



Portland Economic Opportunity Initiative

Philanthropy Northwest

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Investing in Portland's Future

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PORTLAND DEVELOPMENT COMMISSION

Initiative Background

2004 BHCD Strategic Plan: moved from place-based revitalization to people-based economic opportunity focus

Public said go deep with support and long-term service delivery

**Local & national best practice study guided Initiative development
Of program for very low income and multi-barriered people**

**Model replicated in Duluth, Gresham, OR & aspects adopted by
Twin cities & Longmont CO.**



Snapshot of Model

- **Objective: Increase incomes of low-income residents**
- **City annually enters into contracts with CBOs**
- **Contracts have numerical goals for enrollment and 3 year successful graduation**
- **Success is 25% income increase w. advancement goals**
- **Fund both intensive workforce and microenterprise**
- **Each participant receives 3 years of wrap-around assistance & tracking**



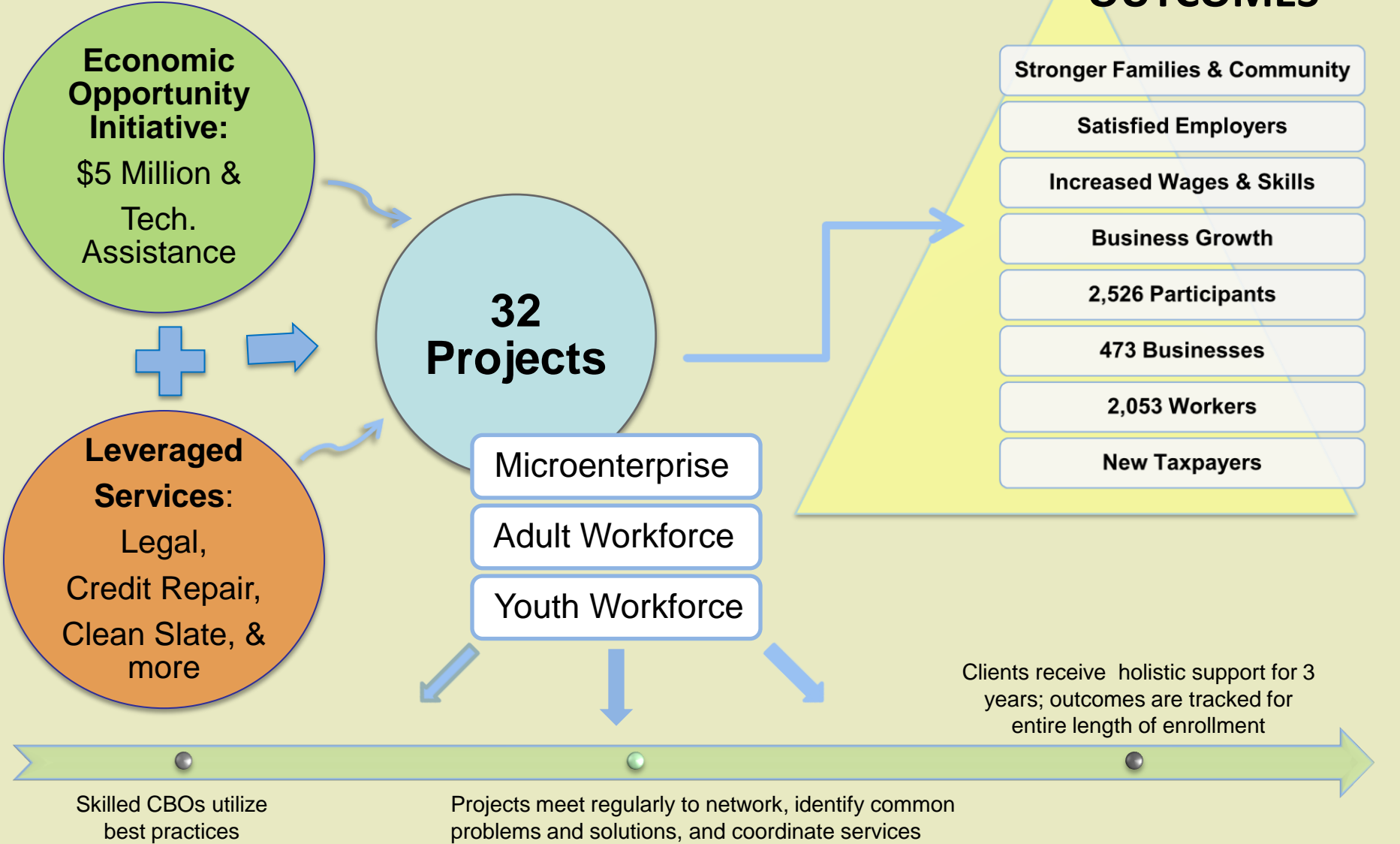
Funding & Operations

- **CDBG and General Fund, foundations**
- **Define success by incomes increased, not numbers served**
- **Leverage Joint Services, community/systems change**
- **Individualize: one size does not fit all**
- **Flexibility to respond to economic changes**
- **Projects' staffs exchange resources, strategies & training & job info**



INVESTMENTS

OUTCOMES





Enrollment & Outcomes

- **32 Projects, 8 Micro & 24 Workforce**
- **498 Microenterprises**
- **2188 Workforce Participants**
- **52% Minorities, 90% started below federal poverty line**
- **3-Year cost per successful graduate: about \$9,500**
- **Total successful graduates at end of June 2010, about 800, close to 85% of goals set before recession**

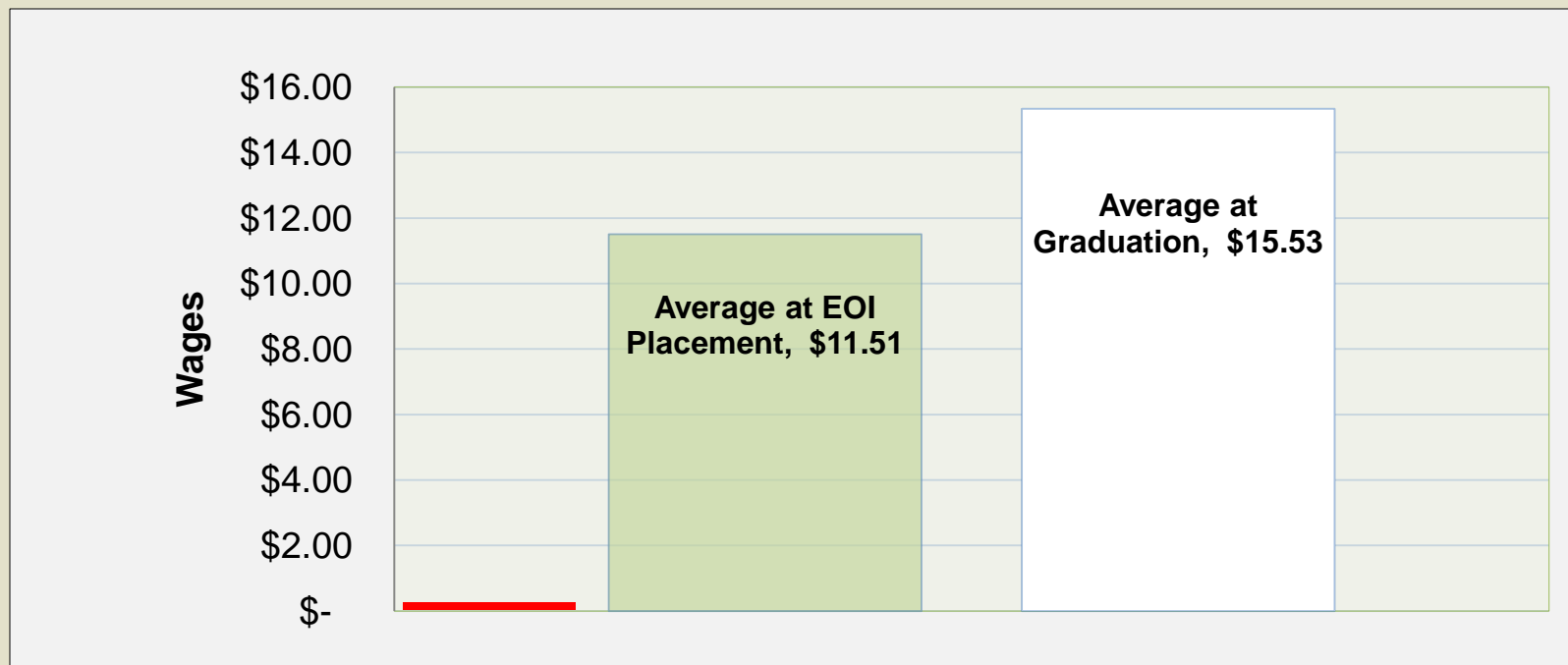


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Adult Wages at EOI- 1st Two Classes Enrollment, Placement and Graduation

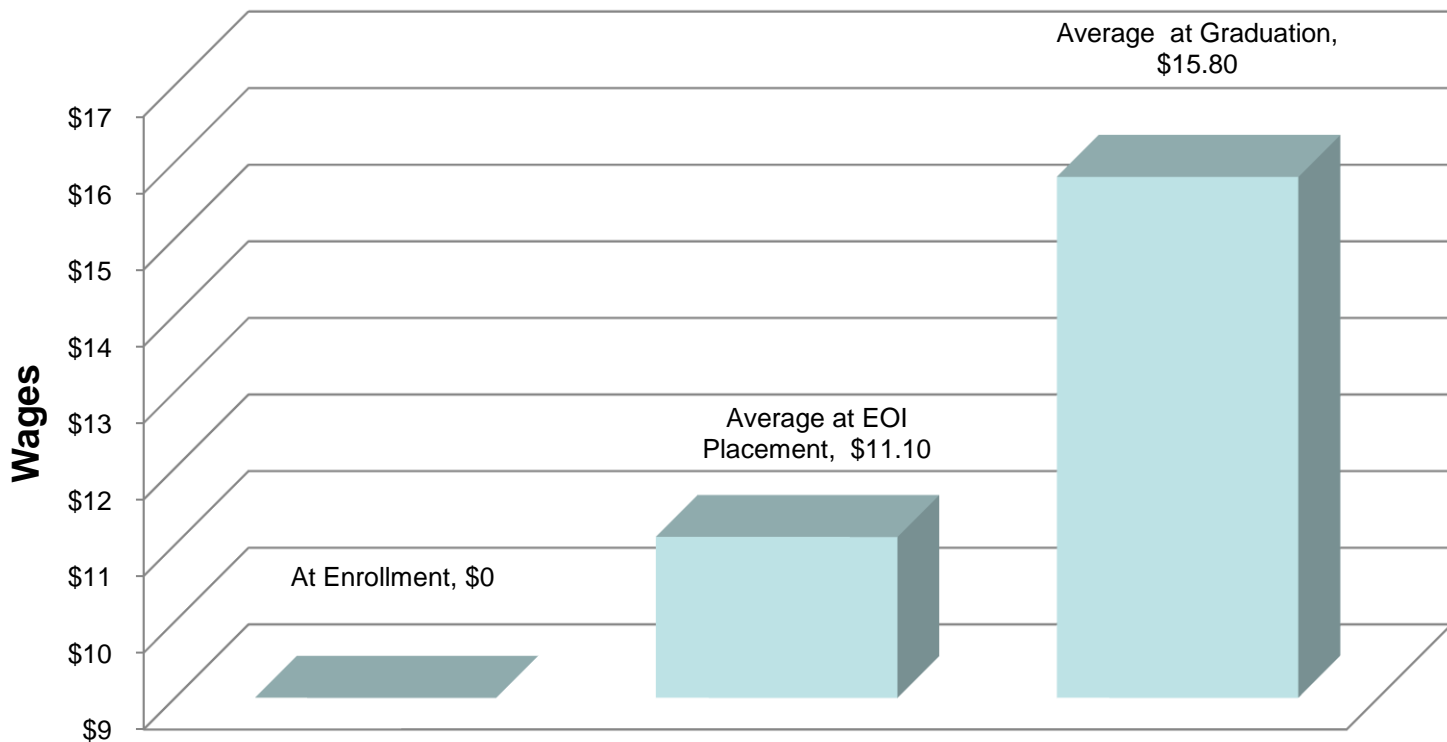




Adult Wages at EOI

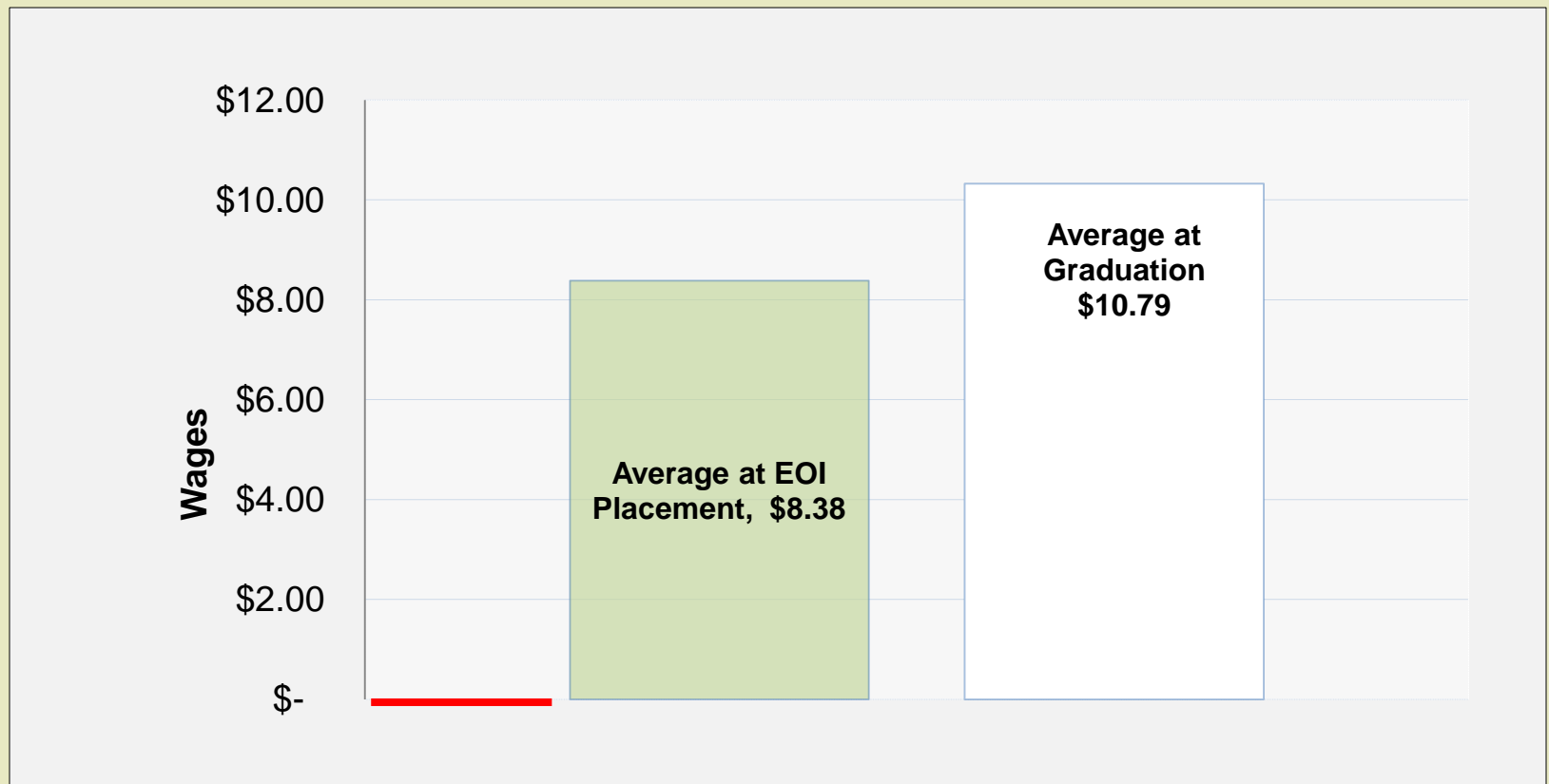
Enrollment, Placement and Graduation,

Adult Wages at EOI Placement and Completion, 2009-10 Graduating Class





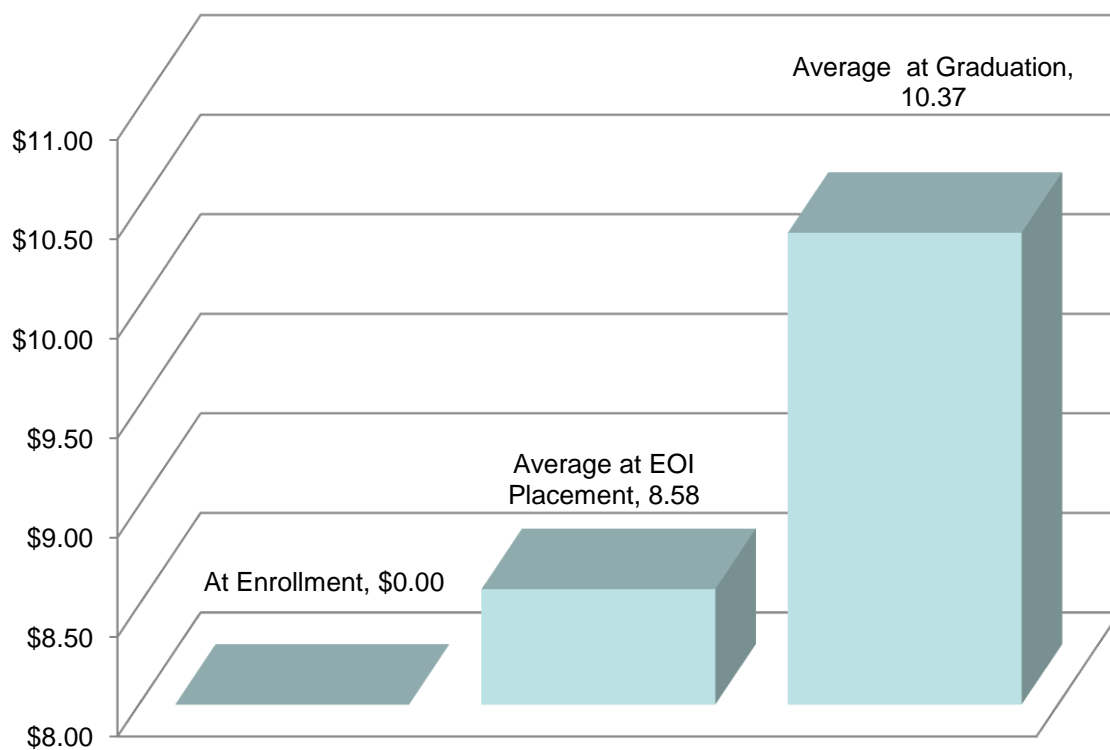
Youth Wages at EOI, 1st Two Classes Enrollment, Placement and Graduation





Youth Wages at EOI

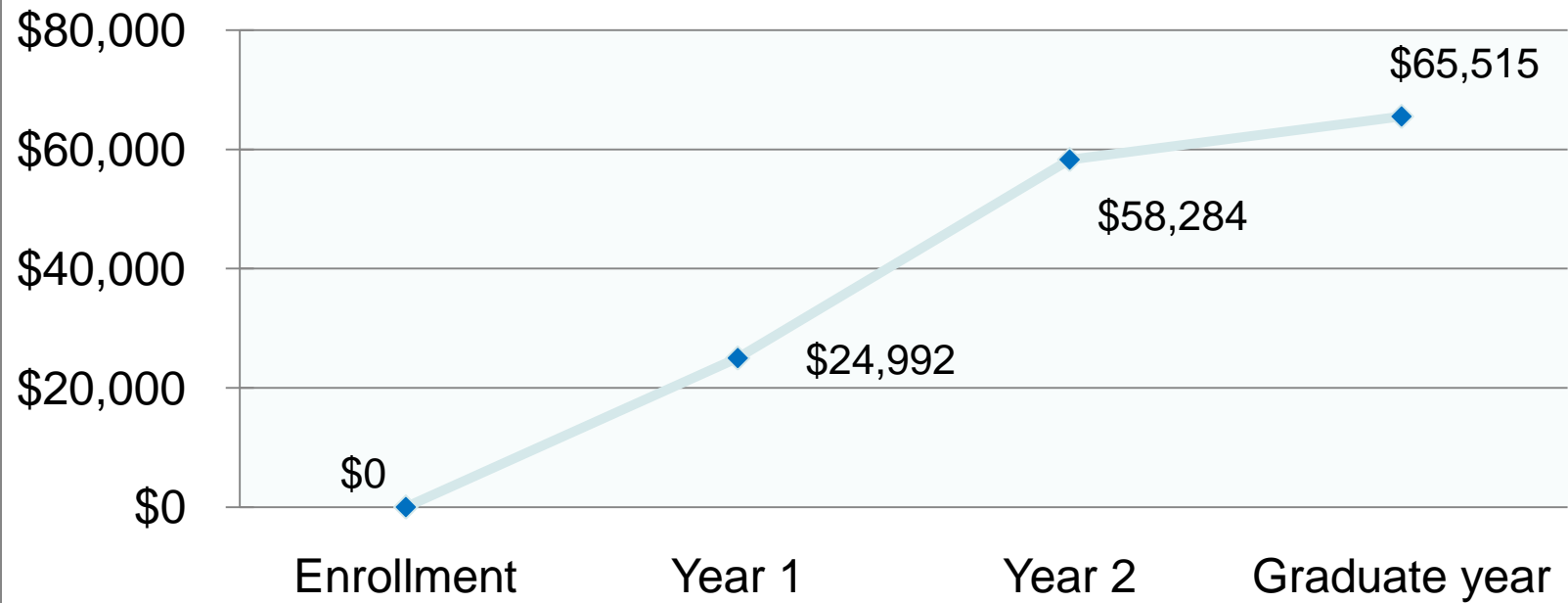
Enrollment, Placement and Graduation, Class of 2009-10





Microenterprise Start-up Businesses

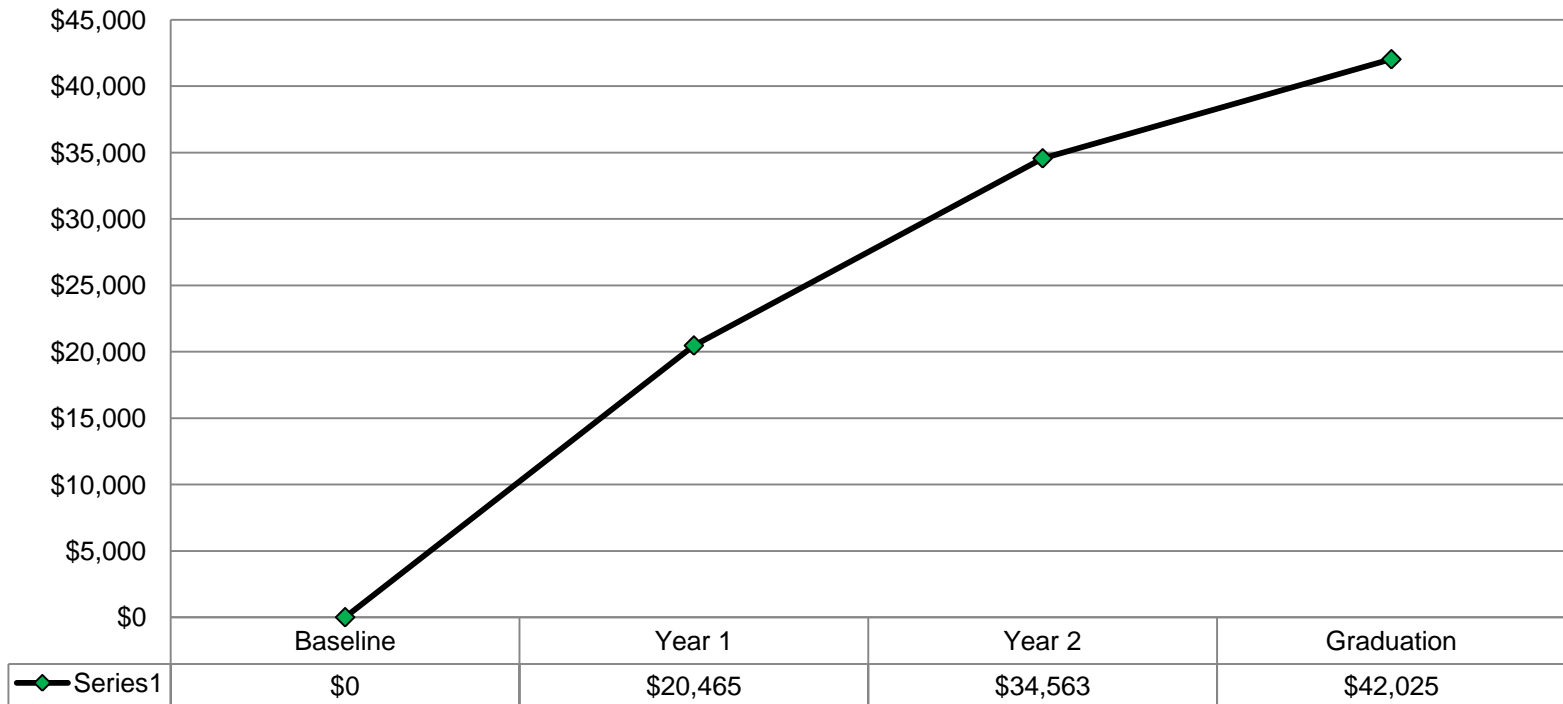
**1st Two Classes Average Gross Revenues:
Start-up Businesses**





Microenterprise Start-up Businesses, Graduating Class 2009-10

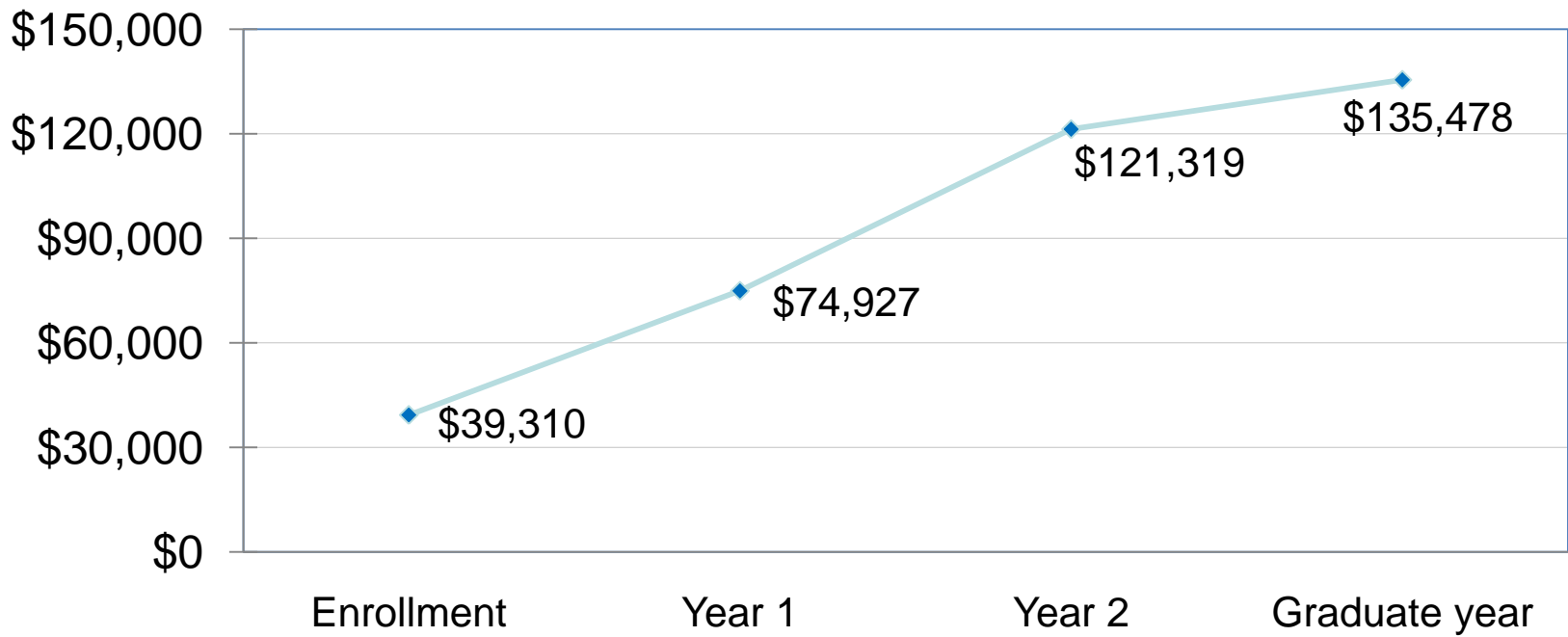
**Start-up Businesses:
Class of 09-10 Average Gross Sales**





Microenterprise Existing Businesses

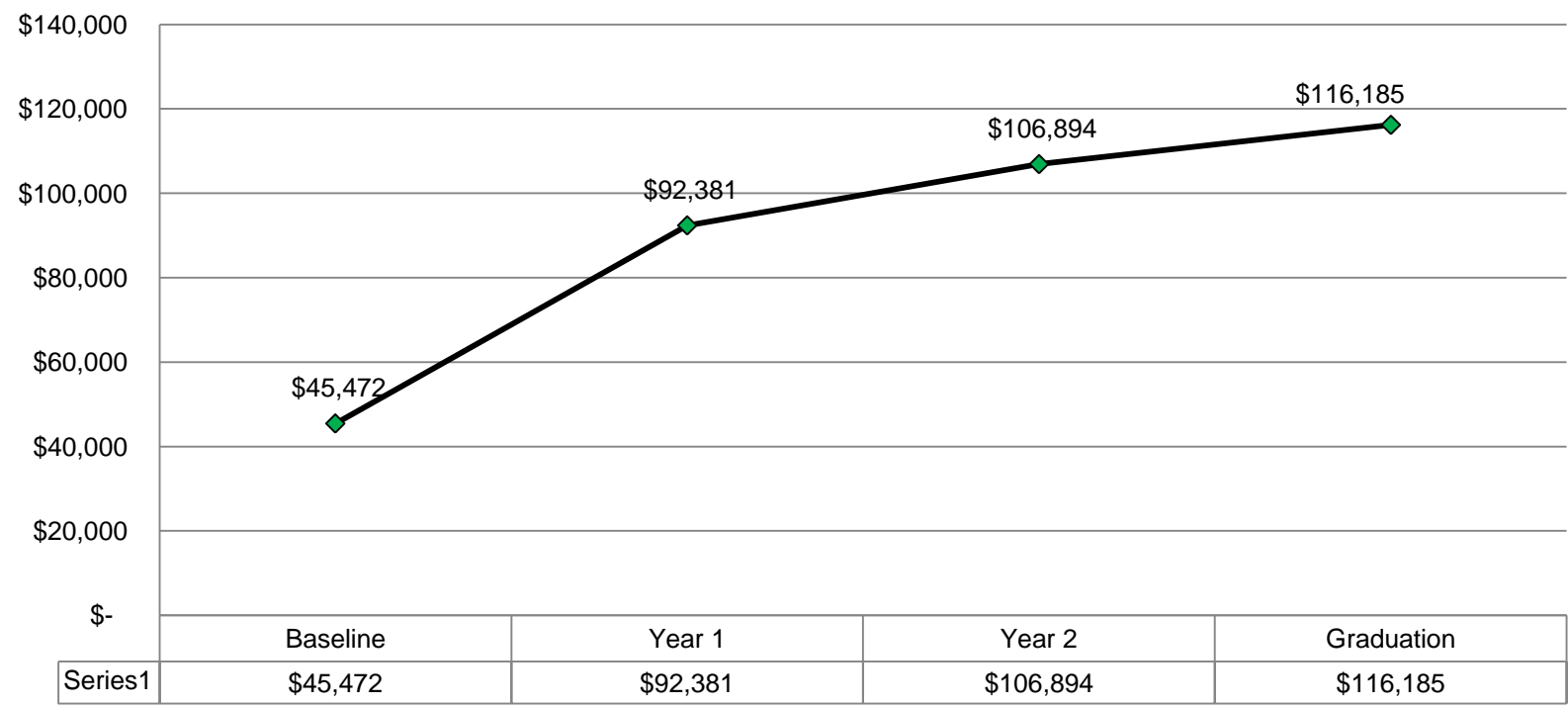
**1st Two Classes Average Gross Revenues:
Existing Businesses**





Microenterprise Existing Businesses, Graduating Class 2009-10

**Existing Businesses:
Class of 09-10 Average Gross Revenues**





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System Leverage/Change for EOI Participants

- EOI City staff act as Funder/Intermediary/Advocate for system of projects/2650 participants
- Started Small Business Legal Clinic
- Established practice of Community Benefits Agreements (for jobs) on City projects i.e. the Nines, Clean Energy Portland
- Engaged Banks in new lending practices, based on system leverage
- Housing priority; financial education, mental health services; IT help



Lessons Learned & Replication Tips

- Strong intermediary allows for quality scale-up with maintenance of personal grass roots based, best practice model
- Variety of organizations can serve as intermediary, funder can or cannot serve that role
- Strong focus on outcomes, not specific services, drives performance across range of populations and career paths.
- Key to success is duration of support & engagement