

# **Requested Budget FY 2019-20**

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Prosper Portland  
222 NW Fifth Avenue  
Portland, OR 97209-3859  
(503) 823-3200





Office of Mayor Ted Wheeler  
City of Portland

TO: Commissioner Chloe Eudaly  
Commissioner Nick Fish  
Commissioner Amanda Fritz  
Commissioner Dan Saltzman  
Auditor Mary Hull Caballero

FROM: Mayor Ted Wheeler

DATE: February 4, 2019

RE: Prosper Portland FY 2019-20 Requested Budget

Attached is the Prosper Portland fiscal year (FY) 2019-20 Requested Budget. The request includes:

- Budget Advisory Committee Letter on Priorities
- Organization Chart
- Prosper Portland Overview
- Prosper Portland Financial Summary
- Prosper Portland General Fund Program Offers
- Prosper Portland Direction to Develop Packages
- Summary of Tax Increment Funds/Other Funds
- Five-Year Tax Increment Districts and Other Funds
- Budget Equity Assessment Tool

Following is Prosper Portland's FY 2019-20 Requested Budget totaling \$175 million in expenditures. Staff created the Requested Budget between November 2018 and January 2019 in alignment with the Prosper Portland 2015-2020 Strategic Plan and FY 2019-20 draft agency-wide work plan. The budget also aligns with Prosper Portland's Financial Sustainability Plan that was adopted by the Prosper Portland Board of Commissioners in July 2018.

The Requested Budget is balanced using 1) the latest updates on projects and programs from Tax Increment Financing (TIF) Districts, 2) the latest TIF forecasts developed in conjunction with debt management staff at the City Office of Management and Finance, 3) the City Budget Office's current service level funding of General Fund resources for economic development, including a one percent

targeted reduction, and 4) updated estimates for loan portfolio and property income revenues. Four additional forecast years are included to most funding sources, providing a Five-Year Forecast between FY 2019-20 and FY 2023-24.

The FY 2019-20 Requested Budget includes 80.7 Full Time Equivalents and 13 Limited Term positions for a total of 93.7 staff positions. The full Five-Year Forecast includes a gradual reduction of staff to 78 total positions by FY 2022-23.

Draft budget decisions in TIF district funds for FY 2019-20 and the Five-Year Forecast are guided by investment of the following action plans and policies:

- **North/Northeast Community Development Initiative Action Plan:** Ongoing investment of \$32 million in remaining Interstate Corridor TIF resources on small business and long-time property owner assistance, community livability grants, and a cultural business hub.
- **Gateway Action Plan:** Ongoing investment of \$32 million in the Gateway Regional Center TIF district including business investments in the Halsey/Weidler Corridor and mixed-use development of the Gateway Transit Center.
- **Lents Action Plan:** Ongoing investment of \$36 million in the Lents Town Center TIF District, including 92<sup>nd</sup> and Harold development, SE Foster street improvements, and long-term property owner assistance.
- **Old Town/Chinatown Action Plan:** Over \$50 million in ongoing investment within River District and Downtown Waterfront TIF districts for small business vitality, district parking, and historic preservation
- **Broadway Corridor Master Plan:** Beginning implementation of the Broadway Corridor Master Plan including ongoing asset management of the existing U.S. Postal Service property and site preparation.
- **Oregon Convention Center:** Planning and investment towards Rose Quarter/NE Broadway and improvements to Prosper Portland assets including Inn at the Convention Center.
- **Central Eastside:** Investment in employment growth and industrial affordability at the recently purchased ODOT Blocks and to support OMSI's Master Plan.
- **North Macadam:** Implementation of PSU partnership and infrastructure programming to support office, housing, and innovation.
- **Housing Set Aside:** Ongoing implementation of the Revised Housing Set Aside Policy providing a total of 45 percent of all new TIF Debt Proceeds, totaling \$153 million in remaining set aside funds over the next ten years.

Prosper Portland's General Fund request prioritizes resources essential to implement the Prosper Portland 2015-2020 Strategic Plan focusing on building an equitable economy. The budget request includes four Program Offers that align ongoing funds with current year allocations for the Inclusive Business Resource Network, Workforce Development, Neighborhood Prosperity Network, and Traded

Sector business development. The request also includes eight Direction to Develop packages focused on coordinated community development and planning outside of TIF districts as well as enhanced programming for the Neighborhood Prosperity Network, Traded Sector, and Inclusive Business Resource Network activities that are not currently covered by ongoing funds.

Prosper Portland reviewed the FY 2019-20 draft budget with its approximately 20-member Budget Advisory Committee (BAC), whose members represent a diverse array of geographic, industry sector, and community stakeholders. The Request Budget largely reflects the BAC's input and their letter of recommendation on the Requested Budget is included in this package. Staff, stakeholders, and Prosper Portland Board members are largely aligned on key TIF district project budget decisions and General Fund decision packages.

Prosper Portland's total budget is divided across three business lines (Economic Development, Infrastructure, and Property Redevelopment) for all funding sources that include major urban and economic development activities, lending programs, and grant programs that further Prosper Portland's 2015-2020 Strategic Plan goals. All Housing Set Aside resources that are transferred to the Portland Housing Bureau are accounted for within the Housing category. Middle income homeownership funding through the N/NE Community Development Initiative Action Plan is not part of the Housing Set Aside but is accounted for in the Housing category in the Interstate Corridor TIF district budget.

Staff will continue to review the Requested Budget with stakeholders, the Prosper Portland Board, and City Council through April, and any adjustments to estimates or changes in prioritizations will be incorporated into the Proposed Budget that will be reviewed by City Council in May.

Thank you for your consideration.

A handwritten signature in black ink, appearing to be 'Ted Wheeler', written over a horizontal line.

Mayor Ted Wheeler



**Prosper Portland  
FY 2019-20 Requested Budget**

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Arlene Kimura Hazelwood  
Neighborhood Association

Ashley Henry Business for  
Better Portland

Bryson Davis Hill Block Project  
Working Group

Cora Potter Lents Neighborhood  
Association

Corky Collier Columbia Corridor  
Association

Dan Zalkow Portland State  
University

Duncan Hwang Asian Pacific  
American Network of Oregon

Haben Woldu N/NE Community  
Development Initiative

Helen Ying Old Town Chinatown  
Community Association

James Paulson Worksystems  
Inc

Johanna Brickman VertueLab

Juliana Lukasik Central  
Eastside Industrial Council

Kari Naone TIE Oregon

Jenny Glass Rosewood Initiative

Michael Harrison Oregon Health  
Science University

Oscar Arana Native American  
Youth and Family Center

Owen Ronchelli Go Lloyd

Rana Uzzaman Council for  
Economic & Racial Equity

Skip Newberry Technology  
Association of Oregon

February 4, 2019

Mayor Ted Wheeler  
Portland City Council  
Prosper Portland Board of Commissioners

We, the members of the Prosper Portland Budget Advisory Committee (Committee), are pleased to submit this letter to accompany submission of the Prosper Portland Requested Budget for fiscal year (FY) 2019/20. The Committee met four times to review draft Prosper Portland work plans and reviewed the draft budgets for the City of Portland's General Fund and Tax Increment Finance (TIF) districts. Before getting to the budgets themselves, we would like to take the opportunity to provide feedback on the broader budget process itself and offer some suggestions for improvements.

### **Prosper Portland Budget Process**

While we felt that there was sufficient material and content provided by staff at the meetings, it is simply too difficult to provide feedback on a budget in a compressed amount of time. In an effort to improve engagement, Prosper Portland inquired about Committee interest in participating in a longer-term commitment that would include regular meetings over the course of the year. Some Committee members indicated support for that approach as it would help them learn in greater detail the universe of Prosper Portland's work and better position the Committee to have improved context to provide critical and constructive feedback during budget development.

The Committee would also like to better understand the longer-term trajectory of Prosper Portland's initiatives. While the TIF district budgets are more amenable to this analysis (given that those budgets include four-year forecasts and that projects often span multiple years), it is more challenging to understand the trending successes and challenges of non-TIF funded programs.

Given that the nature of Prosper Portland's work varies considerably by funding type and even within departments, the Committee urges Prosper Portland to develop consistent outcomes that allow for apples-to-apples comparisons across programs.

Finally, the Committee noted the difficulty in making recommendations about the Directions to Develop without understanding which items are critical and which are nice-to-haves. Put another way, what are the implications should one of the initiatives not receive funding? Without better understanding these costs, it is difficult to feel comfortable making budget recommendations.

### **General Fund for Community Economic Development and Traded Sector Economic Development**

The Committee supports Prosper Portland's \$5.9 million General Fund base budget request which focuses on the continuation of community economic

development and traded sector programs to increase economic opportunities for communities of color, those with low incomes, and underserved neighborhoods.

The Committee engaged in significant discussion on the following Directions to Develop. Please note that this order does not represent a consensus ranking of the Committee, but rather includes comments on each of the Directions.

**Coordinated Community Planning and Development, \$573,000**

- Prosper Portland coordinating with BPS, PHB and PBOT
- East Portland: Division & Workforce, \$343k
- SW Corridor: Technical Assistance, Community Economic Development, \$130,000
- NE Portland: Hill Block, \$100,000

The Committee appreciates that there is a need for Prosper Portland and bureau partners to more effectively coordinate across the city on critical community development initiatives and in areas where communities are greatest impacted by displacement. The Committee is supportive of this coordinated work in all three geographies, and some felt that should this Direction be reduced that resources for Hill Block are most critical to protect. The Hill Block effort gives Prosper Portland the ability to repair its image with a community that it has historically struggled to gain trust with. Providing the needed financial support for this project can be very beneficial to ease friction and build cooperative pathways to further Prosper Portland's mission going forward.

**Traded Sector: Portland Means Progress, \$300,000**

- Promotes private sector investment in inclusive economic growth and equitable job creation

Committee members appreciate the connection that Portland Means Progress offers to the business community and private sector and want to ensure that Inclusive Business Resource Network partners are fully apprised of future opportunities to collaborate. Some Committee members noted that Portland Means Progress is a new, unproven initiative and that should there be hard choices in funding the Directions, proven programs such as the Inclusive Business Resources Network and Neighborhood Prosperity Network are more critical to protect. Other members consider the objectives of Portland Means Progress to be valuable enough to warrant implementing a new initiative, even if there is some risk associated with attempting something different.

**Inclusive Business Resource Network: Mercatus/My People's Market, \$100,000**

- Mercatus directory to include 100+ additional business: 100% people of color/ 70% women
- My People's Market twice per year, working to achieve \$200k in sales for entrepreneurs of color

The Committee appreciates the merit of continuing to hold regular My People's Market events and creating a more proactive link to participants in the Inclusive Business Resource Network.

**Inclusive Business Resource Network: Neighborhood Prosperity Network Business Support, \$194,000**

- Provide technical assistance to business owners within the Neighborhood Prosperity Network
- Anticipated that 125 clients who live or work in an NPN will be served

The Committee understands that staff support is necessary to ensure community priorities are supported, which otherwise would lead to limited progress.

**Old Town Community Association District Manager: \$30,000**

- Capacity building, promotion, marketing events; matched by \$30 K from OTCT Community Association

Committee members acknowledge the importance of a community organization having resources to advocate for and drive local priorities. Some members encouraged folding Old Town Chinatown into the Neighborhood Prosperity Network as the community-based work is more similar than it is different, and that being part of a network could benefit Old Town Chinatown learn from peer organizations.

**Neighborhood Prosperity Network: Staff Assistance, \$175,000**

- Staff an additional 0.5 FTE per district to support programming and service delivery

Committee members appreciate the community-driven, grass roots nature of the Neighborhood Prosperity Network and want to ensure that organizations have resources to appropriately staff their work, particularly as Networks are growing their offerings. Some members noted it would be helpful to know where each of the Network partners is on their path to sufficiency once each tax increment district expires.

**Traded Sector: Innovation Quadrant, \$150,000**

- Innovation Districts are geographic areas where leading anchor institutions and companies cluster and connect with startups, incubators and accelerators
- The Portland IQ spans the Central Eastside & South Waterfront; partners include PSU, OHSU, OMSI and PCC

Committee members felt that the Innovation Quadrant connects like-minded partners convene to fill gaps in the education pipeline to affordable retail space for new entrepreneurs. Some members noted the program description didn't accurately capture that the focus of the Innovation Quadrant is to make sure those throughout Portland, especially communities of color and those with low incomes, benefit from opportunities generated in the district.

**TIF District Budgets**

The Committee reviewed all TIF budgets; below are our recommendations by district:

### **Central Eastside**

The Committee supports the investment priorities in the Central Eastside budget request. In FY 2019/20 key investments will be made in the following areas:

- Employment growth/industrial affordability
  - ODOT Blocks
  - OMSI Master Plan
- Business retention & recruitment ODOT blocks redevelopment
- Asset management and district parking

The Committee also encourages Prosper Portland to explore whether it can increase its return on investment by structuring its Commercial Property Redevelopment and Business Finance Loans to take advantage a strong real estate market in this district.

### **Downtown Waterfront**

The Committee supports the investment priorities in the Downtown Waterfront budget request which focuses on implementation of the **Old Town/Chinatown Action Plan**. In FY 2019/20 key investments will be made in the following areas:

- Old Town Chinatown Action Plan (extension)
  - Small businesses vitality
  - Historic & cultural preservation
  - Support for neighborhood development (Block 33, Block 24)
  - District parking, particularly within the core of the district

### **River District**

The Committee supports the investment priorities in the River District budget request which (in tandem with Downtown Waterfront) focuses on implementation of three major community priorities:

- Old Town/Chinatown Action Plan (extension)
  - Neighborhood development with a focus on market rate housing, as appropriate (Block 25, 4th & Burnside)
  - Historic & cultural preservation (Old Fire Station)
- Centennial Mills
- Broadway Corridor & Union Station
- Asset management
  - Union Station
  - USPS building & parking garage
  - 10th & Yamhill Master Lease

### **Gateway Regional Center**

The subcommittee supports the investment priorities in the Gateway budget request which focuses on implementation of the **Gateway 5-Year Action Plan**. In FY 2019/20 key investments will be made in the following areas:

- Gateway Action Plan (year 3)
  - Halsey/Weidler street improvements
  - Housing & affordable commercial at 106th/Halsey
  - Gateway Transit Center: mixed-use development with an education, workforce training, and small business focus

The Committee also encourages Prosper Portland, its Board, and City Council to explore extending the last date to issue debt life of the Gateway Regional Center TIF district to fund priority initiatives.

### **Interstate Corridor**

The Committee supports the investment priorities in the Interstate budget request which focuses on implementation of the **North/Northeast Community Development Initiative 5-Year Action Plan**. In FY 2019/20 key investments will be made in the following areas:

- N/NE Community Development Initiative (year 3)
  - Alberta Commons commercial affordability
  - Small business and long-timer property owner assistance
  - Community Livability Grants
  - Cultural Business Hub
- Asset management, including Alberta Commons master lease and Nelson properties in Kenton

The committee also requested that Prosper Portland restore full funding to the small loans to support match requirements of eligible Prosperity Improvement Program grant recipients.

### **Lents Town Center**

The Committee supports the investment priorities in the Lents budget request which focuses on implementation of the **Lents 5-Year Action Plan**. In FY 2019/20 key investments will be made in the following areas:

- Lents Action Plan (year 5)
  - Lents Town Center development (Bakery Blocks and 92<sup>nd</sup> & Harold)
  - SE Foster street improvements & business development
  - Long time property owner assistance
  - Leach Botanical Garden expansion

The Committee also encourages Prosper Portland, its Board, and City Council to explore increasing maximum indebtedness and extending the life of the Lents Town Center TIF district to fund improvements to the Foster Floodplain.

### **North Macadam**

The Committee supports the investment priorities in the North Macadam budget request. In FY 2019/20 key investments will be made in the following areas:

- Infrastructure investment to support office, housing and innovation
- PSU partnership: acquisition of property at 4th/Lincoln
- Business retention & recruitment

The Committee also emphasizes the importance of long-awaited improvements to SW Bond Avenue as well as re-programming infrastructure investments to address transportation bottle-necks at South Portland.

### **Oregon Convention Center**

The Committee supports the investment priorities in the Oregon Convention Center budget request. In FY 2018/19 key investments will be made in the following areas:

- Convention Center hotel & garage
- 100 Multnomah office tower predevelopment
- Priority commercial redevelopment areas:
  - Rose Quarter/NE Broadway
  - NE MLK/Grand
- Asset management – Inn at the Convention Center

### **Willamette Industrial & Airport Way**

The Committee supports the investment priorities in the Willamette Industrial and Airport Way budget requests. In FY 2019/20 key investments will be made in the following areas:

- Employment growth & industrial affordability
- Expanding the supply of developable industrial lands
- Partnership opportunities with Port of Portland

### **Neighborhood Prosperity Network**

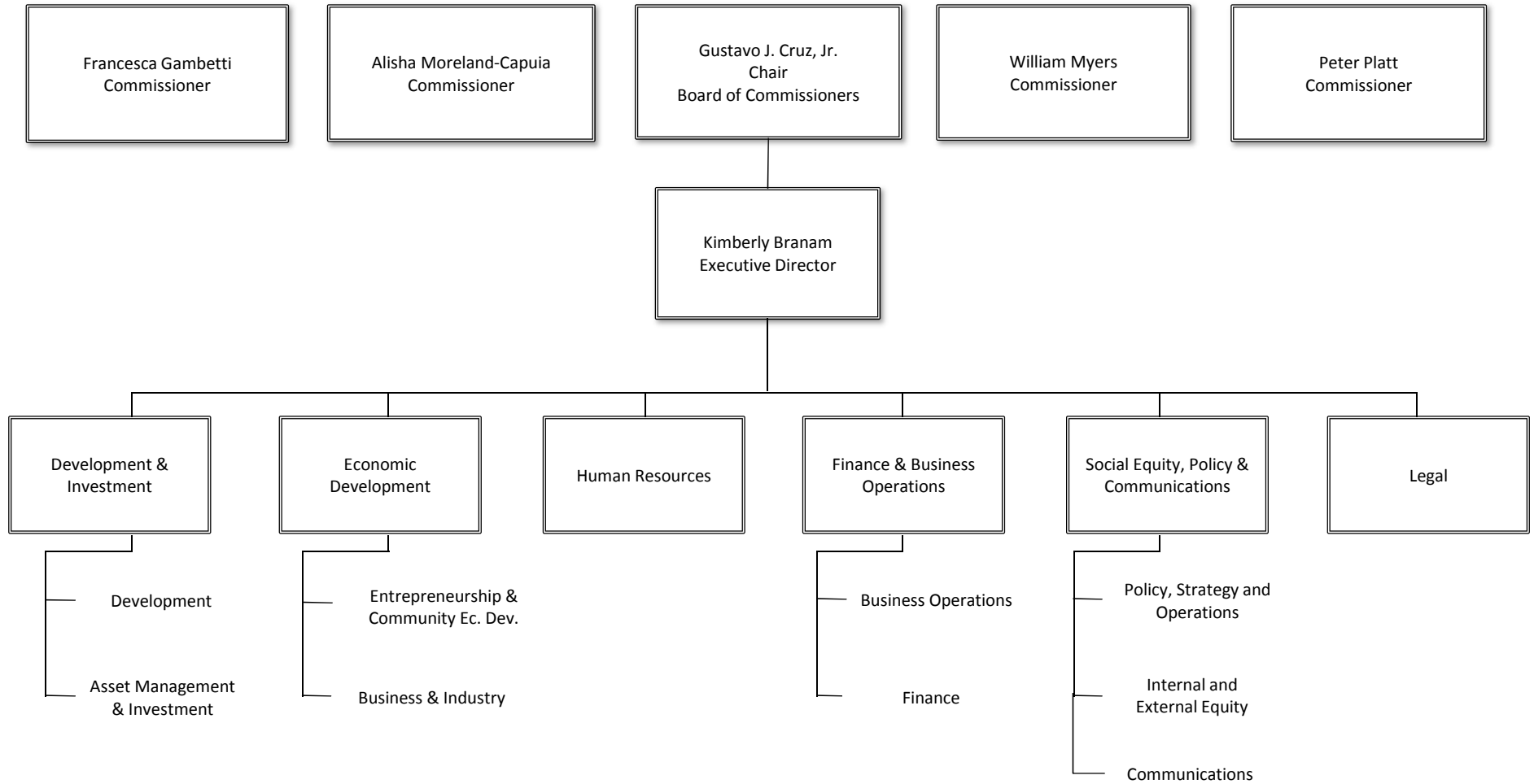
The Committee supports the investment priorities in the Neighborhood Prosperity Network budget requests. In FY 2019/20 key investments will be made in the following areas:

- District improvement & promotion grants
- Full time district managers
- Capacity building & trainings

We thank you for the opportunity to comment,

Prosper Portland Budget Advisory Committee

# PROSPER PORTLAND



# Bureau Summary

## Bureau Mission

Prosper Portland creates economic growth and opportunity for Portland.

## Bureau Overview

Prosper Portland is the City's economic development and urban development agency. Prosper Portland applies business development and technical assistance, community capacity and workforce development training, and commercial and infrastructure investments to achieve the strategic objectives.

Prosper Portland manages ten traditional TIF districts and six Neighborhood Prosperity Initiative (NPI) micro TIF districts. Working with private and non-profit partners, Prosper Portland stewards TIF resources within these districts to implement Strategic Plan objectives, largely focused on creating healthy, complete neighborhoods due to the capital nature of TIF resources.

Resources from the City's General Fund allow Prosper Portland to fulfill job growth, wealth creation and community capacity goals that are not eligible for funding through TIF. General Fund resources extend the agency's work beyond TIF district boundaries and real estate investments to provide critical non-physical assistance that supports business growth and economic opportunity through staff expertise, working capital, and technical assistance.

Together, TIF and General Fund support allow for a web of activities that connect people and resources to build a more equitable economy. While projects and programs vary in size and scope, they are consistent in facilitating business activity and neighborhood development that generates community wealth, fuels the retention and creation of living-wage jobs that support families, and creates healthy and vibrant communities throughout the city.

## Strategic Direction

The agency's work is guided by the [2015-2020 Prosper Portland Strategic Plan](#) (Strategic Plan), which the Prosper Portland Board and City Council adopted in May 2015. The Strategic Plan tightened the agency's focus on building an equitable economy, especially with and for communities of color and those who have been historically underserved.

With this plan, Prosper Portland has sought to empower people, communities and businesses to thrive in the regional and global economies, thereby increasing the percentage of households living at or above self-sufficiency by 2020. The agency's vision for Portland as one of the most globally competitive, equitable, and healthy cities in the world is grounded in four key areas: access to quality jobs; equitable wealth creation; collaboration with our partners for an equitable economy; and vibrant, inclusive neighborhoods and communities.

Prosper Portland's requested budget is fully aligned with the Strategic Plan and with key objectives identified in the Portland Plan, the Climate Action Plan, and the 2035 Comprehensive Plan.



## Financial Summary

### Total Resources and Requirements

<u>Total All Funds</u>	<u>Revised 1 FY 2018-19</u>	<u>Requested FY 2019-20</u>	<u>Forecast FY 2020-21</u>	<u>Forecast FY 2021-22</u>	<u>Forecast FY 2022-23</u>	<u>Forecast FY 2023-24</u>
<b>Resources</b>						
Beginning Fund Balance	295,492,637	181,916,414	210,011,096	135,767,834	131,358,238	104,946,801
<b>Revenue</b>						
City General Fund	6,743,325	7,533,120	6,514,599	6,329,865	6,206,738	5,911,528
Fees and Charges	1,596,486	1,921,506	1,745,471	1,753,143	1,795,524	997,995
Grants - Federal except HCD	181,318	-	-	-	-	-
Grants - HCD Contract	2,302,436	2,302,436	2,187,314	2,077,948	1,974,051	1,875,349
Grants - State & Local	626,116	801,142	596,861	120,150	-	-
Interest on Investments	4,654,264	3,764,717	3,959,158	2,528,627	2,694,932	1,913,256
Loan Collections	3,747,798	2,357,915	3,389,900	2,291,978	2,030,485	2,814,246
TIF Debt Proceeds	102,161,798	111,567,326	66,706,727	57,798,055	13,101,621	14,088,563
Other Debt Proceeds	9,500,000	-	-	8,000,000	-	-
Property Income	12,952,405	74,017,013	14,021,753	7,156,603	7,260,761	6,097,603
Reimbursements	468,249	347,320	287,819	287,818	170,817	170,816
Service Reimburesments	13,689,433	14,235,705	14,090,812	14,244,563	14,670,672	14,158,767
Transfers In	1,139,000	-	40,837,000	-	-	-
<b>Total Revenue</b>	<b>159,762,628</b>	<b>218,848,200</b>	<b>154,337,414</b>	<b>102,588,750</b>	<b>49,905,601</b>	<b>48,028,123</b>
<b>Total Resources</b>	<b>455,255,265</b>	<b>400,764,614</b>	<b>364,348,510</b>	<b>238,356,584</b>	<b>181,263,839</b>	<b>152,974,924</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Administration	13,983,779	14,617,324	47,803,093	13,692,064	14,093,277	13,594,031
Economic Development	15,329,324	17,077,362	13,756,616	12,054,918	11,002,524	9,531,402
Housing	79,604,830	58,631,163	39,569,086	34,452,166	17,141,507	3,250,000
Infrastructure	15,335,628	6,062,865	10,845,105	3,571,269	100,135	8,594,327
Property Redevelopment	152,455,800	79,799,448	61,694,835	28,998,564	19,333,976	34,590,878
<b>Total Expenditures</b>	<b>276,709,361</b>	<b>176,188,162</b>	<b>173,668,735</b>	<b>92,768,981</b>	<b>61,671,419</b>	<b>69,560,638</b>
Transfers	14,828,433	14,565,356	54,911,941	14,229,365	14,645,619	14,081,900
Contingency	163,717,471	210,011,096	135,767,834	131,358,238	104,946,801	69,332,386
Ending Balance	-	-	-	-	-	-
<b>Total Requirements</b>	<b>455,255,265</b>	<b>400,764,614</b>	<b>364,348,510</b>	<b>238,356,584</b>	<b>181,263,839</b>	<b>152,974,924</b>

Difference in in total expenditures for FY 2019-20 Requested Budget cited in transmittal letter (\$175 million) versus amount shown above (\$176 million) are due to final changes related to Economic Development programming (Directions to Develop and estimated intergovernmental agreements) that were not included in total expenditures until late in the budget balancing process.

## Staff and Administrative Overhead Budget - FY 2019-20 Requested Budget and Forecast

Staff/Overhead Assumptions	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Rev Budget	FY 2019-20 Requested	FY 2020-21 Forecast	FY 2021-22 Forecast	FY 2022-23 Forecast	FY 2023-24 Forecast
<b>Salaries and Benefits</b>								
Full Time Positions (FTE)	85.5	81.0	80.7	80.7	76.7	76.7	76.7	76.7
Limited Term Positions (LTE)	1.0	6.2	12.0	13.0	11.0	8.0	8.0	0.0
Total Positions (Full Time and Limited Term)	86.5	87.0	92.7	93.7	87.7	84.7	84.7	76.7
Salaries	\$ 7,779,767	\$ 7,983,542	\$ 9,066,048	\$ 9,864,927	\$ 9,671,568	\$ 9,778,942	\$ 10,148,547	\$ 9,537,353
Benefits	3,228,902	3,558,490	3,989,628	4,879,507	4,784,103	4,855,071	5,072,390	4,799,830
<b>Total Salaries/Benefits*</b>	<b>11,008,669</b>	<b>11,542,032</b>	<b>13,055,676</b>	<b>14,744,434</b>	<b>14,455,671</b>	<b>14,634,013</b>	<b>15,220,937</b>	<b>14,337,182</b>
PERS Pension Obligation Bond Payments	763,786	830,593	924,265	968,001	1,006,700	1,047,071	1,100,000	1,150,000
Administrative Materials and Services **	4,152,914	4,076,224	4,276,475	3,893,000	3,893,000	3,893,000	3,893,000	3,893,000
<b>Total</b>	<b>\$ 15,925,369</b>	<b>\$ 16,448,849</b>	<b>\$ 18,256,416</b>	<b>\$ 19,605,435</b>	<b>\$ 19,355,371</b>	<b>\$ 19,574,084</b>	<b>\$ 20,213,937</b>	<b>\$ 19,380,182</b>

### Notes:

\*Budget for historical salaries and benefits higher than actuals due to staff vacancies occurring each year; FY 2017-18 through FY 2022-23 assumes no savings from vacancies.

\*\* Administrative Materials and Services includes ongoing operating costs and one-time expenditures. FY 2014-15 through FY 2015-16 actuals includes \$1.2 million for implementation of Microsoft Dynamics AX ERP; FY 2017-18 includes Yardi implementation; FY 2018-19 includes Disparity Study and Yard implementation.

## FY 2019-20 Requested Budget Positions by Department

Department	FTE	LTE	Total Positions	Salaries	Benefits	Total
Development and Investment	23.0	5	28.0	\$ 2,818,473	\$ 1,410,014	\$ 4,228,487
Economic Development	20.0	5	25.0	2,470,359	1,243,472	3,713,831
Finance and Business Operations	18.7	0	18.7	1,943,254	961,283	2,904,537
Social Equity, Policy and Communications	10.0	2	12.0	1,329,911	661,803	1,991,714
Executive, HR and Legal	9.0	1	10.0	1,302,929	602,936	1,905,865
<b>Total</b>	<b>80.7</b>	<b>13</b>	<b>93.7</b>	<b>\$ 9,864,927</b>	<b>\$ 4,879,507</b>	<b>\$ 14,744,434</b>

# Inclusive Business Resource Network

## Program Description & Goals

From tech startups to neighborhood retail, small businesses are vital to the city’s economy. The Inclusive Business Resource Network is a citywide program that brings multiple services for small business into a single network to provide greater efficiencies and cross-functional innovation. The Network leverages the power of partnership to increase the success of underrepresented entrepreneurs.

The outcomes and program portfolio were designed with an emphasis on supporting a business through growth and ensuring technical assistance leads to wealth creation for disadvantaged entrepreneurs (people of color, women founders and low-income business owners). This program began in FY 17-18 with the following five-year goals:

- 1000 Strong and Stable business owners, who have established a foundation for the future and receive a benefit from their business.
- 250 Growth businesses, who have realized efficiencies in ordering, operating, and/or production.
- 25 Scale businesses, who have a market-proven product or service and are investing in the expansion of their business footprint.
- 100 Getting ready to Launch traded sector startups, who are aspiring entrepreneurs that move past concept and launch a product or technology into a new market.

This program is a multi-year support program and expectations are that businesses take multiple years to stabilize and prepare for growth. Therefore, actuals for FY 17-18 are lower than targets for future years.

The network provides wrap around support for entrepreneurs such as legal support, accounting, and market research. Services that integrate with the network include the Mercatus platform and My People’s Market.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
25 Businesses Invest in Expansion in 5 Years	0	1	0	8	25
100 Startup Businesses Launched in 5 Years	0	12	0	55	100
# of Businesses Receiving Light Touch Technical Assistance	0	513	0	400	0
Number of Businesses Receiving Long Term Technical Assistance	81%	37,000%	0	40,000%	0

## Explanation of Services

Through focused resources, collaboration and client-centered services the Network seeks to drastically shift outcomes for business owners of color, immigrants, women founders, and other underrepresented minorities.

The Network meets monthly and works collaboratively with Prosper Portland to seek out innovative solutions. It operates as an integrated system delivering both long term and light touch general business advising as well as specialized services. Long-term business advising includes one on one and peer to peer learning opportunities in facilitated group cohorts and making connections to industry mentors. Business navigators and drop in centers within Neighborhood Prosperity Districts ensure cultural and geographic diversity, with business advising for up to 10 hours and referrals to long term programs within the network. Additionally, the Network includes i) the Mercatus platform, a website that provides a directory and storytelling platform for entrepreneurs of color; ii) My People's Market, which is done in partnership with Travel Portland and is in its second year of providing a space for entrepreneurs of color to sell their goods; iii) a portfolio of business finance programs to increase access to capital such as micro loan products, seed funding and business loans; and iv) specialized services such as legal support, accounting and market research. Approximately 700 businesses are served through the Network each year, and 400 businesses – 65% owned by women and 75% owned by people of color – receive long-term support (30+ advising hours a year).

In February 2017, Prosper Portland issued Requests for Proposals (RFPs) to select providers for the Network. Diverse selection committees reviewed the proposals and forwarded their recommendations for selection to Prosper Portland. The full RFP process involved significant outreach and input from existing providers and other entities interested in IBRN. Ongoing and regular feedback from partners and clients is important to the success of IBRN and is collected in the following ways:

- IBRN partners complete feedback forms after each monthly Network meeting.
- Prosper Portland staff conduct an annual survey of IBRN clients.
- Network providers have formed committees on various topics to advise Prosper Portland staff on the overall program.
- Prosper Portland contract managers meet regularly with each IBRN partners to get updates on the partner's services and suggestions for improvement.

## Equity Impacts

The Inclusive Business Resource Network is directed toward those who have been historically underserved. 75% of businesses in the Network are owned by people of color and 65% are owned by women. Network providers participate in equity training to further develop culturally-responsive business coaching practices. The majority of business advisors in the Network are people of color.

## Changes to Program

The Network's services in FY 19-20 are anticipated to be funded at approximately 91% of the current FY 18-19 budget (\$3,247,525), which is made up of General Fund, Community Development Block Grants (CDBG) and other Prosper Portland resources. Cuts include one-time funding from other Prosper Portland resources (\$255,184).

## Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
<b>Bureau Expense</b>				
External Materials and Services	0	0	1,340,225	1,944,415
<b>Sum:</b>	<b>0</b>	<b>0</b>	<b>1,340,225</b>	<b>1,944,415</b>

**Resources:**

- General Fund: Prosper Portland's portion of the General Fund is expected to increase with cost of living projections set by the City. There was a significant increase in one-time and ongoing funding in FY 18-19 from previous years.
- CDBG: Estimated to decrease over the years but have stayed relatively flat historically. These funds are passed through from the Portland Housing Bureau.
- Other Prosper Portland resources: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. FY 17-18 and FY 18-19 funding for the Network increased from previous years' resources. This trend, however, is not likely to continue.

**Expenses:** More than 75% of funds go directly to organizations who provide the above services to small businesses and entrepreneurs. These expenses, while not fixed, are critical and necessary to the Inclusive Business Resource Network. Approximately 3% of the funds are used for more discretionary purposes.

**Staffing:** Three people staff this program at Prosper Portland, with assistance from other staff. These three people have expertise in program and ecosystem design in support of small businesses and entrepreneurs. Staff provide direct assistance to organizations and individual clients, oversee use of funds, monitor outcomes, and connect clients to resources and business opportunities.

**Assets and  
Liabilities:**

### Program Information

<b>Bureau:</b>	Prosper Portland	<b>Program Contact:</b>	Morgan Masterman
	<a href="https://prosperportland.us/portfolio-items/inclusive-business-resource-network/">https://prosperportland.us/portfolio-items/inclusive-business-resource-</a>		
<b>Website:</b>	<a href="https://prosperportland.us/portfolio-items/inclusive-business-resource-network/">network/</a>	<b>Contact Phone</b>	503-823-6839

# Neighborhood Prosperity Network

## Program Description & Goals

The Neighborhood Prosperity Network is a Prosper Portland program designed to support social equity-based community economic development at the neighborhood level. The Network is a citywide initiative that fosters economic opportunity and vitality throughout Portland neighborhoods, with a focus on low-income populations and communities of color. Through grants, training and support from Prosper Portland, each Network organization is responsible for planning and implementing projects to improve the local commercial district.

Districts have been successful in growing financial support and volunteers over the past six years. These additional funds and staff assistance have supported direct business assistance and increased district employment.

The NPN includes funding to support a complimentary neighborhood-based effort for Venture Portland, who invests in smart, strategic growth of Portland’s unique neighborhood business districts.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
Number of volunteer hours provided by NPI Districts	33,186	20,599	0	30,000	0
Net number of businesses (NPI Districts)	25	25	0	20	0
Private Funds Leveraged by NPI Districts	\$1,048,433	0	0	\$500,000	0
Number of technical assistance hours to business district associations by Venture Portland	1,400	3,188	0	2,700	0
Private Funds Leveraged by Venture Portland	\$300,000	0	0	\$1,000,000	0
Number of projects funded by Venture Portland	26	27	0	35	0

## Explanation of Services

With an emphasis on localized bottom up economic development Prosper Portland partners with seven community-based organizations located in North, Northeast and East Portland, to support economic opportunity, small business growth, and build community capacity in these neighborhoods. These organizations or districts include Cully Blvd Alliance, Division-Midway Alliance, Historic Parkrose, Jade District, Our 42nd Avenue District, Rosewood Initiative and St. Johns Center for Opportunity. Each NPN district has a board that is made up of community members. They also hold community events regularly.

NPN districts focus on the unique needs of their community with the goal of growing businesses and increasing employment opportunities. Grants from Prosper Portland enable the organizations to hire staff, make physical improvements, encourage community led development projects and increase the visibility of the district. Prosper Portland staff also provides technical assistance to the districts. Depending on district priorities, business technical assistance has been made available to districts from the Inclusive Business Resource Network and workforce navigators are available to assist in employment in the districts.

NPN outcome data is currently being revamped. However, trends over the past several years have shown increases in volunteers and private funds leveraged.

With a complimentary focus on spurring neighborhood small business connectedness and growth, Venture Portland provides technical assistance to 37 plus neighborhood business districts throughout Portland. Venture Portland's board meets quarterly, and it also supports 300 volunteer board members citywide. In FY 17-18 Venture Portland helped business districts work towards achieving 151 benchmarks of success, increase district staffing, increase district membership by 7% and generate \$1.3 million in private business district investment.

Through grant funds, trainings, and technical assistance Venture Portland serves Portland's diverse and dynamic business districts, which are comprised of many of the city's businesses and nearly half of its jobs – playing a vital role in Portland's economic prosperity.

## Equity Impacts

The Neighborhood Prosperity Network is a key program to deliver on Prosper Portland's Strategic Plan and ensure that historically underrepresented communities benefit from the investment that is occurring in the neighborhoods. These districts are in neighborhoods with the lowest average household incomes and higher than average diversity compared to Portland as a whole.

Venture Portland's Catalytic Investment Initiative provides high touch assistance to address historic and structural disparities and issues with affordability and displacement in 8 targeted business districts in East and North Portland (East: 82nd Ave, Foster, Gateway, Lents, Midway; North: Kenton, St. Johns, Williams). 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 Network's services in FY 19-20 are anticipated to be funded at 98% of the current FY 18-19 budget (\$2,584,314), which is made up of General Fund, Tax Increment Financing (TIF) and other Prosper Portland resources. The program will no longer support Alberta Main Street, who's funding has decreased over the past two years.

## Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
<b>Bureau Expense</b>				
External Materials and Services	563,575	1,764,910	1,936,387	1,755,114
<b>Sum:</b>	<b>563,575</b>	<b>1,764,910</b>	<b>1,936,387</b>	<b>1,755,114</b>

**Resources:**

- General Fund: Prosper Portland's portion of the General Fund is projected to increase with cost of living projections set by the City. The Network received \$25,500 in one-time funding for Alberta Main Street in FY 18-19 that will not continue into FY 19-20.
- TIF: Each of the seven districts are in Urban Renewal Areas and receive tax increment financing annually and six of the districts (St. Johns is excluded) receive shared revenue from the City and Multnomah County. This is projected to increase in FY19-20.
- Other Prosper Portland resources: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. FY 18-19 funding for the Network increased from the previous year to provide one-time staff assistance to the districts.

**Expenses:** More than 84% of NPN funds go directly to the seven districts and are thus critical to maintain current level of services. About 4% of funds are discretionary.  
82% of Venture Portland's funds are used to directly serve business districts and 18% are awarded to business districts as grants.

**Staffing:** 2 people staff the NPN program at Prosper Portland, with some assistance from other staff. Staff provide direct assistance to the districts, oversight for use of funds, monitor outcomes, and much more.  
9 Venture Portland employees provide direct and indirect assistance to business districts.

**Assets and  
Liabilities:**

## Program Information

<b>Bureau:</b>	Prosper Portland	<b>Program Contact:</b>	Dana DeKlyen
	<a href="https://prosperportland.us/portfolio-items/neighborhood-prosperity-initiative/">https://prosperportland.us/portfolio-items/neighborhood-prosperity-initiative/</a>	<b>Contact Phone</b>	503-823-3312



# Adult & Youth Workforce Development

## Program Description & Goals

Prosper Portland, in collaboration with Worksystems, Inc. (WSI), funds youth and adult workforce development programs for low-income Portlanders, helping them to better connect and compete in the regional economy. WSI administers the workforce development programs through a network of service providers that serve over 2000 individuals annually, with up to three years of individualized job training and preparation and with an emphasis on high paying industry employment.

Program measures have shown a consistent level of assistance over the years, with slight increases in the percentage of participants of color and varying numbers from year to year in total participants. The percent of youth placed in employment or training was low in FY 17-18 due to the implementation of a new program and onboarding new providers.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
Number of youth participants in workforce development	491	470	0	522	0
Percentage of youth participants POC in workforce development	77%	75%	0	70%	0
Number of adult participants in workforce development	1,231	906	0	781	0
Percentage of adult participants people of color in workforce development	61%	56%	0	65%	0
Percent of Adult Participants in Workforce Development who Advanced in Employment as Demonstrated by Gain in Earnings, Wage or Benefits	0	N/A	0	60%	0

## Explanation of Services

**Adult Workforce Development:** The Economic Opportunity Program has five adult workforce development providers to deliver supportive and individually tailored workforce development services. The program targets low-income Portland residents, age 18 and older, who face multiple barriers to employment. Eligible participants have an immediate goal of becoming employed, and engage in coaching, skill development and training to achieve career pathway employment. In addition to this system of providers, WSI makes resources, support and training available to EOP participants through Worksource Portland Metro (WSPM). Service length is individually tailored with a typical participant in service for approximately three years. Services include: individual career plan development; individualized vocational case management; career exploration; work readiness training; work experience placement and support; job search assistance and placement; retention and advancement supports 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; and individualized job placement for certain 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 age 16-24 who are disconnected from traditional high school or lacking the basic skills and credentials to enter college or career pathway employment. Each workforce development provider delivers supportive and individually tailored workforce development case management to youth for up to three years. Providers help youth identify and achieve their career goals and develop the life skills necessary to stay on course. The goal is for all participants to secure a career pathway job or progress along a path to complete 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; and 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 high barrier job seekers. The target population is under and unemployed residents, low-income residents, people of color and/or those who speak English as a second language. The CWNP is a neighborhood-based initiative focused in priority service areas throughout the City of Portland. The program currently has 3.5 staff who are employed by workforce development providers. Workforce navigators provide tailored workforce support, services include: individual needs assessment, resume review, interview skills, job search and placement support, and referrals to other workforce services or trainings. This program is closely coordinated with Neighborhood Prosperity Network (NPN) staff and community leaders.

## Equity Impacts

The adult and youth workforce programs target those who have been disproportionately underserved. Over half of those who participate in the adult workforce programs are people of color, decreasing slightly from 61% in FY 16-17 to 56% in FY 17-18. Approximately 77% of youths who participated in workforce programs in FY 16-17 were people of color, which decreased to 75% in FY 17-18. The Community Workforce Navigator Program served 364 participants in FY 17-18, and 81% were people of color.

Of these participants about 54% of adults advanced in employment, while only 18% of youths were placed in employment or post-secondary training in FY 17-18. Youth development is expected to increase significantly in FY 18-19 with new program guidelines in place.

## Changes to Program

Workforce services in FY 19-20 are anticipated to be funded at approximately 94% of the current FY 18-19 budget (\$3,526,909), which includes General Fund, Community Development Block Grants (CDBG) and other Prosper Portland resources. Staffing levels will remain consistent. 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 leverages a substantial amount of resources for the program. Program changes include improved alignment with Worksource centers across the Portland Metro Area, and cohort trainings in four high growth target sectors – healthcare, construction, technology and manufacturing.

The CWNP continues to grow and serve the most vulnerable populations throughout the City of Portland. The program was launched in the Cully/42nd Ave neighborhoods and has since expanded to include Jade/Division Midway, Rosewood and St Johns. Due to program success, staff will continue to explore expanding the program to serve all Neighborhood Prosperity Network neighborhoods.

## Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
<b>Bureau Expense</b>				
External Materials and Services	929,183	1,289,995	1,328,695	1,354,007
<b>Sum:</b>	<b>929,183</b>	<b>1,289,995</b>	<b>1,328,695</b>	<b>1,354,007</b>

- Resources:**
- General Fund: Prosper Portland's portion of the General Fund is projected to increase with cost of living projections set by the City.
  - CDBG: Estimated to decrease over the years but have stayed relatively flat historically. These funds are passed through from the Portland Housing Bureau.
  - Other Prosper Portland resources: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. FY 19-20 funding is projected to decrease by about 50%, due mostly to the fact that Enterprise Zone resources have been reallocated to other strategic plan priorities.

**Expenses:** 93% of funds get passed through to WSI who administers the workforce program and funds other organizations who have varying specialties within workforce.

**Staffing:** 1 staff person at Prosper Portland oversees the Workforce program, with help from support staff. She monitors use of funds, contract obligations, outcomes and other issues that arise.

**Assets and Liabilities:**

## Program Information

**Bureau:** Prosper Portland

**Program Contact:** Amy Fleck-Rosete

[https://prosperportland.us/portfolio-items/workforce-development-](https://prosperportland.us/portfolio-items/workforce-development-program/)

**Website:** [program/](https://prosperportland.us/portfolio-items/workforce-development-program/)

**Contact Phone** 503-823-9036

# Traded Sector Economic Development

## Program Description & Goals

As the city’s economic development agency, Prosper Portland wants to ensure inclusive growth by supporting the competitive industries that provide high-quality job opportunities and working to fill those jobs with people of color and low-income residents.

Employment trends within target clusters over the past five years reflect the positive impact of customized business development and industry initiatives, combined with efforts to promote international business opportunities. The cluster development activities focus on three related and complementary sets of activities:

- Business development to alleviate barriers to growth and support quality job growth through business and industry expansion
- Business recruitment in partnership with Greater Portland Inc
- Global trade and investment

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
Number of Traded Sector business retention, expansion visits	744	368	0	350	0
Number of Traded Sector direct assistance, referral activities	853	332	0	400	0
Number of Traded Sector business relocations (within Portland)	17	9	0	10	0
Number of Portland Traded Sector firms receiving export assistance	52	45	0	40	0
Number of Companies Introduced to Capital Partners	0	45	0	40	0
Jobs Resulting from Traded Sector Business Relocations and Expansions within Portland	0	0	0	1,000	0

## Explanation of Services

**Business Development:** In FY 2017-18, Prosper Portland business development staff completed 332 unique visits to traded sector businesses. Business development focuses on providing access to loans, grants and other financial resources to aid expansion, workforce development, market analysis, real estate and site development services, identification of supply-chain opportunities and access to international markets.

In FY 2018-19, staff will connect with at least 400 unique local businesses to understand their competitive landscape and support the retention and expansion of quality jobs. To facilitate the growth of local businesses and encourage continued investment, Prosper Portland will seek to enroll 8 new companies into the Portland's Enterprise Zone program. These organizations will enter into public benefit agreements, which ensure that public resources invested in the growth of these businesses also result in broad-based benefits to marginalized communities throughout the city. Prosper Portland's retention and expansion work is anchored in the city's four target clusters: Athletic and Outdoor Gear and Apparel, Green Cities Products and Services, Technology and Media, and Metals and Machinery Manufacturing. Each cluster is guided by an industry action plan outlining target initiatives/programs, which are currently being evaluated against the agency's social and racial equity mission. A core focus across all Prosper Portland business development activity is assistance to businesses creating accessible middle-wage jobs for under-represented populations or for those located in priority neighborhoods.

**Business Recruitment in Partnership with Greater Portland Inc.:** Greater Portland Inc (GPI) is a regional public-private economic development partnership that is focused on helping companies relocate to the Portland-Vancouver metro area. Prosper Portland invests in GPI to: 1) coordinate regional recruitments among greater Portland's local economic development organizations; and 2) lead regional marketing and branding to promote greater Portland as one of the nation's most competitive and vibrant metropolitan economies.

In FY 2019-20 Prosper Portland, in partnership with GPI, will strive to secure 10 business expansions or business relocations to the city and proactively develop 15 priority leads across target industries.

**Global Trade and Investment:** In FY 2019-20 Prosper Portland will continue its focus on supporting Greater Portland Global (GPG), the region's trade and investment strategy, in partnership with GPI, Business Oregon and other local export assistance providers. Prosper Portland will continue to prioritize export assistance to local companies by organizing business trips to priority markets in Canada, Mexico, Japan and Germany. General Fund resources that are dedicated to export promotion are also critical to continue relationships with strategic trade consultants who provide Portland-based firms with a suite of customized trade services.

Prosper Portland will continue to emphasize Foreign Direct Investment (FDI) as outlined in the GPG. FDI represents a major opportunity for the region to attract foreign capital to capitalize existing businesses, gap-finance redevelopment projects, and recruit companies to facilitate broader job creation. A particular focus area for the coming year will be to leverage Portland's vibrant entrepreneurial economy to position the city for high-value added FDI projects which are typically attracted only to top startup markets. The FY 2019-20 goals are to help 40 local firms access and utilize trade and investment services.

## Equity Impacts

Over the past couple of years Traded Sector has altered its outcomes to more align with the agency's strategic plan. While this is still a work in progress, there have been significant gains in the popularity of the Public Benefit Agreements (PBAs) and TechTown pledge.

PBAs include efforts to engage diverse communities in traded sector work, buy goods and services from diverse companies and provide equity training opportunities for all PBA companies. 8 PBAs were signed in FY 17-18 and this is expected to expand in years to come.

The TechTown Pledge is a collective effort with the tech industry to increase workforce diversity and workplace inclusion. Prosper Portland convenes all parties monthly, staffs the Steering Committee and CEO Roundtable, and works with industry partners on service delivery including AllyShift Training and an annual survey of employees of member companies. TechTown has grown to cover 3,058 employees, a 60% increase from 1,908 employees in 2016.

## Changes to Program

Traded Sector cluster services in FY 19-20 are anticipated to be funded at 91% of the current FY 18-19 budget (\$1,869,602), which includes General Fund and other Prosper Portland resources. Traded Sector Business Development will maintain consistent staffing levels.

## Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
<b>Bureau Expense</b>				
External Materials and Services	0	0	1,373,106	1,208,155
<b>Sum:</b>	<b>0</b>	<b>0</b>	<b>1,373,106</b>	<b>1,208,155</b>

- Resources:**
- General Fund: Prosper Portland's portion of the General Fund is projected to increase with cost of living projections set by the City. The Traded Sector budget included two one-time add packages in FY 18-19 totaling \$250,740.
  - Tax Increment Financing (TIF): Staff works to promote relocations and expansions in URAs as well as programs that are funded by TIF. While TIF has been lightly used in previous years for economic development, this is expected to grow in FY 19-20.
  - Other Prosper Portland resources: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. Prior year funding for Traded Sector has remained relatively low, with an increase in funding in FY 18-19. FY 19-20 is projected to decrease by about 25%.

**Expenses:** About half of these expenses pay for staff, who provide direct services to companies and support peer meetings and trainings. The remaining funds sponsor events, promote trade and develop online platforms.

**Staffing:** There are 6 staff who lead these programs at Prosper Portland with assistance from other Prosper Portland employees. Staff provide oversight for use of funds, monitor outcomes and provide direct assistance to organizations.

**Assets and Liabilities:**

## Program Information

<b>Bureau:</b>	Prosper Portland	<b>Program Contact:</b>	Troels Adrian
	<a href="https://prosperportland.us/portfolio-items/cluster-initiatives-industry-partnerships/">https://prosperportland.us/portfolio-items/cluster-initiatives-industry-partnerships/</a>	<b>Contact Phone</b>	503-823-3210
<b>Website:</b>			

City of Portland  
**Prosper Portland**  
Performance Measures

Run Date: 2/4/19  
Run Time: 1:21:06 PM

	Performance Measure	KPM	Measure Type Name	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 YTD Actuals	FY 2019-20 Target	Strategic Target
ZD_0001	Number of volunteer hours provided by NPI Districts	NO	OUTPUT	33,186	20,599	0	30,000	0
ZD_0002	Net number of businesses (NPI Districts)	NO	OUTCOME	25	25	0	20	0
ZD_0005	Private Funds Leveraged by NPI Districts	NO	EFFICIENCY	\$1,048,433	0	0	\$500,000	0
ZD_0006	Number of technical assistance hours to business district associations by Venture Portland	NO	WORKLOAD	1,400	3,188	0	2,700	0
ZD_0008	Number of volunteer hours provided by Venture Portland board members and other volunteers	NO	WORKLOAD	1,700	1,271	0	0	0
ZD_0010	Private Funds Leveraged by Venture Portland	NO	EFFICIENCY	\$300,000	0	0	\$1,000,000	0
ZD_0011	Number of projects funded by Venture Portland	NO	WORKLOAD	26	27	0	35	0
ZD_0020	Number of youth participants in workforce development	NO	WORKLOAD	491	470	0	522	0
ZD_0021	Percentage of youth participants POC in workforce development	NO	OUTCOME	77%	75%	0	70%	0
ZD_0022	Number of adult participants in workforce development	NO	WORKLOAD	1,231	906	0	781	0
ZD_0023	Percentage of adult participants people of color in workforce development	NO	EFFECTIVE	61%	56%	0	65%	0
ZD_0025	Number of Traded Sector business retention, expansion visits	NO	WORKLOAD	744	368	0	350	0
ZD_0026	Number of Traded Sector direct assistance, referral activities	NO	WORKLOAD	853	332	0	400	0
ZD_0027	Number of Traded Sector business relocations (within Portland)	NO	EFFECTIVE	17	9	0	10	0
ZD_0028	Number of Portland Traded Sector firms receiving export assistance	NO	WORKLOAD	52	45	0	40	0
ZD_0038	Percentage of households at or above self-sufficiency	YES	KPM	0	66%	0	82%	0
ZD_0039	Percentage of workforce in Multnomah County earning at least a middle wage	YES	KPM	47%	46%	0	48%	0
ZD_0040	Percentage of start-up investment to firms founded, owned, or led by women	YES	KPM	70%	77%	0	80%	0
ZD_0041	Percentage of start-up investment to firms founded, owned, or led by people of color	YES	KPM	56%	69%	0	65%	0
ZD_0042	Percentage of non-TIF resources for operating budget	YES	KPM	76%	79%	0	75%	0



City of Portland  
**Prosper Portland**  
 Performance Measures

Run Date: 2/4/19  
 Run Time: 1:21:06 PM

ZD_0043	Ratio of private investment to Prosper Portland financial assistance	YES	KPM	6.17	6.14	0	6.00	0
ZD_0047	25 Businesses Invest in Expansion in 5 Years	NO	OUTCOME	0	1	0	8	25
ZD_0048	100 Startup Businesses Launched in 5 Years	NO	OUTCOME	0	12	0	55	100
ZD_0049	# of Businesses Receiving Light Touch Technical Assistance	NO	WORKLOAD	0	513	0	400	0
ZD_0050	Number of Businesses Receiving Long Term Technical Assistance	NO	OUTPUT	81%	37,000%	0	40,000%	0
ZD_0051	Percent of Adult Participants in Workforce Development who Advanced in Employment as	NO	OUTCOME	0	N/A	0	60%	0
ZD_0053	Number of Companies Introduced to Capital Partners	NO	OUTPUT	0	45	0	40	0
ZD_0054	Jobs Resulting from Traded Sector Business Relocations and Expansions within Portland	NO	OUTCOME	0	0	0	1,000	0
ZD_0057	Number of jobs created across agency	YES	OUTPUT	0	0	0	2,600	0

**D2 - Decision Package Requests**

## Decision Package Recommendations

Run Date: 2/4/19

Run Time: 3:22:23 PM

**Prosper Portland**

Form Header ID	Name	Priority	FTE	GF On-going	GF 1-Time	Other Revenue	Total Expenses
<b>Addition</b>							
7,717	Coordinated Community Plann	1			\$723,000		
7,721	CEA Business Challenge Portl	2		\$300,000			
7,722	Mercatus My Peoples Market	3		\$100,000			
7,723	Neighborhood Prosperity Netw	5			\$30,000		
7,725	Neighborhood Prosperity Netw	6			\$175,000		
7,726	Portland Innovation Quadrant	7		\$150,000			
7,786	IBRN - Neighborhood Prosperi	4		\$194,000			
<b>Total Addition</b>				<b>\$744,000</b>	<b>\$928,000</b>		
<b>Bureau Total</b>				<b>\$744,000</b>	<b>\$928,000</b>		

## Decision Package Summary

Run Date: 2/4/19

Details

Run Time: 3:32:14 PM

## DP: 7717 - Coordinated Community Plan &amp; Development

DP Type

Priority

New

ADD

1

Yes

## Package Description

Collectively, the partner Bureaus are planning, implementing, and investing in multiple projects and policy directives towards Portland's long-term future growth in East Portland, SW Corridor, and NE Portland. The Bureaus' work in these areas often overlaps but at times is not optimally coordinated with regards to planning, communications, community outreach, implementation, or outcomes. This diminishes how the community experiences the City and produces inefficient investments and outcomes. This directive is an initial step toward greater collaboration and impact, an important corner stone to delivering on the City's shared commitment to improved equitable access and outcomes.

- East Portland: Activities and investments in this area would increase coordination and impact of city work in East Portland. The focus would be on responding to community demands for greater collaboration and investment in the next generation of the 2009 East Portland Action Plan; supporting the Neighborhood Prosperity Network program partners in East Portland; working with Rosewood on an equitable development/anti-displacement issues (partially funded by Metro); and strengthening implementation of the Division Transit Project, particularly the community-based Portland Local Action Plan (approved by City Council in July 2016).
- Southwest Corridor: Activities and investments in this area would begin to implement the Southwest Corridor Equitable Housing Strategy (approved by City Council in October 2018). The initial focus should be on strengthening the community ability to help guide this implementation through organizing and capacity building with the Community Work Group and existing businesses along the proposed light rail alignment; undertaking predevelopment analysis for affordable housing and commercial development investments to help stabilize the business community and create new wealth creation opportunities; and, developing an integrated community development funding strategy for City investments along the corridor, including the City match in the proposed Southwest Corridor Light Rail project.
- Northeast Portland: Activities and investments in this area would follow through on commitments to make sure redevelopment of the area achieves equitable development outcomes and benefits to the N/NE Portland community. Also included are resources for Cully TIF district feasibility and analysis. The focus should be on coordination among public agencies and community engagement to make sure the outcomes of the Oregon Department of Transportation led I5 project align with the N/NE Quadrant Plan (adopted by City Council in October 2012), the City interests in the long-term success of the Rose Quarter as a regional event center and important redevelopment opportunity, the priorities and work of the on-going community-based processes in N/NE and at the Hill Block property.

The Partner Bureaus are directed to propose a one-time funding package which reflects specific staffing, community investment, and tasks required to implement on City Council project and policy priorities in each of the three communities as described above. The partner Bureaus are further directed to work with the Bureau of Revenue and Financial Services to determine a robust funding strategy for stable, long term public investment to implement on community priorities and action plans within each of the geographies.

## Service Impacts

Provide options to utilize / leverage existing resources as well as request new resources as necessary. The collaborating bureaus (Prosper Portland, Portland Housing Bureau, Bureau of Planning and Sustainability and Portland Bureau of Transportation) have identified needs for additional funding for staff, program expenditures to benefit residents and businesses, consultant services and property acquisition funds. Across all four bureaus this could be approximately \$2,368,000 (\$723,000 for Prosper Portland). This adds to and leverages significant other project, program and staff expenditures for work in these three areas from the collaborating Bureaus.

Given the various Bureau's involved in this work and direction, it is understood that the expertise, function, roles and responsibilities of each of the Bureaus within this collaborative approach will be as follows:

- Portland Housing Bureau – affordable housing policy, funding/financing, predevelopment, bond measure implementation, home ownership/wealth creation, and related community capacity building/engagement
- Prosper Portland – real estate development, funding/financing, business stabilization and technical assistance, workforce navigation/training, commercial predevelopment assistance, business ownership/wealth creation, and related community capacity building/engagement
- Portland Bureau of Transportation - transportation policy, project design, and funding, and related community capacity building/engagement
- Bureau of Planning and Sustainability - bureau coordination, area planning, land use research and analysis, urban design, zoning map and code amendments, and related community capacity building/engagement
- Bureau of Revenue and Financial Services – City funding, property and asset management

## Equity Impacts

This directive is an initial step toward greater collaboration and impact, an important corner stone to delivering on the City's shared commitment to improved equitable access and outcomes.

## Budget Detail

Fund	Major Object Name	2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V53	2019-20 Approved - V54	2019-20 Adopted - V55
		Revenue				
100000	General Fund Discretionary	723,000	0	0	0	0
		723,000	0	0		0
		723,000	0	0		0

## Decision Package Summary

Run Date: 2/4/19

Details

Run Time: 3:32:14 PM

## DP: 7721 - Portland Means Progress

DP Type

Priority

New

ADD

2

Yes

## Package Description

The goal is to promote private sector investment in programming that supports inclusive economic growth and job creation, based on findings from the Mayor's Council of Economic Advisors (CEA) to address key disparity issues in the city.

The CEA Business Challenge is a city-wide business initiative where businesses commit to at least one of the following actions: create work experience opportunities for underrepresented students, create culture change in their organizations by providing diversity training for staff, or support underrepresented small businesses through purchasing of goods and services. It is an effort to engage the private sector into taking measurable action to address the growing disparity in Portland.

## Service Impacts

Funding will be used to strengthen opportunities for businesses to connect to programming that supports social impact. This includes:

- Capacity Building for program delivery: Technical assistance to support that direct service providers have the capacity to meaningfully engage with increased private sector interest
- Develop and implement a community vetting process for creating a community council to evaluate program success and identify updates to initiative on an ongoing basis.
- Annual celebration of program success, focused on recognizing commitment from companies and support from service providers.
- Provide lunch and learns and engagement opportunities for companies and service providers.
- Leverage the CEA Business Challenge initiative seeking additional funding from private sector in-kind support, private sector sponsorships, and foundation support for technical assistance and business grants.
- Storytelling of successes through social media, web presence, video, and promotion & marketing.
- CEA Business Challenge website maintenance and support
  - o A dashboard to provide company outcomes on each aspect of the initiative
  - o Additional commitment guidance and opportunities available on the website
  - o Facilitate connections with Mercatus Directory procurement opportunities

## Equity Impacts

The CEA Business Challenge is an initiative connecting companies with programming to create work experiences for underrepresented youth, improve workplace culture through Diversity, Equity & Inclusion training, and support small businesses owned by people of color.

## Budget Detail

Fund		2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V53	2019-20 Approved - V54	2019-20 Adopted - V55
Major Object Name		Revenue				
100000	General Fund Discretionary	300,000	0	0	0	0
		300,000	0	0		0
		300,000	0	0		0

## Decision Package Summary

Run Date: 2/4/19

Details

Run Time: 3:32:14 PM

## DP: 7722 - Mercatus My Peoples Market

DP Type

Priority

New

ADD

3

No

## Package Description

Mercatus is a storytelling platform and directory designed to elevate and connect entrepreneurs of color. The Mercatus Directory provides the opportunity for entrepreneurs of color to connect with new clients and gain new accounts. Businesses listed in the directory receive invitations to networking events, trade shows and connections to Prosper Portland industry clusters including athletic and outdoor, manufacturing, healthcare, technology, and green cities. It is a collective effort to reframe the business landscape of Portland to include entrepreneurs of color.

## Service Impacts

Funding will strengthen opportunities for underrepresented entrepreneurs to connect to anchor industries and procurement leads. This includes:

- My People's Market a multi-cultural market place that provides a launch pad for 100+ emerging businesses in the Mercatus directory access to retail and procurement opportunities
  - o The market is held twice a year
  - o \$200,000 in sales generated for entrepreneurs of color
- Business-to-business reception that connects Mercatus businesses to Portland's anchor industries
  - o 100+ businesses participate, 100% POC/70% women of color
  - o 70-80% of vendors report making a new business connection or leads
- Storytelling workshops and skill building for entrepreneurs of color. Mercatus facilitates six workshops a year to allow for connections and to create a more inclusive narrative
  - o Networking and business resource fair provided in conjunction with the Prosper Portland's Inclusive Business Resource Network
  - o This event is held once a year
  - o 200+ businesses are connected to business technical assistance, including financial and legal assistance
- Annual print directory publication to further elevate entrepreneurs of color in Portland
  - o 8,000 copies distributed in Portland Metro Area, which support greater sales and connections for entrepreneurs of color
- Mercatus Directory maintenance and support
  - o Projected directory growth from 500 to 800 businesses between FY19 and FY20
  - o Facilitate connections with Portland Means Progress procurement opportunities

## Equity Impacts

Mercatus is a tool to give space for entrepreneurs of color to be represented in the entrepreneurial landscape of Portland both in story and in industry.

## Budget Detail

Fund		2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V53	2019-20 Approved - V54	2019-20 Adopted - V55
Major Object Name		Revenue				
100000	General Fund Discretionary	100,000	0	0	0	0
		100,000	0	0		0
		100,000	0	0		0

## Decision Package Summary

Run Date: 2/4/19

Details

Run Time: 3:32:14 PM

## DP: 7723 - NPN OTCT District Manager

DP Type

Priority

New

ADD

5

No

## Package Description

Provide funding for the Old Town Community Association (OTCA) district manager position to assist in its mission of promoting equitable development, job creation and livability in the Old Town / Chinatown neighborhood.

The district manager position was created three years ago as part of a grant awarded by Prosper Portland from the General Fund and matched by donations from Old Town businesses, nonprofits, property owners and community members. The district manager works with OTCA to build the capacity of its all-volunteer board, and to promote the rapidly evolving, diverse neighborhood through marketing, promotions and events. The district manager's daily presence in the community allows for identification of opportunities to enhance the district. By consistently reaching out to both businesses and residents, the district manager helps the OTCA keep the promises of diversity and inclusion with its members and partners.

## Service Impacts

Funding will strengthen the capacity of OTCA and assist in the follow activities:

- Implement comprehensive communication strategy including newsletter, social media and web page
- Maintain on-line community calendar
- Increase meaningful communication between diverse district constituents
- Coordinate district specific events and seasonal culturally specific events
- Recruit new volunteers to OTCA
- Assist in fundraising for OTCA
- Support the implementation of the Old Town 5-Year Action Plan
- Build relationships with businesses and community groups
- Communicate and coordinate strategies and activities with Prosper Portland

## Equity Impacts

The Old Town Community Association promotes equitable development in the Old Town / Chinatown neighborhood which is historically, and continues to be, a diverse community. Old Town / Chinatown is the home of both the Portland Chinatown History Museum and the Oregon Nikkei Endowment and Museum as well as the Lan Su Classical Chinese Gardens. OTCA and the district manager strive to keep this rich cultural diversity well into the future.

## Budget Detail

Fund		2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V53	2019-20 Approved - V54	2019-20 Adopted - V55
Major Object Name		Revenue				
100000	General Fund Discretionary	30,000	0	0	0	0
		30,000	0	0		0
		30,000	0	0		0

City of Portland  
Decision Package Summary

Run Date: 2/4/19

Details

Run Time: 3:32:14 PM

DP: 7725 - NPN Staff Assistance

DP Type

Priority

New

ADD

6

No

Package Description

Increasing the capacity via maintaining ongoing staffing for Neighbored Prosperity Network community partners to support the strategic programing that the organizations have developed in response to the needs of the businesses and community members. This increased staffing allocation was funded in FY 2018-19 by other Prosper Portland one-time funding. This package would add \$25,000 to each district, which will maintain the additional half-time employee for a second year and reduce the disruption of services.

Prosper Portland partners with seven community-based organizations to drive economic development in priority neighborhoods. These districts include Cully Blvd Alliance, Division-Midway Alliance, Historic Parkrose, Jade District, Our 42nd Avenue District, St. Johns Center for Opportunity and Rosewood Initiative. Each district focuses on the unique needs of its community with the goal of growing businesses and increasing employment opportunities. Grants from Prosper Portland enable the organizations to hire staff, make physical improvements, encourage community led development and increase the visibility of the district.

When the Neighborhood Prosperity Network was initiated, the City committed to assist in funding one full time District Manager for each district by providing \$50,000 for administration and overhead (A&O). Over the first 5 years, most of the districts were able to utilize AmeriCorps VISTA workers and volunteers to assist with creating and implementing programs. The AmeriCorps VISTA workers are no longer available. However, the need for the assistance has increased as the districts have grown and created programming in response to the economic development needs of the community.

For FY 2018-19 Prosper Portland was able to provide one-time funding to assist with the capacity building of each community partner but this increase in staffing without additional funding won't continue beyond this fiscal year. The programming initiatives and implementation require additional staffing to meet timely goals and expressed community outcomes.

Service Impacts

This request responds to the need by adding \$25,000 to each district's A&O grant, which will staff an additional half-time employee. The additional funding, will allow community partners to support the programing that the organizations have developed in response to meeting the needs of the businesses and community members.

Equity Impacts

The Neighborhood Prosperity Network is a key program to deliver on Prosper Portland's Strategic Plan and ensure that historically underrepresented communities benefit from the investment that is occurring in the neighborhood. These districts are in neighborhoods with the lowest average household incomes and higher than average diversity compared to Portland as a whole.

Budget Detail

Fund		2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V53	2019-20 Approved - V54	2019-20 Adopted - V55
	Major Object Name	Revenue				
100000	General Fund Discretionary	175,000	0	0	0	0
		175,000	0	0		0
		175,000	0	0		0

City of Portland  
**Decision Package Summary**  
 Details

Run Date: 2/4/19  
 Run Time: 3:32:14 PM

**DP: 7726 - Portland Innovation Quadrant**

DP Type	Priority	New
ADD	7	Yes

**Package Description**

To support the goals and long-term success of the Innovation Quadrant, the designated innovation district for the City of Portland. The Portland Innovation Quadrant is an emerging innovation district in Portland's urban core. Innovation Districts are geographic areas where leading-edge anchor institutions and companies cluster and connect with startups, incubators and accelerators. They are physically compact, transit-accessible and technically wired. The Portland IQ spans the Central Eastside Industrial District, South Waterfront and South of Market/PSU University District; its development is a priority of the City of Portland outlined in the 2035 Comprehensive Plan. The IQ has support from a broad set of stakeholders: anchor institutions such as PSU, OHSU, OMSI and PCC have joined with private and philanthropic sector parties to raise \$180,000 in non-government support for the initiative in 2019.

**Service Impacts**

Funding will be used to support the formal establishment of the Innovation Quadrant as an organization, and to achieve the following goals identified for calendar year 2019:

- Strategy: the finalization of a 3-year strategic plan for the Innovation Quadrant. This will include the development of a vision and mission for the organization.
- Communications: the development of an IQ newsletter; a "stories" series profiling people who live, work and play in the IQ; a video telling the IQ story.
- Overarching initiatives: convening stakeholders to develop a regional roadmap for life science and digital health; partnering with the Portland Design Museum to bring the "We Design" exhibit to life in Portland Work Group priorities include industrial and commercial affordability, one-stop services for entrepreneurs, an employer toolkit for workforce, and a Prep Hub on the PSU Campus in partnership with the City of Portland and PGE.

**Equity Impacts**

The Innovation Quadrant has equity and sustainability (including environmental justice) built into its framework and goals: With support from Meyer Memorial Trust, the Portland IQ partners with EcoDistricts to ensure that IQ strategies and tactics are developed and continually assessed in the context of Equity, Community Resilience and Climate Protection goals. Strategies have been developed to ensure programming is considered with an equity lens, and that the board and working groups are composed of a broad set of stakeholders from across the community.

Budget Detail						
Fund		2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V53	2019-20 Approved - V54	2019-20 Adopted - V55
	Major Object Name	Revenue				
100000	General Fund Discretionary	150,000	0	0	0	0
		150,000	0	0		0
		150,000	0	0		0



## Decision Package Summary

Run Date: 2/4/19

Details

Run Time: 3:32:14 PM

## DP: 7786 - IBRN - NPN Business Support

DP Type

Priority

New

ADD

4

No

## Package Description

In 2014, Prosper Portland piloted a model of providing light touch business advising support in the Rosewood and Division Midway Alliance Neighborhood Prosperity Initiative districts as part of the Microenterprise and Small Business Development Program (Micro Program). Since 2014, due to demand and need, the service expanded to other Neighborhood Prosperity Network (NPN) districts supported by Enterprise Zone funding; however there has been no dedicated funding specifically for NPN business support services. Without a dedicated funding source, the number of business support staff for the NPN has decreased due to variability of Enterprise Zone funding.

The Micro Program has since become part of the Inclusive Business Resource Network (IBRN) which now has a system of both long term support (programs that provide 40+ hours of technical assistance a year) and light touch support (programs that help navigate businesses to programs within IBRN and provide approximately 10 hours of service a year).

Light touch business support that through the NPN helps those communities reach their business stability goals. This type of business outreach increases access to services and support available through the extensive IBRN portfolio. 11% of clients served through NPN services have transitioned into long term programming to date and 27% have achieved a Strong and Stable badge (IBRN's system for measurable outcomes).

Since 2014, lessons learned have shown that for business support to work effectively for the NPN, enough staff time must be dedicated to outreach and relationship development in coordination with the district manager. The program has been most successful when it has funded enough staff time for both outreach and business support. With waning funds, NPN managers are struggling to meet successful outcomes in their district, particularly with brick and mortar businesses. In order to scale this program to meet increasing demand, staff estimates a need for 2.5 full time equivalent (FTE) dedicated from IBRN partner organizations. A fully loaded FTE for business support from an IBRN organization averages \$77,600.

## Service Impacts

Funding will allow NPN districts to receive business support with adequate funding for outreach. It is anticipated that 125 clients who live or work in an NPN will be served in FY 19-20 which would increase clients served for this program by 45% (86 clients in FY 17-18). This will increase in client transition to long term programming and help fulfill the IBRN goals.

## Equity Impacts

Equity outcomes are core to both IBRN and NPN. At creation, NPN districts had higher levels of poverty and a higher percentage of people of color residents than the city as a whole. Additionally, six of the seven NPN districts are in East Portland which is a priority area for the City.

## Budget Detail

Fund	Major Object Name	2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V53	2019-20 Approved - V54	2019-20 Adopted - V55
		Revenue				
100000	General Fund Discretionary	194,000	0	0	0	0
		194,000	0	0		0
		194,000	0	0		0

## Financial Summary Five-Year Forecast

General Fund	Revised 1 FY 2018-19	Requested FY 2019-20	Forecast FY 2020-21	Forecast FY 2021-22	Forecast FY 2022-23	Forecast FY 2023-24
<b>Resources</b>						
Beginning Fund Balance	1,250,476	1,491,164	1,164,735	1,158,355	1,151,900	1,145,191
<b>Revenue</b>						
City General Fund	6,743,325	7,533,120	6,514,599	6,329,865	6,206,738	5,911,528
Fees and Charges	245,720	304,568	4,286	4,341	4,514	4,252
Grants - State & Local	20,000	-	-	-	-	-
Loan Collections	92,000	19,474	-	-	-	-
Reimbursements	51,869	-	-	-	-	-
Transfers In	13,689,433	14,235,705	14,090,812	14,244,563	14,670,672	14,158,767
<b>Total Revenue</b>	<b>20,842,347</b>	<b>22,092,867</b>	<b>20,609,697</b>	<b>20,578,769</b>	<b>20,881,924</b>	<b>20,074,547</b>
<b>Total Resources</b>	<b>22,092,823</b>	<b>23,584,031</b>	<b>21,774,432</b>	<b>21,737,124</b>	<b>22,033,824</b>	<b>21,219,738</b>
<b>Requirements</b>						
<b>Administration</b>						
A00005-Administration-ADM	4,266,660	3,655,900	3,655,900	3,655,900	3,655,900	3,655,900
A00011-Equity Council-ADM	72,500	72,500	72,500	72,500	72,500	72,500
A00041-Labor Relations-ADM	10,000	10,000	10,000	10,000	10,000	10,000
A00042-Employee Education Fund-ADM	55,580	30,000	30,000	30,000	30,000	30,000
A00543-Non-Rep Edu Fund-ADM	10,000	10,000	10,000	10,000	10,000	10,000
A00549-Yardi Asset Mgmt-ADM	50,000	-	-	-	-	-
A00564-Mason-Ehrman Bldg-ADM	11,100	11,100	11,100	11,100	11,100	11,100
<b>Administration Total</b>	<b>4,475,840</b>	<b>3,789,500</b>	<b>3,789,500</b>	<b>3,789,500</b>	<b>3,789,500</b>	<b>3,789,500</b>
<b>Economic Development</b>						
<b>Traded Sector</b>						
A00454-Adv Mfg - Cluster Dev-GEN	114,000	-	-	-	-	-
A00455-Cluster Development-GEN	6,067	798,879	473,237	449,575	427,096	405,741
A00457-International Business Dev-GEN	26,856	-	-	-	-	-
A00458-Green & Clean -Cluster Dev-GEN	116,000	-	-	-	-	-
A00459-Athletic - Cluster Dev-GEN	110,000	-	-	-	-	-
A00462-Software - Cluster Dev -GEN	131,000	-	-	-	-	-
A00460-Film/Video-GEN	33,706	176,571	-	-	-	-
A00577-Inspiring Diversity Grant-GEN	54,250	-	-	-	-	-
A00578-Traded Sector Inclusive Internship-GEN	54,250	-	-	-	-	-
<b>Community Economic Development</b>						
A00126-Technical Assist Contracts-EOG	79,117	-	-	-	-	-
A00467-NPI & Main St Network-GEN	506,342	632,508	664,033	630,831	599,290	569,325
A00469-Incl Business Resource Network-GEN	1,394,118	1,616,280	1,482,537	1,409,854	1,341,488	1,274,209
A00471-Venture Portland-GEN	536,528	535,925	509,129	483,672	459,489	436,514
A00472-Workforce Development-GEN	1,125,403	1,078,856	1,147,656	1,090,273	1,035,760	983,972
A00525-BPS IGA-GEN	145,720	-	-	-	-	-
A00538-Coordinated Community Plan&Dev-GEN	123,025	636,012	-	-	-	-
A00539-Small Business & Community Dev-GEN	5,694	-	-	-	-	-
A00566-Mercatus-GEN	20,000	91,618	-	-	-	-
A00573-Cannabis-GEN	150,000	-	-	-	-	-
A00583-COEP Community Opp & Enhancement-EOG	-	198	-	-	-	-
<b>Economic Development Total</b>	<b>4,732,076</b>	<b>5,566,847</b>	<b>4,276,592</b>	<b>4,064,205</b>	<b>3,863,123</b>	<b>3,669,761</b>
<b>Property Redevelopment</b>						
<b>Commercial Property Lending</b>						
A00414-C-PACE-ADM	53,500	53,500	53,500	53,500	53,500	53,500
<b>Real Estate Management</b>						
A00549-Yardi Asset Mgmt-ADM	50,000	50,000	50,000	50,000	50,000	50,000
<b>Real Estate Disposition</b>						
<b>Redevelopment Strategy</b>						
A00568-FAR Project-GEN	35,000	-	-	-	-	-
A00571-Brownfield Program Admin-GEN	138,604	-	-	-	-	-
<b>Property Redevelopment Total</b>	<b>277,104</b>	<b>103,500</b>	<b>103,500</b>	<b>103,500</b>	<b>103,500</b>	<b>103,500</b>
<b>Total Program Expenditures</b>	<b>9,485,020</b>	<b>9,459,847</b>	<b>8,169,592</b>	<b>7,957,205</b>	<b>7,756,123</b>	<b>7,562,761</b>
Personnel Services	10,685,354	12,157,181	11,976,765	12,152,459	12,650,781	12,030,127
<b>Total Fund Expenditures</b>	<b>20,170,374</b>	<b>21,617,028</b>	<b>20,146,357</b>	<b>20,109,664</b>	<b>20,406,904</b>	<b>19,592,888</b>
Interfund Transfers - Indirect Charges	449,218	462,870	469,720	475,560	481,729	487,978
Interfund Transfers - Cash Transfers	-	339,398	-	-	-	-
Contingency	1,473,231	1,164,735	1,158,355	1,151,900	1,145,191	1,138,872
<b>Total Fund Requirements</b>	<b>22,092,823</b>	<b>23,584,031</b>	<b>21,774,432</b>	<b>21,737,124</b>	<b>22,033,824</b>	<b>21,219,738</b>

## Financial Summary Five-Year Forecast

<u>Other Federal Grants</u>	<u>Revised 1 FY 2018-19</u>	<u>Requested FY 2019-20</u>	<u>Forecast FY 2020-21</u>	<u>Forecast FY 2021-22</u>	<u>Forecast FY 2022-23</u>	<u>Forecast FY 2023-24</u>
<b>Resources</b>						
Beginning Fund Balance	1,430,143	1,410,378	1,369,915	1,354,458	1,246,761	1,062,898
<b>Revenue</b>						
Fees and Charges	500	500	500	500	500	500
Interest on Investments	25,354	24,185	22,599	20,462	17,146	10,000
Loan Collections	221,928	197,330	223,684	133,728	61,366	49,403
<b>Total Revenue</b>	<b>247,782</b>	<b>222,015</b>	<b>246,783</b>	<b>154,690</b>	<b>79,012</b>	<b>59,903</b>
<b>Total Resources</b>	<b>1,677,925</b>	<b>1,632,393</b>	<b>1,616,698</b>	<b>1,509,148</b>	<b>1,325,773</b>	<b>1,122,801</b>
<b>Requirements</b>						
Economic Development						
Business Lending						
A00215-EDA-General	250,250	250,250	250,250	250,250	250,250	250,250
<b>Economic Development Total</b>	<b>250,250</b>	<b>250,250</b>	<b>250,250</b>	<b>250,250</b>	<b>250,250</b>	<b>250,250</b>
<b>Total Program Expenditures</b>	<b>250,250</b>	<b>250,250</b>	<b>250,250</b>	<b>250,250</b>	<b>250,250</b>	<b>250,250</b>
Personnel Services	17,297	12,228	11,990	12,137	12,625	11,890
<b>Total Fund Expenditures</b>	<b>267,547</b>	<b>262,478</b>	<b>262,240</b>	<b>262,387</b>	<b>262,875</b>	<b>262,140</b>
Contingency	1,410,378	1,369,915	1,354,458	1,246,761	1,062,898	860,661
<b>Total Fund Requirements</b>	<b>1,677,925</b>	<b>1,632,393</b>	<b>1,616,698</b>	<b>1,509,148</b>	<b>1,325,773</b>	<b>1,122,801</b>

## Financial Summary Five-Year Forecast

<b>HCD Contract Fund</b>	<b>Revised 1 FY 2018-19</b>	<b>Requested FY 2019-20</b>	<b>Forecast FY 2020-21</b>	<b>Forecast FY 2021-22</b>	<b>Forecast FY 2022-23</b>	<b>Forecast FY 2023-24</b>
<b>Resources</b>						
Beginning Fund Balance	818,000	-	-	-	-	-
<b>Revenue</b>						
Grants - HCD Contract	2,302,436	2,302,436	2,187,314	2,077,948	1,974,051	1,875,349
<b>Total Revenue</b>	<b>2,302,436</b>	<b>2,302,436</b>	<b>2,187,314</b>	<b>2,077,948</b>	<b>1,974,051</b>	<b>1,875,349</b>
<b>Total Resources</b>	<b>3,120,436</b>	<b>2,302,436</b>	<b>2,187,314</b>	<b>2,077,948</b>	<b>1,974,051</b>	<b>1,875,349</b>
<b>Requirements</b>						
<b>Economic Development</b>						
Community Economic Development						
A00491-Incl Business Resource Network-EOC	553,792	553,792	526,102	499,797	474,807	451,068
A00492-Workforce-EOC	1,748,644	1,748,644	1,661,212	1,578,151	1,499,244	1,424,281
<b>Economic Development Total</b>	<b>2,302,436</b>	<b>2,302,436</b>	<b>2,187,314</b>	<b>2,077,948</b>	<b>1,974,051</b>	<b>1,875,349</b>
<b>Total Program Expenditures</b>	<b>2,302,436</b>	<b>2,302,436</b>	<b>2,187,314</b>	<b>2,077,948</b>	<b>1,974,051</b>	<b>1,875,349</b>
<b>Total Fund Expenditures</b>	<b>2,302,436</b>	<b>2,302,436</b>	<b>2,187,314</b>	<b>2,077,948</b>	<b>1,974,051</b>	<b>1,875,349</b>
Interfund Transfers - Cash Transfers	818,000	-	-	-	-	-
<b>Total Fund Requirements</b>	<b>3,120,436</b>	<b>2,302,436</b>	<b>2,187,314</b>	<b>2,077,948</b>	<b>1,974,051</b>	<b>1,875,349</b>

## Financial Summary Five-Year Forecast

<b>Enterprise Zone</b>	<b>Revised 1 FY 2018-19</b>	<b>Requested FY 2019-20</b>	<b>Forecast FY 2020-21</b>	<b>Forecast FY 2021-22</b>	<b>Forecast FY 2022-23</b>	<b>Forecast FY 2023-24</b>
<b>Resources</b>						
Beginning Fund Balance	4,298,514	3,794,897	3,922,547	5,343,199	6,781,066	8,275,945
<b>Revenue</b>						
Fees and Charges	1,297,882	1,538,112	1,667,378	1,674,238	1,728,400	963,243
Interest on Investments	83,091	45,202	58,712	72,776	87,335	103,446
<b>Total Revenue</b>	<b>1,380,973</b>	<b>1,583,314</b>	<b>1,726,090</b>	<b>1,747,014</b>	<b>1,815,735</b>	<b>1,066,689</b>
<b>Total Resources</b>	<b>5,679,487</b>	<b>5,378,211</b>	<b>5,648,637</b>	<b>7,090,213</b>	<b>8,596,801</b>	<b>9,342,634</b>
<b>Requirements</b>						
<b>Economic Development</b>						
<b>Traded Sector</b>						
A00052-Ezone Projects-PEZ	5,000	5,000	5,000	5,000	5,000	5,000
A00070-EZone Workforce-NEZ	270,500	229,000	-	-	-	-
A00444-Inclusive Entrepreneurship & Bus Dev-NEZ	259,933	342,443	-	-	-	-
<b>Community Economic Development</b>						
A00085-Incl Business Resource Network-NEZ	710,184	455,000	-	-	-	-
A00091-Neighborhood Prosperity-NEZ	275,000	100,000	-	-	-	-
A00494-NPI Workforce-NEZ	188,070	-	-	-	-	-
<b>Economic Development Total</b>	<b>1,708,687</b>	<b>1,131,443</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Total Program Expenditures</b>	<b>1,708,687</b>	<b>1,131,443</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
Personnel Services	158,968	288,375	282,730	286,218	297,695	280,409
<b>Total Fund Expenditures</b>	<b>1,867,655</b>	<b>1,419,818</b>	<b>287,730</b>	<b>291,218</b>	<b>302,695</b>	<b>285,409</b>
Interfund Transfers - Indirect Charges	16,935	35,846	17,708	17,929	18,161	-
Contingency	3,794,897	3,922,547	5,343,199	6,781,066	8,275,945	9,057,225
<b>Total Fund Requirements</b>	<b>5,679,487</b>	<b>5,378,211</b>	<b>5,648,637</b>	<b>7,090,213</b>	<b>8,596,801</b>	<b>9,342,634</b>

## Financial Summary Five-Year Forecast

<u>Ambassador Program Fund</u>	<u>Revised 1 FY 2018-19</u>	<u>Requested FY 2019-20</u>	<u>Forecast FY 2020-21</u>	<u>Forecast FY 2021-22</u>	<u>Forecast FY 2022-23</u>	<u>Forecast FY 2023-24</u>
<b>Resources</b>						
Beginning Fund Balance	14,651	11,419	11,419	11,419	11,419	11,419
<b>Revenue</b>						
Total Revenue	-	-	-	-	-	-
<b>Total Resources</b>	<b>14,651</b>	<b>11,419</b>	<b>11,419</b>	<b>11,419</b>	<b>11,419</b>	<b>11,419</b>
<b>Requirements</b>						
Economic Development						
Traded Sector						
A00069-Ambassador Activities-AMB	3,232	-	-	-	-	-
Economic Development Total	3,232	-	-	-	-	-
<b>Total Program Expenditures</b>	<b>3,232</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Fund Expenditures</b>	<b>3,232</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Contingency	11,419	11,419	11,419	11,419	11,419	11,419
<b>Total Fund Requirements</b>	<b>14,651</b>	<b>11,419</b>	<b>11,419</b>	<b>11,419</b>	<b>11,419</b>	<b>11,419</b>

## Financial Summary Five-Year Forecast

<b>Airport Way URA Fund</b>	<b>Revised 1 FY 2018-19</b>	<b>Requested FY 2019-20</b>	<b>Forecast FY 2020-21</b>	<b>Forecast FY 2021-22</b>	<b>Forecast FY 2022-23</b>	<b>Forecast FY 2023-24</b>
<b>Resources</b>						
Beginning Fund Balance	5,945,781	5,036,037	4,713,281	961,161	767,568	559,783
<b>Revenue</b>						
Fees and Charges	913	362	762	-	-	-
Interest on Investments	98,087	82,364	79,302	43,650	38,694	8,049
Loan Collections	77,504	70,316	70,316	70,316	70,316	70,316
<b>Total Revenue</b>	<b>176,504</b>	<b>153,042</b>	<b>150,380</b>	<b>113,966</b>	<b>109,010</b>	<b>78,365</b>
<b>Total Resources</b>	<b>6,122,285</b>	<b>5,189,079</b>	<b>4,863,661</b>	<b>1,075,127</b>	<b>876,578</b>	<b>638,148</b>
<b>Requirements</b>						
<b>Administration</b>						
A00032-Debt Management-APW	7,821	7,821	7,821	7,821	7,821	-
<b>Administration Total</b>	<b>7,821</b>	<b>7,821</b>	<b>7,821</b>	<b>7,821</b>	<b>7,821</b>	<b>-</b>
<b>Economic Development</b>						
<b>Traded Sector</b>						
A00116-Business Development-APW	25,000	25,000	-	-	-	-
A00383-Lean Manufacturing-APW	30,000	30,000	-	-	-	-
<b>Business Lending</b>						
A00211-BL-General-APW	200,000	-	200,000	-	-	-
<b>Economic Development Total</b>	<b>255,000</b>	<b>55,000</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property Redevelopment</b>						
<b>Real Estate Management</b>						
A00349-Cascade Station-APW	530,000	-	-	-	-	-
A00350-Cascade Stn-Prcl G-APW	44,300	26,300	11,300	-	-	-
A00545-Cascade Station Prcl E-APW	26,600	17,600	17,600	-	-	-
A00547-Cascade Station Prcl D-APW	27,311	34,311	34,311	-	-	-
<b>Real Estate Predevelopment</b>						
A00349-Cascade Station-APW	-	35,000	3,335,000	-	-	-
<b>Real Estate Disposition</b>						
<b>Property Redevelopment Total</b>	<b>628,211</b>	<b>113,211</b>	<b>3,398,211</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Expenditures</b>	<b>891,032</b>	<b>176,032</b>	<b>3,606,032</b>	<b>7,821</b>	<b>7,821</b>	<b>-</b>
Personnel Services	58,974	26,440	25,925	26,242	27,297	25,712
<b>Total Fund Expenditures</b>	<b>950,006</b>	<b>202,472</b>	<b>3,631,957</b>	<b>34,063</b>	<b>35,118</b>	<b>25,712</b>
Interfund Transfers - Indirect Charges	136,242	273,326	270,543	273,496	281,677	271,848
Contingency	5,036,037	4,713,281	961,161	767,568	559,783	340,588
<b>Total Fund Requirements</b>	<b>6,122,285</b>	<b>5,189,079</b>	<b>4,863,661</b>	<b>1,075,127</b>	<b>876,578</b>	<b>638,148</b>

## Financial Summary Five-Year Forecast

<b>Central Eastside URA Fund</b>	<b>Revised 1 FY 2018-19</b>	<b>Requested FY 2019-20</b>	<b>Forecast FY 2020-21</b>	<b>Forecast FY 2021-22</b>	<b>Forecast FY 2022-23</b>	<b>Forecast FY 2023-24</b>
<b>Resources</b>						
Beginning Fund Balance	26,034,943	23,418,600	18,185,843	14,167,066	9,743,514	6,527,934
<b>Revenue</b>						
Fees and Charges	1,674	2,424	1,198	818	-	-
Interest on Investments	446,132	370,902	329,345	277,275	200,538	143,190
Loan Collections	219,100	225,986	160,046	109,556	103,807	101,230
TIF - Short Term Debt	6,693,300	6,693,300	1,990,245	-	-	-
Rent and Property Income	437,557	472,501	472,501	127,501	127,501	127,501
<b>Total Revenue</b>	<b>7,797,763</b>	<b>7,765,113</b>	<b>2,953,335</b>	<b>515,150</b>	<b>431,846</b>	<b>371,921</b>
<b>Total Resources</b>	<b>33,832,706</b>	<b>31,183,713</b>	<b>21,139,178</b>	<b>14,682,216</b>	<b>10,175,360</b>	<b>6,899,855</b>
<b>Requirements</b>						
<b>Administration</b>						
A00028-Debt Management-CES	6,650	6,650	6,650	6,650	6,650	6,650
<b>Administration Total</b>	<b>6,650</b>	<b>6,650</b>	<b>6,650</b>	<b>6,650</b>	<b>6,650</b>	<b>6,650</b>
<b>Economic Development</b>						
<b>Business Lending</b>						
A00207-BL-General-CES	300,000	300,000	300,000	300,000	300,000	-
<b>Economic Development Total</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>-</b>
<b>Housing</b>						
A00169-Affordable Housing-CES	577,498	4,202,684	1,455,564	189,887	58,518	-
<b>Housing Total</b>	<b>577,498</b>	<b>4,202,684</b>	<b>1,455,564</b>	<b>189,887</b>	<b>58,518</b>	<b>-</b>
<b>Infrastructure</b>						
<b>Parks</b>						
A00236-Lightwater Craft-CES	110,062	107,669	-	-	-	-
<b>Transportation</b>						
A00421-Trans. Improvements-CES	2,500,000	1,000,000	500,000	-	-	-
<b>Public Facilities</b>						
A00425-Community Center-CES	-	985,000	-	-	-	-
<b>Infrastructure Total</b>	<b>2,610,062</b>	<b>2,092,669</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property Redevelopment</b>						
<b>Commercial Property Lending</b>						
A00364-CPRL-General-CES	600,500	600,500	600,500	600,500	600,500	-
<b>Real Estate Management</b>						
A00313-ODOT Blocks-CES	-	131,300	71,300	-	-	-
A00319-Festival Parking Lot-CES	22,511	81,400	71,400	71,400	71,400	71,400
A00551-240 NE MLK Lot-CES	1,300	1,000	1,000	1,000	1,000	1,000
A00561-Springwater Trail-CES	6,000	11,500	11,500	11,500	11,500	11,500
<b>Real Estate Predevelopment</b>						
A00313-ODOT Blocks-CES	-	410,000	10,000	-	-	-
<b>Real Estate Disposition</b>						
<b>Redevelopment Strategy</b>						
A00313-ODOT Blocks-CES	41,557	-	-	-	-	-
A00314-Strategic Site Redev-CES	4,899,161	3,400,000	2,200,000	2,000,000	800,000	-
<b>Redevelopment Grants</b>						
A00500-Prosperity Investment Program (PIP) Grant-CES	425,000	425,000	425,000	425,000	425,000	425,000
A00520-CLG-General-CES	125,000	125,000	125,000	125,000	125,000	125,000
<b>Property Redevelopment Total</b>	<b>6,121,029</b>	<b>5,185,700</b>	<b>3,515,700</b>	<b>3,234,400</b>	<b>2,034,400</b>	<b>633,900</b>
<b>Total Program Expenditures</b>	<b>9,615,239</b>	<b>11,787,703</b>	<b>5,777,914</b>	<b>3,730,937</b>	<b>2,399,568</b>	<b>640,550</b>
Personnel Services	208,970	390,190	382,568	387,278	402,827	379,406
<b>Total Fund Expenditures</b>	<b>9,824,209</b>	<b>12,177,893</b>	<b>6,160,482</b>	<b>4,118,215</b>	<b>2,802,395</b>	<b>1,019,956</b>
Interfund Transfers - Indirect Charges	530,034	819,977	811,630	820,487	845,031	815,545
Contingency	23,478,463	18,185,843	14,167,066	9,743,514	6,527,934	5,064,354
<b>Total Fund Requirements</b>	<b>33,832,706</b>	<b>31,183,713</b>	<b>21,139,178</b>	<b>14,682,216</b>	<b>10,175,360</b>	<b>6,899,855</b>



## Financial Summary Five-Year Forecast

<b>Convention Center URA Fund</b>	<b>Revised 1 FY 2018-19</b>	<b>Requested FY 2019-20</b>	<b>Forecast FY 2020-21</b>	<b>Forecast FY 2021-22</b>	<b>Forecast FY 2022-23</b>	<b>Forecast FY 2023-24</b>
<b>Resources</b>						
Beginning Fund Balance	35,045,366	10,636,279	1,392,197	597,078	7,662,021	6,677,178
<b>Revenue</b>						
Fees and Charges	7,678	6,074	4,998	4,998	-	-
Interest on Investments	374,596	342,612	271,832	81,695	64,186	50,536
Loan Collections	1,056,264	551,871	561,754	611,172	611,173	1,231,114
Other Debt	-	-	-	8,000,000	-	-
Property Sales	6,480,000	-	-	-	-	-
Rent and Property Income	2,616,656	3,731,000	3,731,000	3,731,000	3,731,000	3,731,000
Reimbursements	136,000	-	-	-	-	-
<b>Total Revenue</b>	<b>10,671,194</b>	<b>4,631,557</b>	<b>4,569,584</b>	<b>12,428,865</b>	<b>4,406,359</b>	<b>5,012,650</b>
<b>Total Resources</b>	<b>45,716,560</b>	<b>15,267,836</b>	<b>5,961,781</b>	<b>13,025,943</b>	<b>12,068,380</b>	<b>11,689,828</b>
<b>Requirements</b>						
<b>Administration</b>						
A00027-Debt Management-CNV	12,121	12,121	12,121	12,121	12,121	12,121
<b>Administration Total</b>	<b>12,121</b>	<b>12,121</b>	<b>12,121</b>	<b>12,121</b>	<b>12,121</b>	<b>12,121</b>
<b>Economic Development</b>						
<b>Business Lending</b>						
A00206-BL-General-CNV	150,000	150,000	150,000	150,000	150,000	-
<b>Economic Development Total</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>-</b>
<b>Housing</b>						
A00168-Affordable Housing-CNV	5,088,225	3,000,000	-	-	-	-
<b>Housing Total</b>	<b>5,088,225</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Infrastructure</b>						
<b>Transportation</b>						
A00521-Sullivan's Crossing Bridge-CNV	1,000,000	2,000,000	-	-	-	-
<b>Infrastructure Total</b>	<b>1,000,000</b>	<b>2,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property Redevelopment</b>						
<b>Commercial Property Lending</b>						
A00363-CPRL-General-CNV	500,000	500,000	500,000	500,000	500,000	-
<b>Real Estate Management</b>						
A00306-910 NE MLK Building-CNV	15,909	47,022	47,022	47,022	47,022	47,022
A00307-Frmr B&K Car Rental-CNV	7,000	63,500	63,500	63,500	63,500	63,500
A00309-Inn at Conv Ctr Mgmt-CNV	3,049,957	3,592,150	1,992,150	1,992,150	1,992,150	1,992,150
A00310-Block 49-CNV	-	670,000	670,000	670,000	670,000	670,000
A00312-Real Estate Mgmt-CNV	5,000	-	-	-	-	-
A00584-100 Multnomah-CNV	550,760	10,000	10,000	-	-	-
<b>Real Estate Predevelopment</b>						
A00310-Hotel Garage Operations-CNV	-	10,000	10,000	10,000	10,000	10,000
A00584-100 Multnomah-CNV	-	1,400,000	-	-	-	-
<b>Real Estate Disposition</b>						
<b>Redevelopment Strategy</b>						
A00298-Eco District-CNV	2,500	-	-	-	-	-
A00311-Project Development-CNV	650,000	1,500,000	1,000,000	1,000,000	1,000,000	-
A00437-Hotel Garage-CNV	25,444,354	-	-	-	-	-
<b>Redevelopment Grants</b>						
A00585-Prosperity Investment Program (PIP)	100,000	100,000	100,000	100,000	100,000	100,000
<b>Property Redevelopment Total</b>	<b>30,325,480</b>	<b>7,892,672</b>	<b>4,392,672</b>	<b>4,382,672</b>	<b>4,382,672</b>	<b>2,882,672</b>
<b>Total Program Expenditures</b>	<b>36,575,826</b>	<b>13,054,793</b>	<b>4,554,793</b>	<b>4,544,793</b>	<b>4,544,793</b>	<b>2,894,793</b>
Personnel Services	243,482	274,195	268,823	272,138	283,055	266,620
<b>Total Fund Expenditures</b>	<b>36,819,308</b>	<b>13,328,988</b>	<b>4,823,616</b>	<b>4,816,931</b>	<b>4,827,848</b>	<b>3,161,413</b>
Interfund Transfers - Indirect Charges	1,010,973	546,651	541,087	546,991	563,354	543,697
Contingency	7,886,279	1,392,197	597,078	7,662,021	6,677,178	7,984,718
<b>Total Fund Requirements</b>	<b>45,716,560</b>	<b>15,267,836</b>	<b>5,961,781</b>	<b>13,025,943</b>	<b>12,068,380</b>	<b>11,689,828</b>

## Financial Summary Five-Year Forecast

<b>Downtown Waterfront URA Fund</b>	<b>Revised 1 FY 2018-19</b>	<b>Requested FY 2019-20</b>	<b>Forecast FY 2020-21</b>	<b>Forecast FY 2021-22</b>	<b>Forecast FY 2022-23</b>	<b>Forecast FY 2023-24</b>
<b>Resources</b>						
Beginning Fund Balance	44,205,229	12,665,453	11,125,699	6,376,277	5,743,906	5,042,312
<b>Revenue</b>						
Fees and Charges	1,110	290	290	276	-	-
Interest on Investments	511,962	426,530	411,952	136,419	115,751	70,421
Loan Collections	192,706	34,243	34,243	32,358	17,272	17,272
Property Sales	24,000	12,000	12,000	12,000	12,000	12,000
Rent and Property Income	48,830	38,360	11,000	11,000	11,000	11,000
Reimbursements	29,789	41,500	17,000	17,000	-	-
<b>Total Revenue</b>	<b>808,397</b>	<b>552,923</b>	<b>486,485</b>	<b>209,053</b>	<b>156,023</b>	<b>110,693</b>
<b>Total Resources</b>	<b>45,013,626</b>	<b>13,218,376</b>	<b>11,612,184</b>	<b>6,585,330</b>	<b>5,899,929</b>	<b>5,153,005</b>
<b>Requirements</b>						
<b>Administration</b>						
A00023-Debt Management-DTW	12,121	12,121	12,121	12,121	12,121	12,121
<b>Administration Total</b>	<b>12,121</b>	<b>12,121</b>	<b>12,121</b>	<b>12,121</b>	<b>12,121</b>	<b>12,121</b>
<b>Economic Development</b>						
<b>Traded Sector</b>						
A00258-Old Town Lofts-Accel-DTW	37,000	-	-	-	-	-
<b>Community Economic Development</b>						
A00083-OT/CT Action Plan-DTW	65,000	-	-	-	-	-
<b>Business Lending</b>						
A00202-BL-General-DTW	100,100	100,100	100,100	-	-	-
<b>Economic Development Total</b>	<b>202,100</b>	<b>100,100</b>	<b>100,100</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Housing</b>						
A00164-Affordable Housing-DTW	1,221,910	-	-	-	-	-
<b>Housing Total</b>	<b>1,221,910</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property Redevelopment</b>						
<b>Commercial Property Lending</b>						
A00359-CPRL-General-DTW	-	1,068,867	4,300,000	-	-	-
<b>Real Estate Management</b>						
A00258-Old Town Lofts-Accel-DTW	-	70,300	-	-	-	-
A00259-Old Town Lofts-Prkng-DTW	5,126	1,800	1,800	1,800	1,800	1,800
A00260-RiverPlace Marina-DTW	17,000	17,000	17,000	17,000	17,000	17,000
A00263-One Waterfront South-DTW	5,000	12,500	1,000	1,000	1,000	1,000
<b>Real Estate Disposition</b>						
A00259-Old Town Lofts-Prkng-DTW	-	1,500	1,500	1,500	1,500	1,500
<b>Redevelopment Strategy</b>						
A00522-OT/CT Investment & Parking-DTW	30,039,646	-	-	-	-	-
<b>Redevelopment Grants</b>						
A00389-CLG-General-DTW	149,785	100,000	100,000	100,000	100,000	100,000
A00495-Prosperity Investment Program (PIP) Grant-DTW	300,000	200,000	200,000	200,000	200,000	200,000
<b>Property Redevelopment Total</b>	<b>30,516,557</b>	<b>1,471,967</b>	<b>4,621,300</b>	<b>321,300</b>	<b>321,300</b>	<b>321,300</b>
<b>Total Program Expenditures</b>	<b>31,952,688</b>	<b>1,584,188</b>	<b>4,733,521</b>	<b>333,421</b>	<b>333,421</b>	<b>333,421</b>
Personnel Services	112,419	98,501	96,571	97,759	101,681	95,777
<b>Total Fund Expenditures</b>	<b>32,065,107</b>	<b>1,682,689</b>	<b>4,830,092</b>	<b>431,180</b>	<b>435,102</b>	<b>429,198</b>
Interfund Transfers - Indirect Charges	283,066	409,988	405,815	410,244	422,515	407,773
Contingency	12,665,453	11,125,699	6,376,277	5,743,906	5,042,312	4,316,034
<b>Total Fund Requirements</b>	<b>45,013,626</b>	<b>13,218,376</b>	<b>11,612,184</b>	<b>6,585,330</b>	<b>5,899,929</b>	<b>5,153,005</b>

## Financial Summary Five-Year Forecast

<b>Gateway Reg Center URA Fund</b>	<b>Revised 1 FY 2018-19</b>	<b>Requested FY 2019-20</b>	<b>Forecast FY 2020-21</b>	<b>Forecast FY 2021-22</b>	<b>Forecast FY 2022-23</b>	<b>Forecast FY 2023-24</b>
<b>Resources</b>						
Beginning Fund Balance	17,806,808	2,769,605	1,485,989	225,165	13,011,547	6,225,393
<b>Revenue</b>						
Fees and Charges	640	48	48	48	-	-
Interest on Investments	175,649	154,323	143,867	21,745	107,551	47,501
TIF - Short Term Debt	4,995,000	5,994,000	5,468,072	5,670,128	-	-
TIF - Long Term Debt	-	-	3,500,000	14,489,898	-	-
<b>Total Revenue</b>	<b>5,171,289</b>	<b>6,148,371</b>	<b>9,111,987</b>	<b>20,181,819</b>	<b>107,551</b>	<b>47,501</b>
<b>Total Resources</b>	<b>22,978,097</b>	<b>8,917,976</b>	<b>10,597,976</b>	<b>20,406,984</b>	<b>13,119,098</b>	<b>6,272,894</b>
<b>Requirements</b>						
<b>Administration</b>						
A00031-Debt Management-GTW	5,589	5,589	5,589	5,589	5,589	10,000
<b>Administration Total</b>	<b>5,589</b>	<b>5,589</b>	<b>5,589</b>	<b>5,589</b>	<b>5,589</b>	<b>10,000</b>
<b>Economic Development</b>						
<b>Traded Sector</b>						
A00115-Business Development-GTW	20,000	20,000	20,000	20,000	-	-
A00382-Lean Manufacturing-GTW	10,000	10,000	10,000	10,000	-	-
<b>Community Economic Development</b>						
A00123-Community Development-GTW	20,000	20,000	20,000	20,000	-	-
<b>Business Lending</b>						
A00210-BL-General-GTW	300,200	300,200	200,200	200,200	200,000	200,000
<b>Economic Development Total</b>	<b>350,200</b>	<b>350,200</b>	<b>250,200</b>	<b>250,200</b>	<b>200,000</b>	<b>200,000</b>
<b>Housing</b>						
A00172-Affordable Housing-GTW	1,947,167	3,873,465	1,051,495	3,693,502	4,812,350	-
<b>Housing Total</b>	<b>1,947,167</b>	<b>3,873,465</b>	<b>1,051,495</b>	<b>3,693,502</b>	<b>4,812,350</b>	<b>-</b>
<b>Infrastructure</b>						
<b>Parks</b>						
A00252-Gateway Park Project-GTW	1,199,000	-	-	-	-	-
<b>Transportation</b>						
A00251-GTW Street Improvement-GTW	1,866,930	-	-	-	-	-
A00590-Trans. Improvements-GTW	-	-	2,100,000	-	-	-
<b>Infrastructure Total</b>	<b>3,065,930</b>	<b>-</b>	<b>2,100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property Redevelopment</b>						
<b>Commercial Property Lending</b>						
A00367-CPRL-General-GTW	7,602,250	1,501,500	1,501,500	1,501,500	-	-
A00526-Halsey 106 CPRL-GTW	6,833,000	-	-	-	-	-
<b>Real Estate Management</b>						
A00344-JJ North Rstrnt Lot-GTW	16,000	-	-	-	-	-
A00588-Halsey 106 Com Condo-GTW	-	-	275,000	275,000	275,000	275,000
<b>Real Estate Predevelopment</b>						
A00588-Halsey 106 Com Condo-GTW	-	-	3,500,000	-	-	-
<b>Real Estate Disposition</b>						
<b>Redevelopment Strategy</b>						
A00346-Project Development-GTW	100,000	100,000	100,000	100,000	-	3,700,000
<b>Redevelopment Grants</b>						
A00132-CLG-General-GTW	230,000	230,000	230,000	220,000	220,000	220,000
A00152-Commerical Dist Pilot-GTW	101,907	-	-	-	-	-
A00503-Prosperity Investment Program (PIP) Grant-GTW	420,000	420,000	420,000	400,000	400,000	400,000
<b>Property Redevelopment Total</b>	<b>15,303,157</b>	<b>2,251,500</b>	<b>6,026,500</b>	<b>2,496,500</b>	<b>895,000</b>	<b>4,595,000</b>
<b>Total Program Expenditures</b>	<b>20,672,043</b>	<b>6,480,754</b>	<b>9,433,784</b>	<b>6,445,791</b>	<b>5,912,939</b>	<b>4,805,000</b>
Personnel Services	266,012	267,919	262,668	265,907	276,574	260,524
<b>Total Fund Expenditures</b>	<b>20,938,055</b>	<b>6,748,673</b>	<b>9,696,452</b>	<b>6,711,698</b>	<b>6,189,513</b>	<b>5,065,524</b>
Interfund Transfers - Indirect Charges	383,283	683,314	676,359	683,739	704,192	679,621
Contingency	1,656,759	1,485,989	225,165	13,011,547	6,225,393	527,749
<b>Total Fund Requirements</b>	<b>22,978,097</b>	<b>8,917,976</b>	<b>10,597,976</b>	<b>20,406,984</b>	<b>13,119,098</b>	<b>6,272,894</b>

## Financial Summary Five-Year Forecast

<b>Interstate Corridor URA Fund</b>	<b>Revised 1 FY 2018-19</b>	<b>Requested FY 2019-20</b>	<b>Forecast FY 2020-21</b>	<b>Forecast FY 2021-22</b>	<b>Forecast FY 2022-23</b>	<b>Forecast FY 2023-24</b>
<b>Resources</b>						
Beginning Fund Balance	44,422,396	23,270,119	17,187,229	23,184,546	24,113,782	12,578,121
<b>Revenue</b>						
Fees and Charges	1,510	2,128	534	236	-	-
Interest on Investments	554,179	507,694	456,497	336,816	287,178	236,098
Loan Collections	500,098	231,684	1,360,235	61,447	61,458	430,987
TIF - Short Term Debt	26,973,000	26,973,000	26,973,000	15,869,031	-	-
Rent and Property Income	375,343	561,502	561,502	561,502	561,502	561,502
Reimbursements	49,686	170,820	170,819	170,818	170,817	170,816
<b>Total Revenue</b>	<b>28,453,816</b>	<b>28,446,828</b>	<b>29,522,587</b>	<b>16,999,850</b>	<b>1,080,955</b>	<b>1,399,403</b>
<b>Total Resources</b>	<b>72,876,212</b>	<b>51,716,947</b>	<b>46,709,816</b>	<b>40,184,396</b>	<b>25,194,737</b>	<b>13,977,524</b>
<b>Requirements</b>						
<b>Administration</b>						
A00030-Debt Management-ISC	32,610	32,610	32,610	32,610	32,610	32,610
<b>Administration Total</b>	<b>32,610</b>	<b>32,610</b>	<b>32,610</b>	<b>32,610</b>	<b>32,610</b>	<b>32,610</b>
<b>Economic Development</b>						
<b>Community Economic Development</b>						
A00122-Community Development-ISC	200,000	200,000	200,000	200,000	-	-
A00106-NPI & Main St Network-ISC	75,000	50,000	50,000	25,000	-	-
<b>Economic Development Total</b>	<b>275,000</b>	<b>250,000</b>	<b>250,000</b>	<b>225,000</b>	<b>-</b>	<b>-</b>
<b>Housing</b>						
A00171-Affordable Housing-ISC	39,072,674	22,750,543	12,356,229	8,848,358	6,518,372	2,463,906
A00516-N/NE Middle Inc Hsg-ISC	2,440,992	2,120,000	257,129	-	-	-
<b>Housing Total</b>	<b>41,513,666</b>	<b>24,870,543</b>	<b>12,613,358</b>	<b>8,848,358</b>	<b>6,518,372</b>	<b>2,463,906</b>
<b>Infrastructure</b>						
<b>Transportation</b>						
A00250-Lombard Investment-ISC	1,000,000	-	-	-	-	-
<b>Infrastructure Total</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property Redevelopment</b>						
<b>Commercial Property Lending</b>						
A00366-CPRL-General-ISC	3,680,001	2,716,667	4,266,667	1,850,000	1,850,000	-
A00527-CPRL-PIP Match-ISC	2,700,000	583,333	583,333	-	-	-
<b>Real Estate Management</b>						
A00333-MLK Alberta-ISC	-	246,000	246,000	246,000	246,000	246,000
A00335-Nelson Bldg-Indust-ISC	562,845	393,007	143,008	143,008	143,008	143,008
A00336-Spar-Tek Building-ISC	26,029	39,320	39,320	39,320	39,320	39,320
A00337-Argyle Lot-ISC	15,751	-	-	-	-	-
A00338-3620 NE MLK Prkng-ISC	18,066	30,660	30,660	30,660	30,660	30,660
A00342-Real Estate Mgmt-ISC	5,000	-	-	-	-	-
A00552-Albina Triangle Garage-GTW	12,500	7,750	7,750	7,750	7,750	7,750
<b>Real Estate Predevelopment</b>						
A00337-Argyle Lot-ISC	-	5,000	-	-	-	-
A00338-3620 NE MLK Prkng-ISC	-	5,000	-	-	-	-
<b>Real Estate Disposition</b>						
<b>Redevelopment Strategy</b>						
A00333-MLK Alberta-ISC	1,043,436	-	-	-	-	-
<b>Redevelopment Grants</b>						
A00131-CLG-General-ISC	591,900	591,900	591,900	591,900	91,900	91,900
A00502-Prosperity Investment Program (PIP) Grant-ISC	1,542,800	1,542,800	1,542,800	842,800	342,800	342,800
<b>Property Redevelopment Total</b>	<b>10,198,328</b>	<b>6,161,437</b>	<b>7,451,438</b>	<b>3,751,438</b>	<b>2,751,438</b>	<b>901,438</b>
<b>Total Program Expenditures</b>	<b>53,019,604</b>	<b>31,314,590</b>	<b>20,347,406</b>	<b>12,857,406</b>	<b>9,302,420</b>	<b>3,397,954</b>
Personnel Services	534,754	481,872	472,429	478,251	497,427	468,546
<b>Total Fund Expenditures</b>	<b>53,554,358</b>	<b>31,796,462</b>	<b>20,819,835</b>	<b>13,335,657</b>	<b>9,799,847</b>	<b>3,866,500</b>
Interfund Transfers - Indirect Charges	2,217,290	2,733,256	2,705,435	2,734,957	2,816,769	2,718,484
Contingency	17,104,564	17,187,229	23,184,546	24,113,782	12,578,121	7,392,540
<b>Total Fund Requirements</b>	<b>72,876,212</b>	<b>51,716,947</b>	<b>46,709,816</b>	<b>40,184,396</b>	<b>25,194,737</b>	<b>13,977,524</b>

## Financial Summary Five-Year Forecast

<b>Lents Town Center URA Fund</b>	<b>Revised 1 FY 2018-19</b>	<b>Requested FY 2019-20</b>	<b>Forecast FY 2020-21</b>	<b>Forecast FY 2021-22</b>	<b>Forecast FY 2022-23</b>	<b>Forecast FY 2023-24</b>
<b>Resources</b>						
Beginning Fund Balance	12,917,608	7,434,878	40,615,417	32,615,030	25,130,581	20,306,547
<b>Revenue</b>						
Fees and Charges	1,757	3,120	1,399	1,338	-	-
Interest on Investments	166,315	152,644	391,358	283,851	460,610	352,227
Loan Collections	874,582	294,913	442,253	425,871	425,870	425,871
TIF - Short Term Debt	11,988,000	11,988,000	-	-	-	-
TIF - Long Term Debt	8,000,000	32,854,053	-	-	-	-
Property Sales	200,000	9,200,000	-	-	-	-
Rent and Property Income	166,238	171,500	3,600	3,600	3,600	3,600
Reimbursements	64,905	35,000	-	-	-	-
<b>Total Revenue</b>	<b>21,461,797</b>	<b>54,699,230</b>	<b>838,610</b>	<b>714,660</b>	<b>890,080</b>	<b>781,698</b>
<b>Total Resources</b>	<b>34,379,405</b>	<b>62,134,108</b>	<b>41,454,027</b>	<b>33,329,690</b>	<b>26,020,661</b>	<b>21,088,245</b>
<b>Requirements</b>						
<b>Administration</b>						
A00029-Debt Management-LTC	38,243	38,243	38,243	38,243	38,243	20,000
<b>Administration Total</b>	<b>38,243</b>	<b>38,243</b>	<b>38,243</b>	<b>38,243</b>	<b>38,243</b>	<b>20,000</b>
<b>Economic Development</b>						
<b>Traded Sector</b>						
A00113-Business Development-LTC	20,000	20,000	20,000	20,000	-	-
A00380-Lean Manufacturing-LTC	30,000	30,000	30,000	30,000	-	-
<b>Community Economic Development</b>						
A00121-Community Development-LTC	50,000	50,000	50,000	50,000	-	-
<b>Business Lending</b>						
A00208-BL-General-LTC	700,300	700,300	300,300	300,300	100,000	100,000
<b>Economic Development Total</b>	<b>800,300</b>	<b>800,300</b>	<b>400,300</b>	<b>400,300</b>	<b>100,000</b>	<b>100,000</b>
<b>Housing</b>						
A00170-Affordable Housing-LTC	7,963,252	3,836,635	2,783,605	3,118,373	1,852,049	786,094
<b>Housing Total</b>	<b>7,963,252</b>	<b>3,836,635</b>	<b>2,783,605</b>	<b>3,118,373</b>	<b>1,852,049</b>	<b>786,094</b>
<b>Infrastructure</b>						
<b>Parks</b>						
A00240-Leach Botanical Grdns-LTC	1,880,864	1,880,864	-	-	-	-
<b>Transportation</b>						
A00243-Foster-52nd to 82nd-LTC	1,432,455	-	-	-	-	-
<b>Infrastructure Total</b>	<b>3,313,319</b>	<b>1,880,864</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property Redevelopment</b>						
<b>Commercial Property Lending</b>						
A00365-CPRL-General-LTC	11,311,545	10,201,000	2,001,000	1,001,000	-	-
<b>Real Estate Management</b>						
A00325-Lents Little Lge Fld-LTC	10,500	20,000	-	-	-	-
A00326-Bakery Block-LTC	70,386	458,752	-	-	-	-
A00329-MetroAuto Bldg & Lot-LTC	2,099	25,113	25,113	25,113	25,113	25,113
A00330-ArchtcIronPrdctBldg-LTC	13,500	28,742	28,742	28,742	28,742	28,742
A00554-Dagel Triangle-LTC	15,000	8,500	8,500	8,500	8,500	8,500
A00557-Tate Lot-LTC	18,000	11,200	11,200	11,200	11,200	11,200
<b>Real Estate Disposition</b>						
A00325-Lents Little Lge Fld-LTC	-	110,000	-	-	-	-
A00326-Bakery Block-LTC	-	10,000	-	-	-	-
A00554-Dagel Triangle-LTC	-	5,000	-	-	-	-
<b>Redevelopment Strategy</b>						
A00331-Project Development-LTC	1,650,000	500,000	500,000	500,000	500,000	500,000
A00548-Lents Stabilization/Industrial Dev-LTC	20,000	-	-	-	-	-
<b>Redevelopment Grants</b>						
A00130-CLG-General-LTC	270,000	270,000	270,000	270,000	280,000	280,000
A00501-Prosperity Investment Program (PIP) Grant-LTC	1,015,000	1,015,000	500,000	500,000	500,000	500,000
<b>Property Redevelopment Total</b>	<b>14,396,030</b>	<b>12,663,307</b>	<b>3,344,555</b>	<b>2,344,555</b>	<b>1,353,555</b>	<b>1,353,555</b>
<b>Total Program Expenditures</b>	<b>26,511,144</b>	<b>19,219,349</b>	<b>6,566,703</b>	<b>5,901,471</b>	<b>3,343,847</b>	<b>2,259,649</b>
Personnel Services	406,279	386,063	378,490	383,168	398,529	375,397
<b>Total Fund Expenditures</b>	<b>26,917,423</b>	<b>19,605,412</b>	<b>6,945,193</b>	<b>6,284,639</b>	<b>3,742,376</b>	<b>2,635,046</b>
Interfund Transfers - Indirect Charges	2,009,946	1,913,279	1,893,804	1,914,470	1,971,738	1,902,939
Contingency	5,452,036	40,615,417	32,615,030	25,130,581	20,306,547	16,550,260
<b>Total Fund Requirements</b>	<b>34,379,405</b>	<b>62,134,108</b>	<b>41,454,027</b>	<b>33,329,690</b>	<b>26,020,661</b>	<b>21,088,245</b>

## Financial Summary Five-Year Forecast

<b>NPI URA Fund</b>	<b>Revised 1 FY 2018-19</b>	<b>Requested FY 2019-20</b>	<b>Forecast FY 2020-21</b>	<b>Forecast FY 2021-22</b>	<b>Forecast FY 2022-23</b>	<b>Forecast FY 2023-24</b>
<b>Resources</b>						
Beginning Fund Balance	1,420,331	1,481,728	1,617,859	1,704,675	909,922	220,969
<b>Revenue</b>						
Grants - State & Local	606,116	801,142	596,861	120,150	-	-
TIF - Short Term Debt	555,498	561,897	562,590	121,166	-	-
<b>Total Revenue</b>	<b>1,161,614</b>	<b>1,363,039</b>	<b>1,159,451</b>	<b>241,316</b>	<b>-</b>	<b>-</b>
<b>Total Resources</b>	<b>2,581,945</b>	<b>2,844,767</b>	<b>2,777,310</b>	<b>1,945,991</b>	<b>909,922</b>	<b>220,969</b>
<b>Requirements</b>						
<b>Economic Development</b>						
<b>Community Economic Development</b>						
A00092-Neighborhood Prosperity-42AV	50,000	50,000	50,000	11,000	-	-
A00093-Neighborhood Prosperity-CLBV	100,000	75,000	25,000	25,000	25,000	33,252
A00094-Neighborhood Prosperity-PKRS	100,000	100,000	100,000	100,000	100,000	-
A00095-Neighborhood Prosperity-RSWD	75,000	100,000	75,000	75,000	-	-
A00096-Neighborhood Prosperity-DVM	100,000	100,284	100,000	100,000	34,613	-
A00097-Neighborhood Prosperity-82DV	80,000	80,000	80,000	76,000	-	-
A00484-NPI Shared-42AV	90,000	100,207	100,000	105,695	-	-
A00486-NPI Shared-CLBV	75,000	200,000	100,000	100,000	100,000	50,000
A00487-NPI Shared-PKRS	75,000	100,236	100,000	100,000	100,000	33,535
A00488-NPI Shared-RSWD	60,000	75,528	100,000	100,000	74,340	-
A00489-NPI Shared-DVM	75,000	100,000	100,000	100,000	100,000	-
A00490-NPI Shared-82DV	40,000	77,320	75,000	75,000	155,000	104,182
<b>Economic Development Total</b>	<b>920,000</b>	<b>1,158,575</b>	<b>1,005,000</b>	<b>967,695</b>	<b>688,953</b>	<b>220,969</b>
<b>Total Program Expenditures</b>	<b>920,000</b>	<b>1,158,575</b>	<b>1,005,000</b>	<b>967,695</b>	<b>688,953</b>	<b>220,969</b>
<b>Total Fund Expenditures</b>	<b>920,000</b>	<b>1,158,575</b>	<b>1,005,000</b>	<b>967,695</b>	<b>688,953</b>	<b>220,969</b>
Interfund Transfers - Indirect Charges	78,984	38,333	37,635	38,374	-	-
Interfund Transfers - Cash Transfers	321,000	30,000	30,000	30,000	-	-
Contingency	1,261,961	1,617,859	1,704,675	909,922	220,969	-
<b>Total Fund Requirements</b>	<b>2,581,945</b>	<b>2,844,767</b>	<b>2,777,310</b>	<b>1,945,991</b>	<b>909,922</b>	<b>220,969</b>

## Financial Summary Five-Year Forecast

<b>North Macadam Fund</b>	<b>Revised 1 FY 2018-19</b>	<b>Requested FY 2019-20</b>	<b>Forecast FY 2020-21</b>	<b>Forecast FY 2021-22</b>	<b>Forecast FY 2022-23</b>	<b>Forecast FY 2023-24</b>
<b>Resources</b>						
Beginning Fund Balance	20,540,622	15,361,710	12,414,006	811,627	797,905	9,041,724
<b>Revenue</b>						
Interest on Investments	314,375	268,385	242,446	114,938	88,992	63,960
TIF - Short Term Debt	14,985,000	13,516,076	12,471,835	12,747,832	13,101,621	14,088,563
TIF - Long Term Debt	-	-	4,600,000	8,900,000	-	-
Rent and Property Income	197,149	402,000	402,000	402,000	402,000	402,000
<b>Total Revenue</b>	<b>15,496,524</b>	<b>14,186,461</b>	<b>17,716,281</b>	<b>22,164,770</b>	<b>13,592,613</b>	<b>14,554,523</b>
<b>Total Resources</b>	<b>36,037,146</b>	<b>29,548,171</b>	<b>30,130,287</b>	<b>22,976,397</b>	<b>14,390,518</b>	<b>23,596,247</b>
<b>Requirements</b>						
<b>Administration</b>						
A00024-Debt Management-NMC	15,337	15,337	15,337	15,337	15,337	20,000
<b>Administration Total</b>	<b>15,337</b>	<b>15,337</b>	<b>15,337</b>	<b>15,337</b>	<b>15,337</b>	<b>20,000</b>
<b>Housing</b>						
A00165-Affordable Housing-NMC	12,332,094	10,614,126	15,272,865	17,293,969	3,900,218	-
<b>Housing Total</b>	<b>12,332,094</b>	<b>10,614,126</b>	<b>15,272,865</b>	<b>17,293,969</b>	<b>3,900,218</b>	<b>-</b>
<b>Infrastructure</b>						
<b>Transportation</b>						
A00231-Bond Avenue-NMC	3,650,000	-	-	-	-	-
A00589-Infrastructure Investments-NMC	-	100,000	8,150,000	3,475,000	-	5,000,000
<b>Infrastructure Total</b>	<b>3,650,000</b>	<b>100,000</b>	<b>8,150,000</b>	<b>3,475,000</b>	<b>-</b>	<b>5,000,000</b>
<b>Property Redevelopment</b>						
<b>Commercial Property Lending</b>						
A00360-CPRL-General-NMC	500,000	500,000	-	-	-	-
<b>Real Estate Management</b>						
A00273-RiverPlace Prkng-NMC	38,913	138,600	128,600	128,600	128,600	128,600
A00560-South Waterfront Lot 4-NMC	6,813	14,000	14,000	14,000	14,000	14,000
<b>Real Estate Disposition</b>						
<b>Redevelopment Strategy</b>						
A00267-Lincoln Station-NMC	3,840,000	-	-	-	-	-
A00268-Eco District-NMC	2,500	-	-	-	-	-
A00274-Project Development-NMC	-	-	-	-	-	16,500,000
A00533-University Place-NMC	600,000	4,500,000	4,500,000	-	-	-
<b>Property Redevelopment Total</b>	<b>4,988,226</b>	<b>5,152,600</b>	<b>4,642,600</b>	<b>142,600</b>	<b>142,600</b>	<b>16,642,600</b>
<b>Total Program Expenditures</b>	<b>20,985,657</b>	<b>15,882,063</b>	<b>28,080,802</b>	<b>20,926,906</b>	<b>4,058,155</b>	<b>21,662,600</b>
Personnel Services	182,841	158,800	155,684	157,603	163,931	154,410
<b>Total Fund Expenditures</b>	<b>21,168,498</b>	<b>16,040,863</b>	<b>28,236,486</b>	<b>21,084,509</b>	<b>4,222,086</b>	<b>21,817,010</b>
Interfund Transfers - Indirect Charges	506,938	1,093,302	1,082,174	1,093,983	1,126,708	1,087,394
Contingency	14,361,710	12,414,006	811,627	797,905	9,041,724	691,843
<b>Total Fund Requirements</b>	<b>36,037,146</b>	<b>29,548,171</b>	<b>30,130,287</b>	<b>22,976,397</b>	<b>14,390,518</b>	<b>23,596,247</b>

## Financial Summary Five-Year Forecast

<b>River District URA Fund</b>	<b>Revised 1 FY 2018-19</b>	<b>Requested FY 2019-20</b>	<b>Forecast FY 2020-21</b>	<b>Forecast FY 2021-22</b>	<b>Forecast FY 2022-23</b>	<b>Forecast FY 2023-24</b>
<b>Resources</b>						
Beginning Fund Balance	53,674,233	52,325,904	37,098,103	32,638,133	20,368,616	13,964,968
<b>Revenue</b>						
Fees and Charges	6,002	3,380	3,578	3,616	2,110	-
Grants - Federal except HCD	181,318	-	-	-	-	-
Interest on Investments	1,523,577	1,047,215	946,169	914,328	732,585	669,670
Loan Collections	436,981	455,162	477,069	492,486	493,104	477,409
TIF - Short Term Debt	27,972,000	12,987,000	11,140,985	-	-	-
Other Debt	9,500,000	-	-	-	-	-
Property Sales	-	17,200,000	-	-	-	-
Rent and Property Income	2,343,080	2,263,000	2,263,000	2,263,000	2,367,158	1,204,000
Reimbursements	136,000	100,000	100,000	100,000	-	-
Transfers In	-	-	40,837,000	-	-	-
<b>Total Revenue</b>	<b>42,098,958</b>	<b>34,055,757</b>	<b>55,767,801</b>	<b>3,773,430</b>	<b>3,594,957</b>	<b>2,351,079</b>
<b>Total Resources</b>	<b>95,773,191</b>	<b>86,381,661</b>	<b>92,865,904</b>	<b>36,411,563</b>	<b>23,963,573</b>	<b>16,316,047</b>
<b>Requirements</b>						
<b>Administration</b>						
A00025-Debt Management-RVD	971,904	971,904	34,290,319	33,098	33,098	33,098
<b>Administration Total</b>	<b>971,904</b>	<b>971,904</b>	<b>34,290,319</b>	<b>33,098</b>	<b>33,098</b>	<b>33,098</b>
<b>Economic Development</b>						
<b>Traded Sector</b>						
A00110-Business Development-RVD	50,000	-	-	-	-	-
<b>Community Economic Development</b>						
A00084-OT/CT Action Plan-RVD	65,000	-	-	-	-	-
<b>Economic Development Total</b>	<b>115,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Housing</b>						
A00166-Affordable Housing-RVD	7,949,097	8,233,710	6,392,199	1,308,077	-	-
<b>Housing Total</b>	<b>7,949,097</b>	<b>8,233,710</b>	<b>6,392,199</b>	<b>1,308,077</b>	<b>-</b>	<b>-</b>
<b>Infrastructure</b>						
<b>Public Facilities</b>						
A00483-Union Station Grant-RVD	550,000	-	-	-	-	3,500,000
<b>Infrastructure Total</b>	<b>550,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,500,000</b>
<b>Property Redevelopment</b>						
<b>Real Estate Management</b>						
A00276-Post Office-RVD	2,375,000	2,426,000	1,617,334	808,667	808,667	808,667
A00278-4th and Burnside-RVD	30,000	16,000	16,000	-	-	-
A00285-Block Y-RVD	40,637	120,600	120,600	120,600	120,600	120,600
A00286-Union Station-RVD	1,183,675	3,738,190	1,688,190	1,688,190	1,688,190	1,688,190
A00288-Centennial Mills-RVD	308,657	66,200	-	-	-	-
A00289-Station Place Lot 5-RVD	5,000	-	-	-	-	-
A00290-Station Place Prkng-RVD	270,008	712,600	537,600	537,600	537,600	537,600
A00291-Block R-RVD	86,510	36,000	36,000	36,000	36,000	36,000
A00292-One Waterfront North-RVD	108,200	29,500	1,000	1,000	1,000	1,000
A00293-Old Fire Station Mgmt-RVD	1,006,678	280,700	-	-	-	-
A00558-RD Small Lots - 9th & Naito-RVD	3,000	7,500	7,500	7,500	7,500	7,500
A00587-Block 25-RVD	-	41,000	31,000	-	-	-
<b>Real Estate Predevelopment</b>						
A00276-Post Office-RVD	-	7,785,000	9,080,000	5,080,000	80,000	80,000
A00278-4th and Burnside-RVD	-	30,000	5,000	-	-	-
A00293-Old Fire Station Mgmt-RVD	-	5,000	-	-	-	-
A00587-Block 25-RVD	-	105,000	50,000	-	-	-
<b>Real Estate Disposition</b>						
A00288-Centennial Mills-RVD	-	1,600,000	-	-	-	-
<b>Redevelopment Strategy</b>						
A00279-Broadway Corridor-RVD	2,194,699	975,000	-	-	-	-
A00280-10th & Yamhill Redev-RVD	4,038,912	-	-	-	-	-
A00284-Multnomah County-RVD	9,500,000	-	-	-	-	-
A00517-OT/CT Investment & Parking-RVD	7,665,308	15,675,882	-	-	-	-
<b>Redevelopment Grants</b>						
A00390-CLG-General-RVD	152,519	100,000	100,000	100,000	100,000	100,000
A00497-Prosperity Investment Program (PIP) Grant-RVD	450,000	250,000	250,000	250,000	250,000	250,000
<b>Property Redevelopment Total</b>	<b>29,418,803</b>	<b>34,000,172</b>	<b>13,540,224</b>	<b>8,629,557</b>	<b>3,629,557</b>	<b>3,629,557</b>
<b>Total Program Expenditures</b>	<b>39,004,804</b>	<b>43,205,786</b>	<b>54,222,742</b>	<b>9,970,732</b>	<b>3,662,655</b>	<b>7,162,655</b>
Personnel Services	1,098,318	1,157,912	1,135,246	1,149,292	1,195,346	1,125,999
<b>Total Fund Expenditures</b>	<b>40,103,122</b>	<b>44,363,698</b>	<b>55,357,988</b>	<b>11,120,024</b>	<b>4,858,001</b>	<b>8,288,654</b>
Interfund Transfers - Indirect Charges	5,954,028	4,919,860	4,869,783	4,922,923	5,140,604	5,151,527



**Financial Summary  
Five-Year Forecast**

<b>River District URA Fund</b>	<b><u>Revised 1 FY 2018-19</u></b>	<b><u>Requested FY 2019-20</u></b>	<b><u>Forecast FY 2020-21</u></b>	<b><u>Forecast FY 2021-22</u></b>	<b><u>Forecast FY 2022-23</u></b>	<b><u>Forecast FY 2023-24</u></b>
Contingency	49,716,041	37,098,103	32,638,133	20,368,616	13,964,968	2,875,866
Total Fund Requirements	95,773,191	86,381,661	92,865,904	36,411,563	23,963,573	16,316,047

## Financial Summary Five-Year Forecast

<b>South Park Blocks URA Fund</b>	<b>Revised 1 FY 2018-19</b>	<b>Requested FY 2019-20</b>	<b>Forecast FY 2020-21</b>	<b>Forecast FY 2021-22</b>	<b>Forecast FY 2022-23</b>	<b>Forecast FY 2023-24</b>
<b>Resources</b>						
Beginning Fund Balance	7,093,859	5,301,983	4,133,752	258,131	438,738	265,145
<b>Revenue</b>						
Fees and Charges	500	500	500	2,734	-	-
Interest on Investments	89,973	92,969	83,510	40,332	31,867	623
Loan Collections	43,503	43,502	43,502	342,818	5,781	5,200
<b>Total Revenue</b>	<b>133,976</b>	<b>136,971</b>	<b>127,512</b>	<b>385,884</b>	<b>37,648</b>	<b>5,823</b>
<b>Total Resources</b>	<b>7,227,835</b>	<b>5,438,954</b>	<b>4,261,264</b>	<b>644,015</b>	<b>476,386</b>	<b>270,968</b>
<b>Requirements</b>						
<b>Administration</b>						
A00026-Debt Management-SPB	7,821	7,821	7,821	7,821	7,821	-
<b>Administration Total</b>	<b>7,821</b>	<b>7,821</b>	<b>7,821</b>	<b>7,821</b>	<b>7,821</b>	<b>-</b>
<b>Economic Development</b>						
<b>Business Lending</b>						
A00205-BL-General-SPB	200,000	200,000	600,000	-	-	-
<b>Economic Development Total</b>	<b>200,000</b>	<b>200,000</b>	<b>600,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Housing</b>						
A00167-Affordable Housing-SPB	1,011,921	-	-	-	-	-
<b>Housing Total</b>	<b>1,011,921</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property Redevelopment</b>						
<b>Redevelopment Strategy</b>						
A00297-Project Development-SPB	3,000,000	850,000	3,100,000	-	-	-
<b>Redevelopment Grants</b>						
A00498-Prosperity Investment Program (PIP) Grant-SPB	50,000	50,000	100,000	-	-	-
<b>Property Redevelopment Total</b>	<b>3,050,000</b>	<b>900,000</b>	<b>3,200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Expenditures</b>	<b>4,269,742</b>	<b>1,107,821</b>	<b>3,807,821</b>	<b>7,821</b>	<b>7,821</b>	<b>-</b>
Personnel Services	1,321	6,053	5,932	6,009	6,246	5,886
<b>Total Fund Expenditures</b>	<b>4,271,063</b>	<b>1,113,874</b>	<b>3,813,753</b>	<b>13,830</b>	<b>14,067</b>	<b>5,886</b>
Interfund Transfers - Indirect Charges	54,789	191,328	189,380	191,447	197,174	-
Contingency	2,901,983	4,133,752	258,131	438,738	265,145	265,082
<b>Total Fund Requirements</b>	<b>7,227,835</b>	<b>5,438,954</b>	<b>4,261,264</b>	<b>644,015</b>	<b>476,386</b>	<b>270,968</b>

## Financial Summary Five-Year Forecast

<u>Willamette Industrial URA Fund</u>	<u>Revised 1 FY 2018-19</u>	<u>Requested FY 2019-20</u>	<u>Forecast FY 2020-21</u>	<u>Forecast FY 2021-22</u>	<u>Forecast FY 2022-23</u>	<u>Forecast FY 2023-24</u>
<b>Resources</b>						
Beginning Fund Balance	4,192,908	4,157,435	4,096,397	244,571	262,977	279,941
<b>Revenue</b>						
Interest on Investments	74,527	62,628	61,701	32,081	31,048	1,591
<b>Total Revenue</b>	<b>74,527</b>	<b>62,628</b>	<b>61,701</b>	<b>32,081</b>	<b>31,048</b>	<b>1,591</b>
<b>Total Resources</b>	<b>4,267,435</b>	<b>4,220,063</b>	<b>4,158,098</b>	<b>276,652</b>	<b>294,025</b>	<b>281,532</b>
<b>Requirements</b>						
<b>Economic Development</b>						
Traded Sector						
A00063-Cluster Development-WLI	20,000	20,000	-	-	-	-
A00117-Business Development-WLI	20,000	20,000	-	-	-	-
<b>Business Lending</b>						
A00212-BL-General-WLI	50,000	50,000	-	-	-	-
<b>Economic Development Total</b>	<b>90,000</b>	<b>90,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property Redevelopment</b>						
Redevelopment Strategy						
A00354-Project Development-WLI	20,000	20,000	3,900,000	-	-	-
<b>Property Redevelopment Total</b>	<b>20,000</b>	<b>20,000</b>	<b>3,900,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Expenditures</b>	<b>110,000</b>	<b>110,000</b>	<b>3,900,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Fund Expenditures</b>	<b>110,000</b>	<b>110,000</b>	<b>3,900,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
Interfund Transfers - Indirect Charges	-	13,666	13,527	13,675	14,084	13,592
Contingency	4,157,435	4,096,397	244,571	262,977	279,941	267,940
<b>Total Fund Requirements</b>	<b>4,267,435</b>	<b>4,220,063</b>	<b>4,158,098</b>	<b>276,652</b>	<b>294,025</b>	<b>281,532</b>

## Financial Summary Five-Year Forecast

<b>Enterprise Loans Fund</b>	<b>Revised 1 FY 2018-19</b>	<b>Requested FY 2019-20</b>	<b>Forecast FY 2020-21</b>	<b>Forecast FY 2021-22</b>	<b>Forecast FY 2022-23</b>	<b>Forecast FY 2023-24</b>
<b>Resources</b>						
Beginning Fund Balance	4,791,378	5,506,676	3,909,210	2,758,947	2,033,413	1,459,400
<b>Revenue</b>						
Fees and Charges	600	-	-	-	-	-
Interest on Investments	80,325	73,325	49,006	29,121	13,537	-
Loan Collections	33,132	233,434	16,798	12,226	180,338	5,444
Transfers In	1,139,000	-	-	-	-	-
<b>Total Revenue</b>	<b>1,253,057</b>	<b>306,759</b>	<b>65,804</b>	<b>41,347</b>	<b>193,875</b>	<b>5,444</b>
<b>Total Resources</b>	<b>6,044,435</b>	<b>5,813,435</b>	<b>3,975,014</b>	<b>2,800,294</b>	<b>2,227,288</b>	<b>1,464,844</b>
<b>Requirements</b>						
<b>Economic Development</b>						
Community Economic Development						
A00448-NPI Opportunity Fund	250,000	687,433	-	-	-	-
<b>Business Lending</b>						
A00213-BDLF-General-BDL	100,100	750,200	750,200	300,200	300,200	200,000
A00217-SBLF-General-SBL	75,000	300,150	300,150	300,150	300,150	300,150
A00218-Working Capital-WCF	50,000	100,100	100,100	100,100	100,100	100,100
<b>Economic Development Total</b>	<b>475,100</b>	<b>1,837,883</b>	<b>1,150,450</b>	<b>700,450</b>	<b>700,450</b>	<b>600,250</b>
<b>Total Program Expenditures</b>	<b>475,100</b>	<b>1,837,883</b>	<b>1,150,450</b>	<b>700,450</b>	<b>700,450</b>	<b>600,250</b>
Personnel Services	4,952	5,380	5,276	5,341	5,555	5,232
<b>Total Fund Expenditures</b>	<b>480,052</b>	<b>1,843,263</b>	<b>1,155,726</b>	<b>705,791</b>	<b>706,005</b>	<b>605,482</b>
Interfund Transfers - Indirect Charges	57,707	60,962	60,341	61,090	61,883	1,502
Contingency	5,506,676	3,909,210	2,758,947	2,033,413	1,459,400	857,860
<b>Total Fund Requirements</b>	<b>6,044,435</b>	<b>5,813,435</b>	<b>3,975,014</b>	<b>2,800,294</b>	<b>2,227,288</b>	<b>1,464,844</b>

## Financial Summary Five-Year Forecast

<b>Business Mgt Fund</b>	<b>Revised 1 FY 2018-19</b>	<b>Requested FY 2019-20</b>	<b>Forecast FY 2020-21</b>	<b>Forecast FY 2021-22</b>	<b>Forecast FY 2022-23</b>	<b>Forecast FY 2023-24</b>
<b>Resources</b>						
Beginning Fund Balance	9,456,199	5,708,957	45,434,470	11,225,129	11,049,899	11,169,399
<b>Revenue</b>						
Fees and Charges	30,000	60,000	60,000	60,000	60,000	30,000
Interest on Investments	136,122	113,739	410,862	123,138	417,914	155,944
Property Sales	-	39,900,000	6,500,000	-	-	-
Rent and Property Income	63,552	65,150	65,150	45,000	45,000	45,000
<b>Total Revenue</b>	<b>229,674</b>	<b>40,138,889</b>	<b>7,036,012</b>	<b>228,138</b>	<b>522,914</b>	<b>230,944</b>
<b>Total Resources</b>	<b>9,685,873</b>	<b>45,847,846</b>	<b>52,470,482</b>	<b>11,453,267</b>	<b>11,572,813</b>	<b>11,400,343</b>
<b>Requirements</b>						
Property Redevelopment						
Real Estate Management						
A00355-PO Reloc Svc Agreement-BMGT	3,587,156	252,214	252,214	252,214	252,214	252,214
A00528-10th & Yamhill-BMGT	375,000	160,000	155,000	150,000	150,000	150,000
A00567-Block 25-BMGT	14,760	-	-	-	-	-
Real Estate Disposition						
Property Redevelopment Total	3,976,916	412,214	407,214	402,214	402,214	402,214
<b>Total Program Expenditures</b>	<b>3,976,916</b>	<b>412,214</b>	<b>407,214</b>	<b>402,214</b>	<b>402,214</b>	<b>402,214</b>
Personnel Services	-	1,162	1,139	1,154	1,200	1,129
<b>Total Fund Expenditures</b>	<b>3,976,916</b>	<b>413,376</b>	<b>408,353</b>	<b>403,368</b>	<b>403,414</b>	<b>403,343</b>
Interfund Transfers - Cash Transfers	-	-	40,837,000	-	-	-
Contingency	5,708,957	45,434,470	11,225,129	11,049,899	11,169,399	10,997,000
<b>Total Fund Requirements</b>	<b>9,685,873</b>	<b>45,847,846</b>	<b>52,470,482</b>	<b>11,453,267</b>	<b>11,572,813</b>	<b>11,400,343</b>

## Financial Summary Five-Year Forecast

<u>Internal Service Fund</u>	<u>Revised 1 FY 2018-19</u>	<u>Requested FY 2019-20</u>	<u>Forecast FY 2020-21</u>	<u>Forecast FY 2021-22</u>	<u>Forecast FY 2022-23</u>	<u>Forecast FY 2023-24</u>
<b>Resources</b>						
Beginning Fund Balance	133,192	133,192	133,028	132,867	132,703	132,534
<b>Revenue</b>						
Total Revenue	-	-	-	-	-	-
<b>Total Resources</b>	<b>133,192</b>	<b>133,192</b>	<b>133,028</b>	<b>132,867</b>	<b>132,703</b>	<b>132,534</b>
<b>Requirements</b>						
Personnel Services	-	164	161	164	169	159
<b>Total Fund Expenditures</b>	<b>-</b>	<b>164</b>	<b>161</b>	<b>164</b>	<b>169</b>	<b>159</b>
Contingency	133,192	133,028	132,867	132,703	132,534	132,375
<b>Total Fund Requirements</b>	<b>133,192</b>	<b>133,192</b>	<b>133,028</b>	<b>132,867</b>	<b>132,703</b>	<b>132,534</b>

## Prosper Portland Fee Structure

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Prosper Portland charges fees to clients for cost recovery in a number of areas including:

- Loans – including applications, modifications, and servicing fees.
- Enterprise Zone Program Management (applications, other fees)
- Business consulting services (time and materials or market rate; EB-5)
- Other service contracts (IGAs with City Bureaus - time and materials)

### **Loan Fees:**

Prosper Portland operates a number of business and property redevelopment loan programs that have been authorized by the Prosper Portland Commission. Each loan program includes established guidelines including application fees. Prosper Portland management also maintains a fee schedule for loan servicing transactions to help offset the cost of loan modifications and servicing.

### **Enterprise Zone Fees:**

Prosper Portland manages the City of Portland's Enterprise Zone program authorized by ORS 285. Application, program management and non-compliance fees are established by state law and through the City of Portland's Enterprise Zone Policy.

### **Business Consulting Services:**

Prosper Portland is engaged in a proactive approach to charge for services related to business development and other traded sector economic development areas. Services include business consulting; international business development and management of the EB-5 program. Fees are based on either a time and materials contract for full-cost recovery or for a negotiated flat fee based on market cost depending on the nature of the client and service. EB-5 rates are determined by specific guidelines established by the Department of Commerce.

### **Other Service Contracts:**

Prosper Portland also charges for services to the Portland Housing Bureau and other agencies for provision of services that are more feasible or economical for Prosper Portland to provide than for partner agencies. Prosper Portland currently provides services to the Portland Housing Bureau for property management, construction and environmental remediation, and loan system maintenance (through FY 2013-14). Services are charged based on time and materials and charged in accordance with Prosper Portland's Full Cost Recovery policy (Resolution 6560, February 27, 2008).

## Fee Schedule

Program	Fee	Authorizing Resolution, Policy, or Procedure
<b>Loan Modifications</b>		
Subordination Fee	\$500	FIC 10/3/11; Exec Dir. 10/5/11
Substitution of Collateral	Up to \$500k of original loan amount - \$500; Over \$500k of original loan amount - \$3,000	FIC 10/3/11; Exec Dir. 10/5/11
Release of Collateral	1% of original loan amount, not to exceed \$5,000	FIC 10/3/11; Exec Dir. 10/5/11
Relief or deferment of loan payments over six months	\$500	FIC 10/3/11; Exec Dir. 10/5/11
Other modifications	1% or 2% of original loan amount depending on the nature of the request; \$500 minimum, \$5,000 maximum	FIC 10/3/11; Exec Dir. 10/5/11
<b>Loan Applications</b>		
Business Incentive Fund (BIF)	1% of amount borrowed	Board Resolution 6788
Business Development Loan Fund (BDLF)	2% of amount borrowed	Board Resolution 6788
Small Business Loan Fund (SBLF)	2% of amount borrowed	Board Resolution 6788
Economic Development Administration (EDA)	1%-2% of amount borrowed	Board Resolution 6788, 7122
Small Contractors Loan Insurance Program (SCLIP)	Participating Lender pay Prosper Portland insurance fee of 2% of insurance amount for each insured loan.	Board Resolution 6788
Commercial Property Redevelopment Loan (CPRL)	1% of amount borrowed	Board Resolution 6863
<b>Loan Servicing</b>		
Late fee	5% of unpaid monthly payment	Approved promissary note
Reconveyance fee	\$75 (no collateral), \$150 (UCC and/or 1 trust deed), \$100 (each additional trust deed)	Loan Servicing procedures
NSF Fee	\$50	Accounting procedures
Legal Fees	Various	Can be assessed according to executed loan documents based on approval by Legal dept.
<b>Enterprise Zones</b>		
Application	The greater of \$200 or one-tenth of one percent of the value of the investment in qualified property that is proposed in the application for authorization.	ORS 285C.140
One-year Disqualification/In-Lieu Payment for Non-Performance of Hiring Obligation	An amount equal to the property taxes for the qualified property in the assessment year for which the exemption is claimed in lieu of the amounts otherwise due.	285C.210 and 285C.240
Workforce Training Business Development Fund	15% of their actual abatement, paid yearly	City Resolution 37114; City Enterprise Zone Policy, section 2.C
Employee Support Fund	If a participating company receives more than \$1 million in aggregate tax savings, it shall contribute an additional 5% of savings into this fund.	City Resolution 37114; City Enterprise Zone Policy, section 2.C
Equity Procedures	If construction was initiated and completed on an E-Zone project after May 1, 2015 and before an E-Zone Authorization Application is submitted, then the E-Zone company will pay an additional two percent (2%) Of its actual tax savings to Prosper Portland's Workforce Training Business Development Fund.	Administrative Procedures (Equity), These Procedures guide the implementation of Prosper Portland Board Resolution #6988
Late fee for Payments of Workforce Training Fund	1% of fee	City Resolution 36785; City Enterprise Zone Policy - 10.5.1



Program	Fee	Authorizing Resolution, Policy, or Procedure
<b>Business Consulting and Other Services</b>		
Cost Recovery (Time and Materials)	The minimum Prosper Portland will charge – called “Cost Recovery” – is an hourly rate composed of the following: (a) <b>Base hourly pay</b> of an employee, (b) cost of employee’s <b>fringe benefits</b> ; and (c) <b>overhead</b> (at a minimum of \$17 per hour, includes lease, equipment, and administrative costs).	Fee for Service Procedures, January 15, 2014
Market Rate Fee	Based on the nature of the project, market conditions, nature of the Client (especially if they are a for-profit business), or for other good cause, the Sponsor may authorize Prosper Portland employees to charge more than the “cost recovery” (or cost neutral) rate, provided any such services Prosper Portland is rendering through the Agreement involves activities or objectives within the scope of Prosper Portland’s charter.	Fee for Service Procedures, January 15, 2014
<b>EB-5 Program Fees</b>	.5% of the EB-5 raise at the time of approval and 1% of each EB-5 project raise per year on the anniversary of approval for a period of five years unless investment is repaid earlier.	Aggreement with AURC (Americal United EB-5 Regional Centers)

# Budget Equity Assessment Tool

## CITY POLICY

This Budget Equity Assessment Tool is a general set of questions to guide City bureaus and their Budget Advisory Committees in providing a holistic assessment of how equity is prioritized and addressed within bureau budgets. This analysis is also intended to highlight opportunities to implement changes, both in the short- and long-term, to help meet City equity goals.

This is the fifth year of the City of Portland Budget Equity Assessment Tool, as first envisioned in the Portland Plan. The goals are to:

- Use an asset management approach to achieve more equitable service levels across communities and geographies.
- Track and report on service levels and investments by community and geography, including expanding the budget mapping process.
- Assess the equity and social impacts of budget requests to ensure programs, projects and other investments help reduce disparities, promote service-level equity, improve participation and support leadership development.
- Identify whether budget requests advance equity, represent a strategic change to improve efficiency and service levels and/or are needed to provide for basic public welfare and health and/or meet all applicable national and state regulatory standards.

It is the policy of the City of Portland that no person shall be denied the benefits of, or be subjected to, discrimination in any City program, service, or activity on the grounds of race, color, national origin, English proficiency, sex, age, disability, religion, sexual orientation, gender identity, or source of income. Additionally, the City's Civil Rights Title VI program guidelines obligate public entities to develop systems and procedures that guard against or proactively prevent discrimination, while simultaneously ensuring equitable impacts on all persons. Therefore, City bureaus may find this tool helpful when evaluating equitable impacts on all residents.

The Office of Equity and Human Rights is also available for discussion/training/consultation regarding the use of this document.

*In compliance with Civil Rights laws, it is the policy of the City of Portland that no person shall be excluded from participation in, denied the benefits of, or be subjected to discrimination in any City program, service, or activity on the grounds of race, color, national origin, or disability. To request accommodations, translation and/or interpretation, to file complaints, or for additional information or services, please contact us at 503-823-4433, City TTY 503-823-6868, or Oregon Relay Service: 711.*

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## Introduction

The FY 2019-20 budget development process includes a number of significant changes, in particular the transition to Program Offer budgeting. The Program Offer template is intended to provide a clear, concise description of bureau budgeted programs at the 6-digit functional area level. The template includes both general guiding questions to help bureaus use an equity lens when writing program descriptions, and a dedicated section within the template to provide equity information specific to that program. Bureaus will also be expected to identify equity impacts in any decision packages resulting from a Council Direction to Develop.

The Budget Equity Tool will continue to serve as a guide for more robust equity analysis. In your responses below, please consider your Requested Budget as a whole.

### SECTION 1: BUREAU OPERATIONS

1. How does your Requested Budget advance your achievement of equity goals as outlined in your bureau's Racial Equity Plan?

Prosper Portland's Social Equity Policy guides every agency project, investment, initiative, and program and outlines specific practices to help achieve antiracist and inclusive outcomes. The policy also sets specific quantifiable equity goals for all direct and indirect contracting work through the Business Equity Program and Workforce Equity Program.

Prosper Portland's requested General Fund budget provides funding to implement critical equity-focused objectives within the agency's 2015-2020 Strategic Plan. General Fund resources are critical to furthering Prosper Portland's Business & Industry and Entrepreneurship & Community Economic Development work. Key objectives are:

- 1) Increase access to quality jobs, with emphasis on middle wage jobs, for Portland residents, particularly those from lower-income communities and under-represented populations;
- 2) Foster wealth creation within communities of color and low-income neighborhoods by supporting stability and expansion of local businesses with diverse founders; and
- 3) Support partnerships that build capacity for community-centered approaches to local business growth and access to employment.

Prosper Portland's requested Tax Increment Finance (TIF) district budgets also provide funding to implement critical equity-focused objectives within the agency's 2015-2020 Strategic Plan. TIF resources are critical to furthering Prosper Portland's Community Development, Lending, and Asset Management work. Key objectives are:

- 1) Create healthy, complete neighborhoods throughout Portland through community-identified investments and direct redevelopment and place-making activities;
  - 2) Foster wealth creation within communities of color and low-income neighborhoods, by reducing barriers to property ownership and development and through agency construction and contracting business practices; and,
  - 3) Form partnerships that address neighborhood affordability issues and provide community and climate resiliency benefits.
2. Are there deficiencies in your base budget that inhibit your bureau's achievement of equity or the goals outlined in your Racial Equity Plan?

Prosper Portland's 2015-2020 Strategic Plan goals (as identified in question 1), will require additional funding to implement on an ongoing basis, as the agency's current General Fund ongoing budget is insufficient to fully implement these goals.

The FY 2018-19 Adopted Budget included new ongoing and one-time enhancements that supported these efforts. However, additional resources are being requested through the Direction to Develop process to support:

- Continuation of successful enhancements such as the My People's Market
- New programming such as the Council of Economic Advisors Business Challenge (Portland Means Progress).
- Critical cross-bureau collaboration to support equitable community development investments in N/NE Portland, East Portland, and the Southwest Corridor that are outside of existing TIF districts.

One of the key goals of Prosper Portland's Financial Sustainability Plan is to identify long-term, non-tax increment financing funding for Prosper Portland that will sustain key initiatives on a long-term basis as TIF gradually declines.

3. How does your bureau use quantitative and qualitative data to track program access and service outcomes for different populations?

Each of the 2015-2020 Strategic Plan goals has quantitative and qualitative data associated with measuring the outcomes and to monitor progress. For example, Prosper Portland set a 'Equitable Job Access' Strategic Plan goal to close the unemployment rate gap between white workers and workers of color by 2020. The baseline in 2015 was 7.5 percent for white workers and 8.3 percent for workers of color; as of 2018, the rate was 4.5 percent and 5.2 percent, respectively. Likewise, the 'Increased Wealth and Assets Among People of Color' aimed to reduce the gap in Multnomah County between households that are people of color and homeowners that are people of color from 6.5 to 5.4 percent; as of 2018, the gap was 5.6 percent. While the Strategic Plan objectives are broad in nature, the Program Offers submitted with the Requested budget contain more disaggregated quantitative data and track more directly to program outcomes. Most of the goals and reporting are disaggregated by

demographic information in order to ensure that equitable outcomes are monitored and achieved. Data are captured monthly, quarterly or annually, as appropriate, and reported to Prosper Portland's Board, posted on the agency's website, and described in each Program Offer being submitted as part of the FY 2019-20 Requested Budget.

Program staff monitors data for programs and policies such as the Inclusive Business Resource Network, Workforce Development, Neighborhood Prosperity Network, Traded Sector activities, Prosperity Investment Program, and Business and Workforce Equity Program implementation throughout the year. This oversight allows for real-time adjustments when possible to achieve equitable outcomes and to continue to enhance programmatic offerings from one year to the next.

4. How did you consider the impacts on underserved communities in the development of your budget?

Prosper Portland's budget development is informed first and foremost by the 2015-2020 Strategic Plan goals and priorities. The development of the Gateway, Lents, Downtown Waterfront, River District, and Interstate TIF districts are further guided by community-based action plans for Gateway, Lents, Old Town/Chinatown, and N/NE, respectively. Each of the action plans focuses investments based on community input and where they will help ensure existing residents and businesses benefit.

On an ongoing basis, Prosper Portland is investing in community engagement efforts to maintain ongoing input from the community regarding investment impacts of significant development projects on underserved communities – initiatives such as the N/NE Oversight Committee and the Broadway Corridor Steering Committee as well as broader community outreach related to redevelopment in Old Town/Chinatown at Block 25 and 4<sup>th</sup> and Burnside, in Lents at SE 92<sup>nd</sup> and Harold, and in Gateway at NE 102<sup>nd</sup> and Pacific. Similarly, as part of the Affordable Commercial Tenanting program, Prosper Portland has sizeable resources prioritized and allocated to help stabilize businesses via projects like Alberta Commons, Lents Commons, 10<sup>th</sup> & Yamhill Garage and a new mixed-income, mixed-use project proposed at NE 106<sup>th</sup> & Halsey in Gateway.

5. Have you made any significant realignments or changes to your bureau's budget? If so, how/do these changes impact the community? Is this different for communities of color and/or people with disabilities?

No significant realignments are being proposed or have occurred in the last year. TIF district programming continues to be aligned with the Affordable-Housing Set Aside Policy, Prosper Portland's Strategic Plan and Business and Workforce Equity Programs, and City Council-adopted action plans for N/NE, Gateway, Lents and Old Town/Chinatown. General Fund base programming (Program Offers) are consistent with current year funding allocations. New Directives to Develop would enhance programming in several areas that are meant to benefit and empower communities of color (see question 2 and 13).

6. If your bureau has capital assets, how does your Requested Budget take into consideration intergenerational equity (ensuring that those who are currently benefiting

from the service are paying for its upkeep versus placing the financial burden on future generations)?

Prosper Portland maintains a variety of real estate assets including unimproved land, commercial space, parking garages, Union Station, Inn at the Convention Center, and the former US Post Office property. Prosper Portland's FY 2019-20 Requested Budget incorporates funding for ongoing operations and maintenance of these assets. Beginning last year, the budget and Five-Year Forecast also includes a capital reserve for many of the assets as well as specific improvements for Inn at the Convention Center, Union Station, and the Bakery Blocks in Lents.

Prosper Portland is also in the process of implementing comprehensive property plans and the implementation of property management software (Yardi) for all properties that will further refine improvements and needs of specific assets. Through implementation of these plans, Prosper Portland intends to dispose of properties that do not meet strategic goals that operate at a loss. Prosper Portland only intends to hold properties long-term that will generate a positive return on investment and therefore cover holding costs, this may however include properties where additional tax increment or other resources are invested by Prosper Portland to help achieve specific policy goals (for example affordable commercial space).

7. If applicable, how is funding being prioritized to meet obligations related to Title II of the Americans with Disabilities Act and the [bureau's Transition Plan barrier removal schedule](#)?

Prosper Portland and all public-private partnerships entered into by Prosper Portland follow all laws and guidelines under the Americans with Disabilities Act (ADA). If employees need items due to an ADA item, HR covers the cost. If an applicant requests ADA accommodation, the agency will accommodate accordingly.

Prosper Portland adheres to all current construction codes for ADA compliance in new buildings. Recent examples of efforts to ensure accessibility include Lents Commons and the tenant improvements at Alberta Commons. In addition, the planned improvements at the Inn at the Convention Center include ADA compliant features in guest rooms, such as roll-in showers, and reconfiguration of the common areas and accessible restrooms. Recent accessibility enhancements at the Inn at the Convention Center include restriping the parking lot to ensure an adequate number of accessible parking spaces.

8. If applicable, how does your bureau's budget create contracting opportunities for disadvantaged, minority, women, and emerging small businesses (D/M/W/ESB)?

Social equity guides every agency project, investment, initiative, and program and sets specific quantifiable equity goals for all direct and indirect contracting work. Therefore, all budgeted projects in the Requested Budget will be guided by the goals outlined in the Social Equity Policy.

Prosper Portland's Business and Workforce Equity Policy sets goals for apprenticeship diversity and small business equity performance on Prosper Portland owned or sponsored

projects. The Business Equity Program component of the policy establishes that 20% total project hard construction costs and professional services costs are expected to be allocated to certified firms. Sizeable projects recently completed or underway with Prosper Portland involvement and performing at 20% or more D/M/W/ESB outcomes include redevelopment of Station Place Lot 5, the Grove Hotel, Oliver Station, SE Woodstock and 93<sup>rd</sup> Avenue, Cook Security, Alberta Commons, tenant improvements at the Nelson building, 10<sup>th</sup> & Yamhill Garage, Multnomah County Health Headquarters, the Convention Center Hotel Garage, and the Woodie Guthrie project in Lents.

In recent years, overall communication and transparency in implementation through improved outreach, reporting, and documentation has improved performance of the program. Furthermore, Mercatus can partner both internally at Prosper Portland as well as externally with other government agencies to promote, ease access to, and develop pipeline for contracting opportunities.

Business Equity Program performance, including specific performance on recently completed projects and projects under construction is available on Prosper Portland.us:

[Business and Workforce Equity in Construction](#)

9. If your bureau has dedicated equity staff, such as an Equity Manager, how were they involved in developing your bureau's Requested Budget?

Prosper Portland's Director of Social Equity, Policy and Communications (SEPC) and Policy Manager oversee our agency wide public involvement processes. Given that such processes are in alignment with our Strategic plan, inclusionary practices and equitable outcomes are a priority. For the budget process, we established an equity approach in several ways.

**Inclusive representation:** BAC members are community representatives that understand the impact of budgetary decisions and can provide input on negative or positive outcomes to the communities they represent.

**Meeting coordination:** BAC meetings are designed to provide the necessary information and context for members to have greater understanding of our agency and mission.

**Recommendations and support:** We provide assistance for the BAC when needed and asked for their input about how to improve the process moving forward.

Other staff within SEPC, including the recently hired Equity and Inclusion Program Manager who provides critical support, and focused outreach to community organizations, business associations, industry coalitions, and neighborhood associations to solicit feedback on the budget through March.

## **SECTION TWO: EQUITABLE ENGAGEMENT AND ACCESS**

10. What funding have you allocated in your bureau's budget to meet the requirements of ADA (Americans with Disabilities Act) Title II and Civil Rights Title VI? This includes but is not limited to:

- Funding for translation, interpretation, video captioning, and other accommodations
- Translation of essential documents into safe harbor languages

Prosper Portland's overall administrative budget includes approximately \$2,500 for reasonable accommodation requests and additional resources for public communications and marketing in multiple languages. In FY 2017-18, approximately \$2,500 was spent on translation services. As part of Prosper Portland's most recent outreach investments in Lents, Gateway and the Old Town/Chinatown communities, Prosper Portland has invested approximately \$35,000 towards culturally specific outreach and interpretation and translation services.

Prosper Portland also captions all Board of Commissioners meetings (on average \$3,000 per year). Similar funding levels are included in the FY 2019-20 Requested Budget. Prosper Portland regularly reviews budget versus actual expenditures during the year for administrative budgets and can reallocate funds to manage demand for such services if needed.

#### 11. How have community members engaged with your requested budget, including this tool?

Prosper Portland seeks input on the budget continually over the fiscal year. More specific to the requested budget, staff works with the Prosper Portland Budget Advisory Committee (BAC), an approximately 20-member group of stakeholders representing community-based organizations, technical assistance service providers, employers, small business owners, geographic-based representatives, and other partners. In early December 2018, staff met with the BAC to review the FY 2019-20 Draft High-Level Agency-Wide Work Plan to solicit input on priorities, projects, and initiatives for the upcoming year. In January 2019, staff convened three additional BAC meetings to review the draft General Fund and Tax Increment Finance district budgets wherein BAC provided input to the Prosper Portland Board of Commissioners on Prosper Portland's work plans and budget.

The BAC and Board's initial review of the Prosper Portland draft budget resulted in staff submitting an additional Direction to Develop to the Mayor's office in support of the Inclusive Business Resource Network to continue funding levels that occurred in the prior current fiscal year. A full list of BAC recommendations is included in the BAC letter included with the Requested Budget.

Over the course of January, February, and March 2019, staff will be meeting with community organizations, business associations, industry coalitions, and neighborhood associations to solicit feedback on the budget.

#### 12. How does this budget build the bureau's capacity to engage with and include communities most impacted by inequities? (e.g., improved leadership opportunities, advisory committees, commissions, targeted community meetings, stakeholder groups, increased outreach, etc.)



Increasing community capacity and widely shared prosperity are core tenets of Prosper Portland's economic development and community development work. Tax Increment (TIF) District projects and investments are guided by community-based action plans and initiatives (e.g., Old Town/Chinatown Action Plan and the N/NE Community Development Initiative) as well as by community advisory and oversight bodies (e.g., Broadway Corridor Steering Committee, N/NE Community Development Initiative Oversight Committee). Prosper Portland is investing in significant outreach in East Portland (Lents, Gateway), Old Town/Chinatown, and N/NE with a culturally specific approach to ensure communities most impacted by inequities are involved early in the development visioning discussion and process.

Prosper Portland's FY 2019-20 Requested Budget for the Social Equity, Policy, and Communications Department includes additional positions and resources for contracted services) to support enhanced community engagement, equity work, and community benefits. While General Fund and Tax Increment District projects have resources dedicated staff and resources to support specific community engagement, the Social Equity, Policy and Communications department budget provides enhanced engagement work across all projects and programs.

The Neighborhood Prosperity Network is designed to support a social equity focus on economic development at the neighborhood level. A community-driven approach is at the heart of the work. Prosper Portland provides grants to support community-based organizations made up of local businesses, residents and community group to plan and implement programming to strengthen the economic vitality within the community. Each NPI district has a full-time district manager implementing programming under direction of a community board to create desired impact within the communities.

A fast-growing initiative, Mercatus, offers more specific engagement with communities of color, convening storytelling workshops and business support groups. Through regular, bi-monthly engagement Mercatus informs Prosper Portland's ability to prioritize the challenges POC business owners are facing in program development.

As Prosper Portland, we also launched our Council of Economic and Racial Equity (CERE), that is tasked with overseeing the implementation of equity related agency-wide strategies, aiming to increase external accountability and transparency of our work. We also revised our Budget Advisory Committee for the FY 2019-20 Budget Process. Beginning in November we reached out to a broad cross-section of stakeholders and community partners, some of which are new to Prosper Portland's programs, and the budget process. Our goal moving forward is to build capacity with this group by creating a stronger understanding of our programming and budget trade-offs that in turn will provide valuable input and recommendations in future processes. In addition to these standing advisory committees, staff have increased opportunities for and encouraged staff and members of the Prosper Portland Board of Commission to increase their presence in the general public by attending and tabling events as representatives of the agency.

13. How does this budget build community capacity and power in communities most impacted by inequities? (e.g., improved leadership opportunities within BAC, community meetings, stakeholder groups, increased outreach, etc.)

The ongoing General Fund budget allocation will provide Prosper Portland with funding in FY 2019-20 to advance the following initiatives:

Adult & Youth Workforce Development: Prosper Portland collaborates with Worksystems, Inc., (WSI) and other partners to fund and administer workforce development programs for low-income Portlanders with significant barriers to employment. WSI contracts with 13 community-based and culturally specific non-profit providers (including SE Works, Human Solutions, IRCO, and POIC) which serve more than 1,300 individuals with up to three years of individualized support and training that emphasize career track employment. Prosper Portland's \$3.1 million investment leverages at least \$2 million in investment from WSI. Prosper Portland proactively connects the workforce development providers with NPN managers with the goal of building joint capacity to connect under- and unemployed residents of NPN areas to career-track employment opportunities.

Inclusive Business Resource Network (IBRN): This network provides business technical assistance and support to approximately 700 businesses and entrepreneurs annually. Sixteen organizations are funded to provide client service. Half of these organizations and more than 60% of staff are rooted in communities of color, bringing a high degree of culturally responsive skills to their work. The IBRN brings these organizations together monthly and organizes various subcommittees to provide feedback and advice on program delivery. The Network providers play a critical role in determining what types of services should be available to best support their clients. This restores power to the small business community and ensures that its voice informs the services needed to strengthen their businesses.

Neighborhood Prosperity Network & Venture Portland: The Neighborhood Prosperity Network is a Prosper Portland program designed to support social equity-based community economic development at the neighborhood level. The Network is a citywide initiative to foster economic opportunity and vitality throughout Portland neighborhoods, with an emphasis on low-income populations and communities of color. Through grants, training, and support from Prosper Portland, each Network organization is responsible for planning and implementing projects to improve the local commercial district and center power and capacity-building with the local areas.

With a complementary focus on spurring neighborhood small business connectedness and growth, Venture Portland provides technical assistance to 37 neighborhood business districts throughout Portland.

Traded Sector: Prosper Portland focuses its work in traded sector support on four globally competitive industry clusters: Athletic & Outdoor Apparel, Metals & Machinery, Technology & Media, and Green Cities. Within these clusters, business development staff coordinates technical assistance to companies creating or retaining middle-wage jobs that are accessible to low-income residents and communities of color. Prosper Portland's economic development team provides technical assistance - market analysis, financial support, site

development services, workforce development, export promotion, supply-chain opportunities - to more than 350 unique businesses, the vast majority of which have fewer than 50 employees. In addition, Prosper Portland's cluster development program also includes target industry initiatives focused on supporting small business owners from under-represented communities and improving employment diversity within larger companies. Cluster support efforts also include a reorientation of the City's Enterprise Zone program to require tax abatements to be coupled with a Public Benefits Agreement which supports prosperity and access to opportunities within historically marginalized communities.

Prosper Portland's Business & Industry Team is currently engaged in a review of its practices, programming and metrics, which will culminate in the launch of four updated cluster action plans during the summer of 2019. The focus of this effort is to identify ways to ensure that the experience of underrepresented communities and businesses are centered in the team's work. Once complete, these action plans will represent the first-ever comprehensive equity lens applied to traded sector activities.

Directions to Develop packages requests additional funding that will enhance this work

- Coordinated Community Planning and Development in East Portland, Southwest Corridor, and Northeast Portland: Prosper Portland partners with the Bureau of Planning and Sustainability, Portland Housing Bureau, and Portland Bureau in implementing and investing in multiple projects and policy directives towards Portland's long-term future growth in East Portland, SW Corridor, and NE Portland. The Bureaus' work in these areas often overlaps but at times is not optimally coordinated with regards to communications, community outreach, implementation, or outcomes. This diminishes how the community experiences and engages with the City. Of the resources requested by Prosper Portland, 50% will go directly to community capacity building through business stabilization and technical assistance, workforce navigation/training, and community-based organizing.
- Traded Sector Council of Economic Advisors Business Challenge: Portland Means Progress is an initiative connecting companies with programming to create work experiences for underrepresented youth, improve workplace culture through Diversity, Equity & Inclusion training, and support small businesses owned by people of color. Portland Means Progress is intended to tie together Prosper Portland's traded sector, workforce, neighborhood and small business support programming into an integrated continuum of services that delivers equitable outcomes and enhanced capacity for the city's underrepresented communities and businesses.
- IBRN: Mercatus/My People's Market: Mercatus is a free directory and storytelling platform that highlights entrepreneurs of color; it builds community and connects businesses to new market opportunities. Mercatus empowers the full expression of communities which leads to increased engagement and trust. A retail spin-off of Mercatus, My People's Market is a prime example of an initiative that intentionally weaves culture and community into small business support.
- IBRN: NPN Business Support: IBRN currently provides light touch business support within the Neighborhood Prosperity districts, which helps those communities reach their business stability goals. This type of business outreach increases access to services and

support available through the extensive IBRN portfolio. Eleven percent of clients served through NPN services have transitioned into long term programming to date and 27% have achieved a Strong and Stable badge (IBRN's system for measurable outcomes). This directive would expand the service to more districts and provide long-term support.

- NPN: Old Town/Chinatown Community Association District Manager: The District Manager position funding supports the Old Town/Chinatown Community Association mission of promoting equitable development, job creation and livability in the Old Town/Chinatown neighborhood and coordinating across community-based nonprofits and businesses. The funding is matched by Old Town/Chinatown nonprofits and businesses.
- NPN Staff Assistance: The Neighborhood Prosperity Network is a key program to deliver on Prosper Portland's Strategic Plan and ensure that historically underrepresented communities benefit from the investment that is occurring in the neighborhood. These districts are in neighborhoods with lower than average household incomes and higher than average diversity compared to Portland as a whole. For FY 2018-19 Prosper Portland was able to provide one-time funding to assist with capacity building of each community partner, but this increase in staffing without additional funding won't continue beyond this fiscal year. The programming initiatives and implementation require additional staffing to meet timely goals and community outcomes.
- Traded Sector: Portland Innovation Quadrant: Funding will be used to support the formal establishment of the Innovation Quadrant as an organization, and to achieve the following goals identified for calendar year 2019 - I.) The Innovation Quadrant has equity and sustainability (including environmental justice) built into its framework and goals and II.) With support from Meyer Memorial Trust, the Portland IQ will partner with EcoDistricts to ensure that IQ strategies and tactics are developed and continually assessed in the context of Equity, Community Resilience and Climate Protection goals. Strategies have been developed to ensure programming is considered with an equity lens, and that the board and working groups are composed of a broad set of stakeholders from across the community. These goals align with Prosper Portland's Strategic Plan to create healthy connected neighborhoods and access to high quality employment for Portland residents.

## Identifying Impacts Worksheet

Please use the following chart to name the potential burdens and benefits.

Populations Impacted	Potential Positive Impacts	Potential Negative Impacts
<p>Ongoing General Fund supported Economic Development and Neighborhood Economic Development work -- including entrepreneurship growth initiatives and ongoing small and micro business technical support -- seeks to increase wealth creation and employment opportunities among people of color and in low-income communities. Prosper Portland's cluster support work also focuses on fostering an inclusive culture within traded sector workplaces that drives attraction and retention of talent from historically marginalized populations.</p>	<p>With ongoing General Fund investments and partnerships, these efforts seek to increase:</p> <ul style="list-style-type: none"> <li>- Percentage of households at or above self-sufficiency</li> <li>- Percentage of workforce earning a middle-wage</li> <li>- Percentage of startup investments to firms found, owned or led by people of color and women</li> </ul> <p>Base programming for FY 2019-20 will specifically accomplish:</p> <ul style="list-style-type: none"> <li>- Providing assistance to approximately 500 small businesses (75% owned by people of color); with 75 businesses growing sales or profit margins, and 55 new traded sector startups.</li> <li>- Increasing number of female hires and number of people of color hires in TechTown pledge companies.</li> <li>- Target industry initiatives supporting small business owners from under-represented communities and improving employment diversity within larger companies.</li> <li>- Support 2,000 participants in workforce development. Over 65% people of color.</li> </ul>	<p>None anticipated.</p>

Tony Barnes, Finance Manager

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Name of Staff Contact

Kimberly Branam, Executive Director

02/04/19

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Name of Bureau Director

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Date

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