



Office of Mayor Charlie Hales
City of Portland

TO: City Bureau Directors
City Budget Managers and Contacts

FROM: Andrew Scott, City Budget Director

DATE: December 29, 2015

SUBJECT: Guidance for Submitting Decision Packages Related to the Housing Emergency

As noted in the Mayor's budget guidance, Portland has declared a State of Housing Emergency and the City and its partners are taking steps to address the affordable housing and homelessness crisis. The Mayor and City Council have proactively invested \$10 million in new General Fund to address this issue by placing the additional funding in the Portland Housing Bureau's FY 2016-17 base budget, and the Mayor is asking every bureau to help find solutions.

The housing and homelessness crisis is a complex issue that affects individuals and communities along all points of the housing continuum. As such, there are numerous City programs that may have a direct or indirect impact on this issue.

The Mayor and Council will be evaluating all proposed City-funding around this issue – including proposals to use the new \$10 million of General Fund that has been added to the Portland Housing Bureau's FY 2016-17 budget. This memo contains guidelines to evaluate decision packages related to the housing and homelessness crisis. These guidelines provide a consistent methodology for evaluating and prioritizing proposed packages on this issue area. The framework has been developed in concert with key stakeholders and includes select performance measures from the A Home For Everyone (AHFE) Data and Evaluation Subcommittee as well as the Portland Housing Bureau.

In addition, the City Budget Office will be preparing for the Mayor and Council an assessment of how proposals will impact relevant Key Performance Measures. It is important that decision package requests include detailed support for the expected results narrative.

Funding requests related to the housing crisis should include the following:

Impact on 8 Key Performance Measures

Proposals to address the housing emergency must quantify their expected impact on service delivery effectiveness and/or outcomes, using one or more of the following eight measures. These measures

have been identified as long-standing indicators of the City's effectiveness in addressing homelessness and housing, and seek to capture impacts at all points in the service continuum.

1. Total number of homeless households placed in permanent housing
2. Number of households prevented from becoming homeless
3. Retention rate of households receiving services at 12 months
4. Percentage of households moved from homelessness into housing that subsequently returned to homelessness in the next 12 months
5. Shelter Bed Occupancy Rate (BOR) and/or Turnover Interval (TOI)
6. Housing units opened that are newly affordable (specify short versus long term units)
7. Preservation of quality housing units occupied by low-income people (specify short versus long term units)
8. Percentage of housing units citywide that are regulated affordable units

Using numbers and supporting data, state the causal link between the outputs from bureau activities, and the outcomes resulting from these outputs. Detail should include when outcomes are expected to occur and for how long (i.e. one-time vs. ongoing results), and relate to whether the request is for one-time or ongoing funding. Expected results should be compared to bureau or City strategic goals for level of service, bureau historical performance data, or comparable performance data from non-City programs with similar objectives. If the proposal is an expansion of an existing program, current and historical performance as compared to established targets should be provided. If a proposal does not have a direct causal link to the above measures, please explain what impact the proposal will have and the relationship of those outcomes to the above measures.

These measures have been taken from several measures being considered to evaluate the A Home For Everyone (AHFE) Coordinating Board work on the housing crisis, and also includes measures from the Portland Housing Bureau tracking availability of affordable housing.

Baseline data and targets for the measures have been provided by the Portland Housing Bureau and are available as an attachment to this memo.

Additional Detail to Provide Contextual Background

The housing crisis is complex and requires a continuum of programs and services to support safe, stable housing for local individuals and families, and it affects different communities in different ways. In addition to stating projected impacts on the measures above, bureaus may provide additional details on specific populations or services supported by the funding proposal, including information on: housing continuum bottlenecks; populations that are especially vulnerable or highly affected; and/or other critical trend or contextual information. Include any available information on current efforts addressing the specific population or issue and how your proposal will complement or supplement existing efforts.

All proposals for consideration in the FY 2016-17 budget process are due to the City Budget Office by February 1st. CBO analysis and recommendations for funding will be provided to the Mayor and Council by March 7th. Please let your CBO analyst know if you have any questions about this memo or the overall budget process.