the launch of the Reimagine Oregon Economic Opportunity Investment Fund at Prosper Portland. This grant program aligns with the Advance Portland strategic vision to foster wealth creation within underserved communities by creating access to economic opportunity for business development and growth. The goal of both the initiative and the investment fund is to provide economic opportunities to communities disproportionately impacted by cannabis prohibition.

In June 2020 Portland City Council committed to supporting Reimagine Oregon by providing ongoing annual program funding. This annual budget allocation is funded by Recreational Cannabis Tax revenue from Ballot Measure 26-180, which passed in 2016.

In June 2023, at the direction of Portland City Council, administration of the Reimagine Oregon ongoing program funds, in addition to one-time funding was transferred from Civic Life to Prosper Portland.

In Spring of 2024, Prosper Portland launched the Reimagine Oregon Economic Opportunity Investment Fund to deliver on investments in economic opportunities that align with community priorities.

In early 2025, Prosper Portland initiated the second grant cycle of the Reimagine Oregon Economic Opportunity Investment Fund to continue delivering investments with community impact.

Core funding priorities are separated into different goals based on whether organizations are for-profit businesses or non-profit organizations, as well as Standard or Anchor Grants.

**Track 1: For-Profit Business Funding Opportunity to Accelerate Business Growth & Entrepreneurship**

- ◆ Standard grants will support for-profit businesses in strengthening and growing existing work and the scaling of new businesses. Strong proposals will promote entrepreneurship, job creation, and economic growth in Portland.
- ◆ Anchor project grants will support local large-scale innovative initiatives designed to serve as a catalyst for economic growth and community development in Portland. These projects typically involve significant investment and collaboration among various stakeholders, including government agencies, private businesses, non-profits, and community organizations. Their primary goals are to stimulate job creation, enhance infrastructure, attract new businesses, and revitalize neighborhoods.

**Track 2: Nonprofit Organizations Funding Opportunity to Build Community Wealth and Economic Empowerment**

- ◆ Standard grants will support non-profit organizations and those under a fiscal sponsor, that are focused on building community wealth, promoting economic empowerment, and supporting social enterprises.
- ◆ Anchor project grants will have a lasting impact on the community engagement efforts and provide local opportunities for collaboration and scalability. Funds will help to create a diverse range of opportunities for various stakeholder community groups, to gather and organize around business development expertise and efforts to drive economic growth in Portland.

**Data Points and Performance Measures Overview**

In summary, as we reflect on the accomplishments of FY 2024-25 and prepare to build upon them in FY 2025-26, we are committed to sustaining our metrics and enhancing our impact through job creation, programmatic engagement, partnership development, and support for historically marginalized communities. Together, these initiatives will create a comprehensive strategy aimed at achieving our cumulative goals and fostering sustainable growth in the year ahead. Projections and strategic goals reflected are informed by limited funding of \$1.3 million in FY 2025-26.

**Proposals and Grant Funds Overview**

In FY 2024-25, our partners successfully submitted 380 actual proposals, showcasing the vibrant interest and innovation within our community. This adjustment is largely a reflection of the limited funding available in this grant cycle.

Corresponding with this reduction, the total grant funds awarded in FY 2024-25 amounted to over \$6.3 million. For FY 2025-26, we forecast a decrease to \$1.3 million in awarded funds. However, this year presents unique opportunities for growth and adaptation. Our strategic goal is to ensure continued distribution of grant program funds, which will provide essential support and enable us to focus our resources effectively. This scaling down serves as a foundation for future growth, where we can enhance the quality and impact of the proposals we receive. By concentrating our efforts, we aim to create more meaningful partnerships and elevate the caliber of projects that align with our mission.

## **Total Applications Awarded**

In the fiscal year 2024-25, a total of 53 applications were awarded funding from the grant program. However, for the upcoming fiscal year 2025-26, it is anticipated that this number will decrease to around 30 awardees. This decline reflects the competitive nature of the grant program and underscores the impact of limited funding, which ultimately leads to fewer recipients. The strategic goal is to acknowledge these challenges while striving to support as many deserving projects as possible.

## **Programming Attendance Results**

For FY 2024-25, our partners projected engaging approximately 49,995 participants in programming, and they are actively working towards this engagement level. Looking ahead to fiscal year 2025-26, we anticipate adding new initiatives aimed at increasing attendance to achieve approximately 10,000 more participants, while building upon the previous year's successes for a total engagement of 59,995 participants.

## **Jobs Created or Retained**

Throughout FY 2024-25, our partners aimed to establish 1,150 new jobs either created or retained, and they are making significant strides in this area. As we transition to FY 2025-26, we plan to enhance our efforts by adding approximately 350 jobs, contributing to an overall goal of 1,500 jobs created or retained.

## **Supporting BIPOC Communities**

In FY 2024-25, 50 of our grantees were BIPOC-led recipients. In FY 2025-26, we expect to support an additional 28 BIPOC-led recipients, building upon the foundation laid by our partners in FY 2024-25. This will result in a more robust network of support mechanisms aimed at fostering equitable access and opportunities for these communities.

## **Empowering Women-Owned Businesses**

In FY 2024-25, 33 of our grantees were women-led recipients. In FY 2025-26, we also intend to support an additional 15 women-led recipients, further advancing our commitment to empowering women-owned businesses. This will contribute to our ongoing efforts, cumulatively targeting a total of 48 recipients in this category over both years.

## **Anticipated Percentage Breakdown of grant funding**

In our efforts to strategically allocate resources for FY 2025-26, we have established clear funding percentages that reflect our commitment to supporting both for-profit and non-profit entities within our community.

For for-profit organizations, we anticipate that 60% of our funding will be directed towards their needs. This translates into our strategic goal of allocating nearly \$900,000 in funds specifically designed to empower and foster growth among for-profit entities. By focusing on this segment, we aim to stimulate economic development and innovation, providing a solid foundation for future partnerships.

For Nonprofits, we project that 40% of our funding will be dedicated to supporting these essential groups. Our strategic goal for this allocation is nearly \$400,000, ensuring that we continue to invest in initiatives that address critical social needs and bolster community resilience. By setting these strategic goals, we are not only preparing for the current fiscal year but also laying the groundwork for sustained collaboration and success in the future.

## **Equity Impacts**

Since the transfer of the program from Civic Life and in partnership with the community, Prosper Portland staff has been developing an investment strategy for FY 2025-26 to deliver economic development investments that align with community priorities and support and grow underserved small businesses located in Portland. These actions will continue supporting community partners with resources to support historically disadvantaged business owners.

In FY 2023-24 the Reimagine Oregon Steering Committee hosted over 6 focus group meetings to engage over 60 stakeholders in the community. Prosper Portland staff hosted over 300 community members, and small business owners who joined info sessions, virtual fireside chats, and office hours to learn about the Reimagine Oregon program grant and application process and overall program goals were discussed. Additionally, staff from Prosper Portland along with community leaders from the Reimagine Oregon steering committee held briefings with city council offices to share updates on plans, goals and developments throughout the launch.

Post the 2024 grant cycle, the Reimagine Oregon program team continues to lead cohort level technical assistance opportunities for awardees, and technical assistance opportunities to engage applicants who were not awarded funding. To date the program team has held over 150 meetings to provide feedback to applicants to help grow their understanding of the Reimagine Oregon's grant program impact objectives.

In an effort to foster collaboration across Prosper Portland's various program teams, the Reimagine Oregon team's ongoing work focuses developing a strong partnership with grantee awardees. This work involves sharing business advancement opportunities across all Prosper Portland's programmatic efforts and leveraging external partners' expertise to respond to areas of need for grantees and their projects.

Awardees efforts can be summarized as responding to the community's need for Infrastructure and Revitalization, Workforce Development and Skills Training, Entrepreneurship and Business Support, Economic Empowerment and Equity, Health and Wellness as Economic Foundations, Sustainable Economic Practices, Collaborative and Ecosystem Support and more.

# Prosper Portland

Community & Economic Development Service Area

## Positive impacts have included and are anticipated to continue fostering

- ◆ Increased & equitable access to capital: We will track key metrics such as job creation, business growth, and income levels within impacted communities to measure the fund’s economic impact. There is a need to eliminate financial barriers and implement trust-based, community-focused financial programs that guarantee wider and more equitable access to capital.
- ◆ Reduced wealth gap: Our investments in businesses and community members who identify as being disproportionately impacted by cannabis prohibition will contribute to closing the racial wealth gap and will help business owners and community organizations build opportunities for wealth and move closer to achieving economic security.
- ◆ Enhanced community development & engagement: Investments in initiatives and programs that strengthen community bonds by creating spaces and experiences, facilitating resource sharing and collective growth, and overcoming geographic barriers exacerbated by gentrification. Our goal is to improve the quality of life for residents and create a more equitable and vibrant community.
- ◆ Education for wealth creation: Investments in accelerating programs that educate the community on the effective methods for improving financial literacy and driving generational wealth.
- ◆ Greater civic and social participation: Increased economic empowerment can lead to individuals and communities historically marginalized by cannabis prohibition to consider increased civic and social participation in ensuring a more representative and equitable society.

## Changes to Program

At the direction of Portland City Council, administration of the program and program funding transferred from the Office of Community and Civic Life to Prosper Portland in June 2023.

## Resources

- ◆ Recreational Cannabis Tax (RCT) Fund: Prosper Portland’s portion of the Recreational Cannabis Tax Fund is facing a one-time cut of \$400,000 to Reimagine Oregon. This fund is volatile and will likely not see an increase for the next few years.

## Program Budget

	Actuals FY 2022-23	Actuals FY 2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	0	0	2,786,261	0	0
<b>Bureau Expenditures Total</b>	0	0	2,786,261	0	0
<b>Requirements Total</b>	0	0	2,786,261	0	0



## Adult & Youth Workforce Development

### Program Description & Goals

Prosper Portland, in collaboration with Worksystems, Inc. (WSI), funds adult and youth workforce development programs for low-income Portlanders. The goal is to help these individuals connect and compete in the regional economy. WSI administers the youth and adult workforce development programs through a network of service providers that serve over 900 individuals annually. These programs offer up to three years of individualized job training and preparation, particularly focused on high paying industries. In addition, Prosper Portland also partners with WSI to administer the workforce component of the COEP program, which serves approximately 150 participants each year. Prosper Portland administers the Community Workforce Navigator Program, which serves about 400 participants each year through community-based providers.

Below is an overview of the approximate budget and participant capacity for each program:

- ◆ NextGen (youth): \$1,074,861 and 390 participants
- ◆ EOP (adult): \$1,074,861 and 594 participants
- ◆ Workforce Navigator: \$453,428 and 400 participants
- ◆ COEP: \$1,460,824 and 150 participants

### Adult Workforce Development

The Economic Opportunity Program (EOP) has five adult workforce development providers to deliver supportive and individually tailored workforce development services aimed at low-income Portland residents aged 18 and older who face multiple barriers to employment. Eligible participants typically seek immediate employment, and receive career coaching, skill development, and training to pursue career pathway jobs. In addition to this network of providers, WSI makes resources, support and training available to EOP participants through Worksource Portland Metro (WSPM). Service length is individually tailored, with participants usually receiving services for about three years.

Services include:

- ◆ Individual career plan development
- ◆ Vocational case management
- ◆ Career exploration
- ◆ Work readiness training
- ◆ Work experience placement and support
- ◆ Job search assistance and placement
- ◆ Retention and advancement support after job placement

Additional services provided through WSPM include:

- ◆ Contextualized, cohort-based adult education
- ◆ Job readiness courses
- ◆ Sector-based bridge training
- ◆ Short-term vocational training leading to employer-recognized certificates
- ◆ Occupational skills training leading to employer-recognized certificates
- ◆ Pre-apprenticeship programs and other targeted sector-based occupational training
- ◆ Internships
- ◆ On-the-job training
- ◆ Individualized job placement for specific industries and participants

## Youth Workforce Development

The NextGen Program has five youth workforce development providers serving culturally and geographically diverse populations within Portland. The program primarily targets youths ages 16 to 24 who are disconnected from traditional high school or lacking the basic skills and credentials required to enter college or career pathway employment. Each provider delivers supportive and tailored workforce development case management to youth for up to three years. Providers help youth identify and achieve their career goals while developing life skills necessary to stay on track. The ultimate goal is for all participants to secure a career pathway job or make progress towards completing post-secondary education.

Services include:

- ◆ Individual career plan development
- ◆ Career exploration
- ◆ Work and college readiness training
- ◆ Work experience placement and support
- ◆ Post-secondary placement, navigation, and support
- ◆ Job search assistance and placement
- ◆ Retention and advancement support after job or post-secondary placement

## Community Based Workforce Navigator

The Community Workforce Navigator Program (“CWNP”) began in 2015 to increase access to appropriate workforce development services for job seekers facing significant high barriers. The target population included under and unemployed residents, low-income residents, people of color and those who speak English as a second language. The CWNP is a neighborhood-based initiative focused in priority service areas throughout Portland.

The program currently has 4 FTE who are employed by Neighborhood Prosperity districts or workforce development providers. These workforce navigators provide tailored workforce support, services, which include individual needs assessment, resume review, interview skills, job search and placement support, and referrals to other workforce services or trainings. This program operates in close coordination with Neighborhood Prosperity Network (NPN) staff and community leaders.

**Community Opportunity and Enhancements Program**

The Community Opportunity and Enhancements Program (COEP) provides workforce development through increased outreach and recruitment into certified pre-apprenticeship and apprenticeship programs. The program provides participant supports and helps lower barriers to participation, assisting with career progression through mentoring, networking, and resource connection. Apprenticeship placement may occur through either the trade unions or merit shops with retention services helping participants gain the necessary work experience to complete the apprenticeship process. Services are provided by seven community partners who receive grant funding from the regional collaboration known as the Construction Careers Training Program (CCTP). This program is a partnership of funders including Prosper Portland, Multnomah County, Washington County, the Department of Labor and the Port of Portland.

<b>Performance</b>	<b>Actuals FY 2022-23</b>	<b>Actuals FY 2023-24</b>	<b>Target FY2024-25</b>	<b>Target FY2025-26</b>	<b>Strategic Target</b>
Percent of adult participants in workforce development who advanced in employment as demonstrated by gain in earnings, wage or benefits	52%	58%	60%	60%	0%
Percent of youth participants placed in employment or post-secondary training	71%	77%	65%	65%	0%
Number of adult participants in workforce development	751	686	555	555	0
Number of participants served through the Community Workforce Navigator	394	462	400	400	0
Number of youth participants in workforce development	487	491	280	280	0
Percentage of socially disadvantaged adult participants in workforce development	58%	58%	65%	65%	0%
Percentage of socially disadvantaged navigator participants served	78%	78%	80%	80%	0%
Percentage of socially disadvantaged youth participants in workforce development	75%	74%	65%	65%	0%

**Equity Impacts**

The adult and youth workforce programs are designed to support individuals who are socially disadvantaged and have been disproportionately underserved. In fiscal year 2023-24, 58 percent of participants in the adult workforce programs identified as people of color. Among youths who were involved in the workforce programs during the same period, 74 percent were people of color. The Community Workforce Navigator Program served 462 participants in FY 2023-24, with 78% identifying as people of color. Additionally, in FY 2023-24 the COEP served 289 participants with 86% identifying as people of color and 30 percent identify as women or gender expansive.

## Changes to Program

In 2017, WSI redesigned the youth workforce program, now known as NextGen. The program was updated to align with the Workforce Innovation and Opportunity Act (WIOA), which provides substantial resources for the program. Changes to the program include improved alignment with Worksource centers across the Portland Metro Area, and cohort trainings in four high growth target sectors – healthcare, construction, technology, manufacturing and clean technology. In 2022, WSI issued a Request for Proposals (RFP) to select the current workforce providers.

Additionally, WSI issued another RFP from community-based workforce providers for the EOP in Spring 2024. The partners selected through the RFP began providing services in FY 2024-25.

Despite high demand for the program and limited capacity, Prosper Portland expects the number of clients served in FY 2024-25 and 2025-26 to be lower than in previous years due to reductions in General Fund and CDBG budgets, along with rising costs of service delivery.

The CWNP continues to support the most vulnerable populations throughout Portland. The program currently services residents in Cully/42nd Ave, Division Midway, Rosewood and St Johns. In FY 2019-20, with the support of Prosper Portland resources, an additional navigator was added to focus on helping those exploring job opportunities in the manufacturing sector. This program is administered by Prosper Portland.

## Resources

- ◆ General Fund: Prosper Portland’s portion of General Fund increased with cost-of-living projections set by the City. Should City Council approve Prosper Portland’s decision package, \$200,000 will be cut from this budget resulting in approximately 100 fewer workforce participants being served.
- ◆ CDBG: Decreased slightly and is being reevaluated by the federal government, making the future of this funding source uncertain. These funds are passed through from the Portland Housing Bureau.
- ◆ COEP: Community Opportunities and Enhancements Program has provided additional funding from several City bureaus to support construction diversification since FY 2020-21. This will stay flat for FY 2025-26.
- ◆ Enterprise Zone: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. Enterprise Zone resources are one-time in nature and are being depleted as expenses significantly outpace new revenue in the current economic climate.

## Program Budget

	<b>Actuals FY 2022-23</b>	<b>Actuals FY2023-24</b>	<b>Revised FY 2024-25</b>	<b>Requested No DP 2025-26</b>	<b>Requested Total 2025-26</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	2,289,864	3,477,806	3,010,400	1,786,333	1,586,333
<b>Bureau Expenditures Total</b>	2,289,864	3,477,806	3,010,400	1,786,333	1,586,333
<b>Requirements Total</b>	<b>2,289,864</b>	<b>3,477,806</b>	<b>3,010,400</b>	<b>1,786,333</b>	<b>1,586,333</b>

## **Business Advancement**

### **Program Description & Goals**

The Business Advancement Team at the city’s economic development agency assists local businesses with development opportunities and technical support, so they’re able to invest back into Portland with more living wage jobs and inclusive economic growth.

Programming supports businesses through tailored assistance, export assistance, diversity, equity and inclusion resources, and strategies for business growth and inclusive job creation. These priorities are implemented through initiatives such as Portland Means Progress, Enterprise Zone, industry-specific growth programming, international trade and investment, and growing public/private partnerships and relationships.

To advance the goal of creating access to quality jobs and career pathway opportunities for Portlanders, the Business Advancement Team focuses its efforts through three primary objectives: 1) inclusive job creation, 2) business competitiveness, and 3) equitable economic growth.

***Inclusive Job Creation*** - the Business Advancement Team engages with businesses from outside of the region to expand into Portland and create new jobs for Portlanders. Business recruitment activities focus on businesses that create inclusive, quality jobs in growing industries.

- ◆ **Tailored Business Support** - Assistance for local businesses includes providing access to financial resources, workforce development, market analysis, real estate and site development services, identification of local supply-chain opportunities, access to international markets and diversity, equity and inclusion programming.
- ◆ **Business Expansion and Recruitment Support** - By providing access to connections and resources that allow Portland businesses to expand the Business Advancement Team engages with businesses from outside of the region to expand into Portland and create new jobs for Portlanders. Recruitment activities focus on businesses that create inclusive, quality jobs in growing industries.

**Business Competitiveness** - Portland has a competitive advantage in our five priority industries: Athletic and Outdoor, Food & Beverage Manufacturing, Green Cities, Technology and Media, and Metals and Machinery Manufacturing. They are drivers of the city's economic growth, bringing quality jobs and career pathway opportunities to Portland residents. By focusing industry-specific programming on the unique needs of growing businesses in Portland's competitive industries, the Business Advancement Team can tailor direct assistance to maximize inclusive job creation with a focus on quality jobs.

- ◆ **Business Technical Assistance** - Through our partnership with Oregon Manufacturing Extension Partnership (OMEP), consultants provide local businesses hands-on expertise to streamline processes and production, which minimizes waste and increases business competitiveness, which in turn retains jobs. Improved efficiency through the OMEP program also allows growing businesses to remain in Portland and optimize their existing space rather than relocating outside of the city to expand.
- ◆ **Business Retention Strategies and Support** - provide proactive outreach and assistance to retain Portland's key traded sector employers. Deploy additional resources to ensure the retention of employers in the city and given the importance of livability and safety, we are working closely with City bureau partners to respond in a coordinated manner.
- ◆ **Export Assistance** - support growing businesses through educational resources, connections to partner resources like the US Export Assistance Center, the Port of Portland, and Business Oregon, and through participation in trade shows. This creates opportunities for Portland businesses of all sizes to gain access to new markets and customers to grow their businesses beyond the Portland region.

**Equitable Economic Growth** - the Business Advancement Team's work with businesses spans years of long-term engagement and impact, supporting businesses from early stage through growth and scaling, and identifying interventions that lead to inclusive growth.

- ◆ Business Convenings to identify barriers and opportunities for businesses to grow in Portland. Collaborate with priority industry partners to understand trends for opportunities to improve, provide assistance, connect to public resources, or policy change. Provide updated business needs and themes to policy makers and city leaders.
- ◆ Diversity, Equity, and Inclusion Business Support – through the Portland Means Progress initiative, businesses make commitments hire local underrepresented students and young professionals of color, purchase from businesses owned by people of color and create diverse and vibrant workforce and company cultures. They're supported to achieve these commitments through programming, policy reviews, trainings and connections to partners.
- ◆ Public Benefits Agreements - the Enterprise Zone program works with 24 businesses to engage in public benefit agreements, which ensure that public resources invested in the growth of these businesses also result in broad-based benefits to historically marginalized communities throughout the city.

*Impact of Our Work*

- ◆ In many cases, the Business Advancement Team’s work with businesses spans years of long-term engagement and impact, supporting businesses from early stage through growth and scaling, and identifying interventions that lead to inclusive growth. By maintaining long-term relationships through supportive programming, the team achieves near-term outcomes:  
From FY 2023-24 to FY 2028-29, Prosper Portland, in partnership with Greater Portland Inc (a regional public-private economic development partnership), is striving to secure a total of 25 new business expansions or business relocations to the city and create at least 1,250 quality jobs for Portlanders.
- ◆ The Enterprise Zone program is targeting \$750 million of cumulative local investment and spend from FY 2023-24 to FY 2028-29. This level of investment provides a significant influx of funds to the local economy which supports local small businesses. This also contributes to the Portland tax base and provides additional funding back into the General Fund.
- ◆ Portland Means Progress opened with 50 Early Adopter Businesses in March 2019, and as of December 2024, more than 140 businesses are engaged in the initiative. These companies represent over 35,000 employees in Portland across a wide variety of industries. 90% of businesses engaged in Portland Means Progress recommit to actions through the initiative year-over-year.
- ◆ By FY 2028-29, the Traded Sector team has a goal of engaging 44,000 employees represented by businesses involved in Inclusion Programming through a public benefit agreement or public pledge.
- ◆ In FY 2024-25, Prosper Portland’s Business Advancement Team has a goal to provide 250 local businesses with direct assistance related to growth or inclusion.

<b>Performance</b>	<b>Actuals FY 2022-23</b>	<b>Actuals FY 2023-24</b>	<b>Target FY2024-25</b>	<b>Target FY2025-26</b>	<b>Strategic Target</b>
Cumulative jobs resulting from traded sector business relocations and expansions within Portland from FY 2023-24 to FY 2028-29	2,184	291	500	600	0
Number of businesses reporting gaining skills or knowledge that will improve their inclusive practices	137	127	135	140	0
Number of Portland Traded Sector companies gaining access to new markets as a tool for growth	31	13	10	10	0
Cumulative local investment and spend through Enterprise Zone and business expansion programming FY 2023-24 to FY 2028-29	\$2,350,733,124	\$125,636,000	\$300,000,000	\$400,000,000	\$0
Cumulative spend at local BIPOC-owned businesses by Portland Means Progress businesses since its launch in 2019	\$400,000,000	\$465,000,000	\$500,000,000	\$500,000,000	\$0



<b>Performance</b>	<b>Actuals FY 2022-23</b>	<b>Actuals FY 2023-24</b>	<b>Target FY2024-25</b>	<b>Target FY2025-26</b>	<b>Strategic Target</b>
Percent of respondents reporting that they achieved business growth goals as a result of participating in programming	79%	100%	70%	70%	0%
Cumulative number of Traded Sector business relocations (within Portland) and expansions from FY 2023-24 to FY 2028-29	62	25	10	12	0
Number of Businesses receiving Technical Assistance (financial resources, connections, education) related to growth or inclusion	264	441	250	250	0
Number of companies participating in a Public Benefit Agreement or public pledge that aligns with Prosper Portland strategic inclusion goals by FY 2024-25	163	142	135	140	0
Number of employees at companies participating in a Public Benefit Agreement or public pledge.	43,000	40,600	44,000	43,500	0

## Equity Impacts

The Business Advancement Team has created a strategic framework that aligns closely with Advance Portland, the City’s 5-year inclusive economic development strategy and is making significant gains in the implementation of the public benefit agreements (PBAs) and technical assistance programs such as Portland Means Progress and the Enterprise Zone Program.

Since its inception in 2019, Portland Means Progress businesses have spent more than \$465 million at local BIPOC-owned businesses and hired more than 1,000 interns. Portland Means Progress businesses make commitments to advance racial equity, join a community of local businesses invested in this work, and report back on their progress on an annual basis – keeping action and accountability at the core of the initiative. PBAs include efforts to engage diverse communities in traded-sector work, buy goods and services from local businesses owned by people of color and provide equity training opportunities for all companies with formal PBAs. 24 companies are currently committed to PBAs through the Enterprise Zone program. By embedding PBAs within the program in 2017, this represented a shift from transactional to more relationship-focused economic development and has gained attention among economic development practitioners globally. The changes require locally rooted partnerships and organized stakeholders that deliver shared value to businesses, workers, and communities. Prosper Portland’s engagement with dozens of non-profits related to entrepreneurship, workforce development, education, and social justice and community building allows businesses to quickly find the right partnerships to succeed in meeting public benefits requirements and maximize community benefits from the program.

## Changes to Program

Shifts in programming include support for economic recovery and removing barriers for traded sector businesses that are experiencing challenges operating their business due to safety and livability concerns. The primary focus of the Business Advancement Team in FY 2025-26 will continue to be business retention as more businesses threaten to leave the city, with a focus on connecting businesses to the new form of city government. Additionally, programs and engagement will be adjusted as needed to align with Advance Portland. This includes the addition of a fifth priority industry, Food & Beverage Manufacturing, and the cluster action plan associated with the inclusive growth of that industry.

# Prosper Portland

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## Resources

- ◆ General Fund: Prosper Portland’s portion of General Fund increased with cost-of-living projections set by the City. Should City Council approve Prosper Portland’s decision package, \$162,500 will be cut from this budget and reallocated to the Strategic Investment Fund (SIF).
- ◆ Enterprise Zone: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. Enterprise Zone resources are one-time in nature and are being depleted as expenses significantly outpace new revenue in the current economic climate.
- ◆ PCEF: Prosper Portland is contracting with the Portland Clean Energy Fund to support clean industry development. Funding levels are uncertain at this time.
- ◆ Strategic Investment Fund: Should City Council approve Prosper Portland’s decision package, \$162,500 in staffing budget will be reallocated from the General Fund to SIF.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	3,277,960	1,491,843	2,722,417	2,801,367	2,638,867
<b>Bureau Expenditures Total</b>	3,277,960	1,491,843	2,722,417	2,801,367	2,638,867
<b>Requirements Total</b>	3,277,960	1,491,843	2,722,417	2,801,367	2,638,867

## Inclusive Entrepreneurship

### Program Description & Goals

Prosper Portland manages several programs to support inclusive entrepreneurship and small business growth. These include the Inclusive business Resource Network, Community Opportunities and Enhancements Program, Portland Clean Energy Fund Contractor Development, and Mercatus.

From tech startups to neighborhood retail, small businesses are vital to the city's economy. The **Inclusive Business Resource Network** (IBRN or Network) is a citywide program that provides business development support and technical assistance through a partnership network in order to increase the success of underrepresented entrepreneurs. This program began in FY 2017-18 and was designed to support businesses from those with an idea to those ready to grow, and ensure technical assistance leads to wealth creation for underserved entrepreneurs. It is a multi-year support program and expectations are that businesses take multiple years to stabilize, prepare for growth and implement growth strategies.

IBRN operates as an integrated system delivering services in a variety of ways including one-on-one support, peer to peer support, workshops, and specialized professional services including bookkeeping and accounting support, access to capital advising and credit coaching.

Currently, Prosper Portland funds 15 partners to deliver services toward the following outcomes:

- ◆ **Idea to Launch:** support for aspiring business owners
- ◆ **Stability & Resiliency:** support for business owners striving for asset building
- ◆ **Grow & Scale:** support for business owners with ongoing wealth creation and asset building and helping them implement growth plans
- ◆ **Industry-specific:** support for businesses in the following industries: childcare, cannabis, construction, and food and beverage
- ◆ **Access to Professional Services:** support for business owners with specific professional services business needs

The **Community Opportunities and Enhancements Program** (COEP) is a City of Portland strategy to increase address disparities across construction contracting opportunities. Through grant agreements with five community partners, COEP provides business advising and industry specific training to construction-focused businesses, so the firms can be prepared for and succeed in public contracting opportunities.

With **Portland Clean Energy Funds** (PCEF), Prosper Portland will provide funding to community partners to provide business technical assistance and in clean energy construction. Participating clients will have access to additional business supports as part of the broader Network. Funding will also be provided to community-based organizations to increase outreach efforts and ensure equitable access to opportunities and supports available through this investment.

Prosper Portland convenes IBRN and COEP partners monthly as a Community of Practice to share best practices and resources, learn from each other, and collaboratively problem solve for different areas where business success can be improved.

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In addition to funding partners to deliver technical assistance and resource navigation, Prosper Portland’s Entrepreneurship team manages **Mercatus**. Mercatus furthers building an inclusive economy through the establishment of an online business directory (<https://mercatuspdx.com/>) and storytelling platform for Portland’s diverse small business community, connecting the city and region with local talents, businesses, services, and products. Since its creation in 2016, Mercatus has consistently grown and become a venue to create community, celebrate culture, and elevate the voices of our small businesses.

Each year Mercatus publishes new business features and cultural business guides such as the Buy Native Guide, Black-Owned Business Guide, and Shop AAPI. Businesses listed on the directory are connected with growth opportunities through collaborations with My People’s Market, Portland Means Progress, and supplier diversity initiatives. The platform also provides members with the Mercatus Connect Board which provides a way to share jobs, contracts, and other purchasing or procurement opportunities.

The Mercatus Digital Marketing Program supports businesses to increase their online presence through establishing or expanding their digital footprint. Businesses are provided consultative services on the local marketing stack and awarded a small supportive grant to help implement strategies and approaches they have learned through the program.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Total Unique Clients Served (COEP)	0	145	100	100	0
Percent of clients who improve business knowledge (COEP)	0%	NA	85%	85%	0%
Percent of IBRN clients who reported they felt supported by their business advisor	93%	92%	75%	75%	0%
Percent of IBRN clients who reported they gained skills	89%	88%	75%	75%	0%
Number of clients receiving support toward Grow & Scale goals	244	434	123	123	0
Number of IBRN clients accessing professional services	190	315	95	95	0
Number of IBRN clients receiving support toward Idea to Launch goals	182	363	82	90	0
Number of IBRN clients receiving support toward Stability & Resiliency goals	257	474	205	205	0
Total Mercatus members	1,414	2,176	1,400	1,400	0
Total unique clients served (IBRN)	554	621	410	410	0

## Equity Impacts

IBRN and COEP services are directed toward those who have been historically underserved, and most partners have close connections to these communities. In FY 2023-24, the IBRN served 621 business owners, 72% who identified as BIPOC and 71% who identified as women or gender expansive. Additionally, through COEP, 141 contractors were provided with support; 96% of whom identified as BIPOC and 39% who identified as women or gender expansive.

Mercatus help connects its over 1,700 members to purchasing opportunities through supplier diversity initiatives and procurement opportunities, provides avenues to learn about Certification Office for Business Inclusion and Diversity (COBID) processes and closes the digital divide for members on the directory and those participating in the Digital Marketing Program.

## Changes to Program

Prosper Portland received PCEF funding in FY 2024-25 to expand the IBRN initiatives. Program guidelines are in the process of being created with guidance from community partners and City bureau partners.

### Resources

- ◆ General Fund: Prosper Portland’s portion of General Fund increased with cost-of-living projections set by the City. Should City Council approve Prosper Portland’s decision packages, \$306,438 will be cut from this budget resulting in some staff being reallocated to the Strategic Investment Fund (SIF) and programmatic cuts that will impact hundreds of small businesses.
- ◆ Recreational Cannabis Tax: Prosper Portland’s portion of Recreational Cannabis Tax is facing a one-time cut of \$200,000. This fund is volatile and will likely not see an increase for the next few years.
- ◆ CDBG: CDBG decreased slightly and is being reevaluated by the federal government, making the future of this funding source uncertain. These funds are passed through from the Portland Housing Bureau.
- ◆ COEP: Community Opportunities and Enhancements Program has provided additional funding from several City bureaus to support construction diversification since FY 2020-21. This will stay flat for FY 2025-26.
- ◆ PCEF: Prosper Portland has an intergovernmental agreement with the Portland Clean Energy Fund to receive \$3,500,000 over 5 years. This investment will provide for industry specific supports that will promote equitable wealth creation while further the goals outline in the Climate Investment Plan.
- ◆ Enterprise Zone: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. Enterprise Zone resources are one-time in nature and are being depleted as expenses significantly outpace new revenue in the current economic climate.
- ◆ Strategic Investment Fund: Should City Council approve Prosper Portland’s decision package, \$106,438 in staffing budget will be reallocated from the General Fund to SIF.

## Program Budget

	Actuals FY 2022-23	Actuals FY2023-24	Revised FY 2024-25	Requested No DP 2025-26	Requested Total 2025-26
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	6,206,320	6,452,057	4,379,756	2,831,508	2,525,070
<b>Bureau Expenditures Total</b>	6,206,320	6,452,057	4,379,756	2,831,508	2,525,070
<b>Requirements Total</b>	6,206,320	6,452,057	4,379,756	2,831,508	2,525,070

## Office of Events and Film

### Program Description & Goals

The Office of Events and Film (OEF) serves as a guide and liaison for event and film production in support of the creative economy. The office works to recruit new productions to Portland and support the local industry. Portland Film Office opened in 2008. In 2022, the office expanded to include support for events as well as My People's Market, which debuted in 2017. OEF aims to strengthen the events and film industry by providing support in the following areas:

- ◆ **Grants.** The OEF grant programs support economic and cultural revitalization of the city of Portland through direct financial support to event producers and film makers that demonstrate an impact on the local economy and center a diversity of creators.
- ◆ **Navigation and support** for film and event producers interested in producing in Portland. OEF coordinates with permitting bureaus, provides intuitive guides and information in a one stop online resource hub, and creates accessible customer service.
- ◆ **Signature events and activations.** The events office produces My People's Market, the Portland Winter Ice Rink, and other larger scale productions that highlight the culture of Portland. The team also supports outreach and recruitment of new productions (both film and events) to the city.
- ◆ **Marketing.** OEF supports film and event producers, while amplifying offerings to increase engagement and attendance.

Under city council's direction, Prosper Portland created the Office of Events and Film in FY 2022-23. In doing so, OEF developed an outcomes framework centered on three outcomes aligned with "Advance Portland Objective Three: Foster a Vibrant Central City and Commercial Districts."

- ◆ Leverage events and film to aid in reputation recovery and amplify Portland brand values.
- ◆ Increase tourism and foot traffic to central city
- ◆ Expand the film and events industry footprint by supporting local talent and industry professionals and strengthening infrastructure for events and film.

### Events Office

In FY 2023-24, the team launched a grant program targeted at scaling up local mid-sized events; debuted the Portland Winter Ice Rink; furthered cross-bureau coordination in support of large events; and deepened the relationship with Travel Portland in developing program goals that support tourism.

In FY 2024-25, the team completed the following:

- ◆ Developed and launched the Large Event Grant Fund to support large-scale events in Portland, including new-to-Portland and local legacy events like Waterfront Blues Festival and the return of the Grand Floral Parade to downtown Portland
- ◆ Supported the recruitment of large-scale events like Rockstar Energy Open, Project Pabst, and Providence Park concerts Foo Fighters and Green Day. In addition, the team has continued the Scale-Up grant program with funding from Travel Portland and provided technical and financial assistance to 7 local mid-sized event producers.
- ◆ Piloted a skill-building workshop for event producers on topics of fundraising and marketing and launched a film and events newsletter to deliver resources and opportunities to the local industry
- ◆ Produced a second season of the Portland Winer Ice Rink and funded the debut of NYE Drone Show and dance celebration. And facilitated the collaboration between public and private partners in support of the Downtown for the Holidays campaign.

### *The Portland Film Office*

The Portland Film Office (PFO) facilitates filming in Portland for productions of all sizes, captures economic impact for the city, promotes Portland as a film location, and supports the industry's success locally and internationally.

Prosper Portland's PFO collaboration with city bureaus and regional partners like Oregon Film. The office is a connection point between filmmakers and the city, helping productions navigate permitting, understand procedures, and connect to city bureaus. In FY 2024-25, the Portland Film Office explored the feasibility and implementation of a sound stage, expanded concierge services to support greater recruitment, and strengthened local industry talent to further encourage large-scale productions.

PFO supported a competitive bid for Sundance Film Festival and although Portland was not select the bid was advanced through three rounds before it was eliminated from the running.

The team also successfully supported the recruitment of 46 film projects in the Portland area including Amazon Prime's "Criminal" which generated more than \$375,000 in permit revenue in addition to the millions in local spending.

With support from Travel Portland the Portland Film Office will continue to offer grants to local productions to amplify Portland and support the local industry. Our post-production grant which opens in the Spring 2025, is in its 7th year.

### *My People's Market*

My People's Market (MPM) is celebrating its eighth year! The market launched in November 2017 and grew from a desire to create pathways for entrepreneurs of color to connect with the travel industry and new market opportunities.

# Prosper Portland

Community & Economic Development Service Area

MPM is a collaborative event organized by Travel Portland and Prosper Portland. The marketplace is aimed to advance opportunities for business owners of color by connecting them to the travel industry and other professionals who can help expand and scale their businesses.

Performance	Actuals FY 2022-23	Actuals FY 2023-24	Target FY2024-25	Target FY2025-26	Strategic Target
Cumulative local spend by the film industry since FY 2015-16	\$1,242,529,00	\$1,472,529,00	\$1,777,529,00	\$1,800,000,00	\$0
	9	9	9	0	
Number of grants disbursed for economic and cultural revitalization via events	105	96	20	0	0
Number of grants disbursed in support of local BIPOC filmmakers	11	10	10	0	0

## Equity Impacts

OEF’s programs provide resources and technical support that promote events and film productions that benefit communities of color.

- ◆ My People’s Market has provided a vendor space for more than 400 unique businesses owned by people of color since its inception in 2017. Between 90 and 150 businesses per market.
- ◆ The 2024 post-production grant was awarded to five local filmmakers that demonstrated an impact on the local economy and centered under-represented populations in the production and/or through the process of making the film. Recipients included a first-time feature-length filmmaker and a documentary about Oregon’s first trans mayor.
- ◆ Funding for workforce development opportunities and sponsorships through established organizations such as the Black Friday video series, touring HBCU’s and companies across the Country, and a minority focused women led director’s workshop. The objectives of this funding are to continue to support local filmmakers so that our crew base continues to grow in skill, and that there are more equitable ways to make our local industry in the Pacific Northwest more diverse.
- ◆ Grant programs prioritize events that create opportunities to share art, culture, and community with all Portlanders and are a welcoming space for all, especially those that are traditionally under-served or under-represented

## Changes to Program

Looking to FY 2025-26

- ◆ Evaluate the skill-building workshop for event producer’s pilot
- ◆ Scale back grant programs to accommodate budget constraints
- ◆ Discontinue Portland Winter Ice Rink to accommodate budget constraints unless alternative funding is available
- ◆ Explore public/private partnerships to support event producers effected by budget constraints



**Resources**

- ◆ General Fund: Prosper Portland’s portion of General Fund increased with cost-of-living projections set by the City. Should City Council approve Prosper Portland’s decision package, \$50,000 will be cut from this program budget.
- ◆ Recreational Marijuana Tax: Ongoing Recreational Marijuana Tax funding for MPM.
- ◆ Enterprise Zone: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. Enterprise Zone resources are one-time in nature and are being depleted as expenses significantly outpace new revenue in the current economic climate.
- ◆ Other Revenue: OEF has a contract with Travel Portland to market and promote the city of Portland, increase filming within the city and fund city-wide events. Additional revenue is collected through sponsorships of events.

**Program Budget**

	<b>Actuals FY 2022-23</b>	<b>Actuals FY2023-24</b>	<b>Revised FY 2024-25</b>	<b>Requested No DP 2025-26</b>	<b>Requested Total 2025-26</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	0	1,635,092	2,219,539	1,197,199	1,147,199
<b>Bureau Expenditures Total</b>	0	1,635,092	2,219,539	1,197,199	1,147,199
<b>Requirements Total</b>	0	1,635,092	2,219,539	1,197,199	1,147,199

