



Portland's Housing Bond Policy Framework

Created by the
Bond Stakeholder Advisory Group
for the Portland Housing Bureau

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PHB Portland Housing
Bureau

Mayor Ted Wheeler • Director Kurt Creager

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1. Introduction

In November 2016, Portland voters approved a historic general obligation bond of \$258.4 Million to create 1,300 newly affordable homes.

Thousands of community partners were involved in the successful passage of Portland's Housing Bond, led by the Welcome Home Coalition, which included affordable housing developers, nonprofit service partners, culturally specific agencies, neighborhood associations, advocacy groups, faith congregations, and many other partners.

The Portland Housing Bureau (PHB) convened the Stakeholder Advisory Group (SAG) in April 2017 to ensure bond investments would create housing for families and individuals most in need and reflect our community values of advancing racial equity and promoting greater community benefits. The SAG met nine times over six months to develop Portland's Housing Bond Policy Framework. The framework will be used by the PHB and the Housing Commissioner to guide decision-making and investment of bond funds, and by the Bond Oversight Committee as one basis to evaluate expenditures of bond proceeds.

This Policy Framework represents the diverse perspectives and expertise of the SAG. Participants had numerous discussions and deliberations highlighting the opportunities and challenges before us, and wrestled with the complexities of identifying priorities among multiple important and often competing needs, and the role Portland's Housing Bond should play within the broader context of the City's other affordable housing development resources. SAG members also expressed concerns about the legal restrictions of bond funding, and consistently encouraged flexibility and creativity to maximize this opportunity to produce housing for those most in need.

PHB and community partners conducted focused outreach and engagement over a five-week period to gather comments on the draft Policy Framework. Through meetings at agencies, engaging networks and coalitions, surveying community members, and interviews with members from 16 linguistically-specific immigrant and refugee groups, we were able to reach nearly 1,000 community members for their feedback and input. The comments gathered through this process are reflected throughout the framework. See Appendix E for a full listing of the comments collected.

The careful and robust deliberation of the SAG and community members who helped guide the development of Portland's Housing Bond Policy Framework are invaluable, and will support the City's ongoing and future planning efforts to deliver housing choice and opportunities for our most vulnerable residents and communities in the years ahead.

2. Executive Summary

The Policy Framework establishes production goals for Portland’s Housing Bond and outlines the community priorities that will inform PHB’s decision-making with respect to location and other criteria for building and land acquisition. It also highlights the communities we should strive to serve through bond-financed housing and provides guidelines for development, operations, and services, as well as reporting metrics, and guidance for ongoing community engagement.

Production Goals: The bond will produce a minimum of 1,300 new housing units affordable for households with incomes at or below 60% of the Area Median Income (AMI). Of these:

- 600 will be affordable for households at 0-30% AMI, including a target of 300 units of Permanent Supportive Housing (PSH) and other supportive housing, provided services funding is secured; and
- 650 will be larger size (2 or more bedrooms) for families.

Priority Communities: Bond resources will serve to further the communitywide goals of preventing displacement, advancing racial equity, and making a visible impact on ending homelessness. By aligning a targeted number of bond-financed housing units with the homeless service system, culturally specific organizations, and other community organizations, we will seek to create housing opportunities for families and individuals impacted by racism, housing discrimination, homelessness, and displacement, with a particular focus on:

- Communities of Color
- Families, including families with children, immigrant and refugee communities, and intergenerational households
- Households experiencing homelessness or at imminent risk of becoming homeless
- Households facing imminent displacement

Location Priorities: PHB will use a racial equity lens at the forefront when assessing opportunities for building and land acquisitions. The following priorities will guide selection:

- ✓ Invest in areas with little or no existing affordable housing or housing resources;
- ✓ Strive to balance investments throughout the City;
- ✓ Consideration should be given to school catchment areas and areas with planned transit and infrastructure investments;
- ✓ Focus on neighborhoods at high risk of gentrification for building acquisitions, to prevent the displacement of existing residents, especially in areas where there is a high concentration of residents from Communities of Color; and
- ✓ Prioritize acquiring land for new housing in high opportunity areas with access to education, food, transportation, health services, economic opportunities, and greenspaces.

Guidelines for Development: Development should advance equity in access to development opportunities, through culturally specific partnerships, and create housing that is culturally appropriate in design and form; increase Disadvantaged/Minority/Women/

Emerging Small Business goals, Workforce Training and Hiring policies, and other community benefits; and meet green building and accessibility standards. Further, the City should seek partnerships with faith groups, schools and other entities to leverage available land or underutilized properties; consider all options available for both debt and equity; and streamline processes to achieve greater speed of development.

Guidelines for Operations: Effective structures and processes for both asset and property management are vitally important to preserve the quality and financial viability of affordable housing. Asset management strategies should sustain the physical and financial viability of the housing asset. Property management activities should support the mission and goals of the housing and foster tenants' housing stability and independence. Tenant eligibility and screening criteria will be developed in coordination with community partners and will: affirmatively further fair housing, advance racial equity, be low barrier, and be clear and linguistically appropriate.

Guidelines for Services: Access to quality, community-based, and culturally specific resident services, supportive housing, and service partnerships will be a cornerstone of bond-funded housing. For each property, PHB will develop a proposed plan for services in collaboration with jurisdictional partners, culturally specific agencies, homeless services agencies, and other community partners.

- **Resident Services:** A range of resident services will be offered based on the needs of tenants, such as eviction prevention, workforce skill development, parenting resources, youth engagement and academic assistance, financial literacy, child care, legal services, and immigration services and refugee resettlement organizations
- **Support Housing Services:** Permanent Supportive Housing (PSH) and other supportive housing is for individuals and families experiencing homelessness, and/or are living with a disability and often have been homeless for long periods of time. Services will be delivered using a Housing First framework, and may include case management, mental health, alcohol and drug recovery, and health care.

Reporting: PHB will provide quarterly and annual reports to the Bond Oversight Committee, City Council, and the public relating to production, locations, and racial equity in housing development and housing access. Beyond quantitative reporting, PHB will also provide updates that feature real-life stories of how the housing and partnerships created through Portland's Housing Bond are making a difference in peoples' lives.

Community Engagement: PHB will develop a community engagement plan with a focus on ensuring equitable access to information to residents from Communities of Color, immigrants, refugees, persons with limited English proficiency, renters, seniors, people with disabilities, people who have experienced homelessness, among others. PHB commits to conducting meaningful and strategic outreach and engagement to prevent placing further "engagement fatigue" and undue burden on communities most impacted by the housing crisis. In addition, PHB commits to ongoing engagement with jurisdictional partners and other affordable housing stakeholders to provide regular updates on progress and to communicate the bond in the context of the larger housing strategy and investments.

3. Stakeholder Advisory Group (SAG) Participants

Many thanks to our Bond SAG participants who dedicated their time, experience, and energy to the development of Portland's Housing Bond Policy Framework:

Allan Lazo, Fair Housing Council of Oregon, liaison to the Bond Oversight Committee

Andy Miller, Human Solutions

Bev Logan, Metropolitan Alliance for Common Good (MACG)

Bob Brown, Metropolitan Alliance for Common Good (MACG)

Dike Dame, Portland Housing Advisory Commission, Williams and Dame

Duncan Hwang, Asian Pacific American Network of Oregon (APANO)

Ed McNamara, Turtle Island Development (alternate for Dike Dame)

Emily Lieb, Metro

Felicia Tripp, Portland Housing Center, N/NE Oversight Committee

Frieda Christopher, East Portland Action Plan

Jerome Brooks, Oregon On

Jes Larson, Community Member, liaison to the Bond Oversight Committee

Jon Williams, Metro (alternate for Emily Lieb)

Jonathan Trutt, Home Forward

Kari Lyons-Eubanks, Welcome Home Coalition

Lynnae Berg, Portland Business Alliance

Margaret Bax, Independent Government Relations Professional

Maxine Fitzpatrick, Portland Housing Advisory Commission, Portland Community Reinvestment Initiatives (PCRI)

Oscar Arana, Native American Youth and Family Center (NAYA)

Patricia Rojas, El Programa Hispano Católico, Age Friendly Coalition, A Home for Everyone

Shannon Singleton, Portland Housing Advisory Commission, JOIN, A Home for Everyone

Vivian Satterfield, Organizing People/Activating Leaders (OPAL)

4. Guiding Principles

The following Guiding Principles describe the shared values and aspirations guiding the investment of bond resources. We strive to exceed expectations through our commitment to:

Collaboration. Align with other public and private resources, policies, programs, and systems to maximize efficiency, effectiveness, and investment potential.

Community Benefits. Promote economic and other benefits to the local community by providing prevailing wage jobs, hiring Disadvantaged/Minority/Women/Emerging Small Business (DMWESB) partners, and producing energy-efficient buildings through Bond investments.

Equity. Advance racial equity for communities most disproportionately impacted by the shortage of affordable housing options, housing discrimination, gentrification and involuntary displacement.

Opportunity. Support economic diversity through citywide investments that offer broad access to public amenities (transportation, schools, food, green space,) economic opportunity, and mixed-income housing.

Resourcefulness. Make responsible investments in housing solutions with innovation and creativity.

Stewardship. Demonstrate exemplary stewardship of public resources, funds, and assets with oversight from an independent community-based public body (the Bond Oversight Committee.)

Transparency. Conduct open decision-making processes, provide clear and consistent communication to the public about bond-financed project implementation, and foster opportunities for public involvement.

5. Production Goals

Create or acquire a total of 1,300 housing units affordable for households up to 60% of the Area Median Income (AMI¹). Of these:

- 600 will be affordable for households at 0%-30% AMI,² including up to 300 that will be made available for Permanent Supportive Housing (PSH) and other supportive housing, provided services funding is secured
- 650 will be larger size (two bedrooms or more) for families

¹ Portland Housing Bureau: <https://www.portlandoregon.gov/phb/74375>

² Achievement of goal is dependent on the commitment of Home Forward to pair 400 Housing Choice Vouchers (HCVs) to bond-financed housing.

6. Priority Communities

Portland's Housing Bond is a valuable new resource for increasing affordable housing in our community. While we can't meet the total housing need with this resource alone, and we acknowledge there will be significant financial constraints, we commit to focus where we will have the greatest impact for our most vulnerable neighbors:

- Invest in displacement prevention strategies, prioritizing buildings in high risk census tracts and/or at risk of being redeveloped for private market conversion;
- Prevent and mitigate the impacts of systemic racism and discrimination towards Communities of Color through alignment with culturally specific organizations and other organizations for outreach, referrals, and services (target of 850 units);
- Make a visible impact on homelessness through alignment with homeless service system resources and [A Home for Everyone](#) partnerships (minimum target of 400 of the 600 units at 0-30% AMI will be aligned with the homeless service system; of which 300 units will be prioritized for permanent supportive housing (PSH) or other housing with support services contingent upon committed services funding);
- Leverage to the maximum extent possible other development, operating and service resources from public, culturally specific and other community partners.

Priority Communities:³

- **Communities of Color:**
 - African American/Black
 - Asian American
 - Hawaiian/Pacific Islander
 - Latino
 - Native American/Alaskan Native
- **Families, including:**
 - Families with children
 - Immigrants and Refugees
 - Intergenerational households, including those supporting youth in foster care
- **Households experiencing homelessness or at imminent risk of becoming homeless:**
 - Seniors
 - Persons with disabilities
 - Households who have been homeless for long periods of time
 - Persons with criminal backgrounds
 - Survivors of sexual assault or domestic violence
 - Youth who age out of foster care
- **Households facing imminent displacement due to significant rent increases or risk of private market conversion:**
 - Seniors
 - Persons with disabilities
 - Households on fixed incomes

See "Appendix A: Priority Communities: Definitions and Data" for more information.

³ The communities are not exclusive, as people possess multiple identities and are part of multiple groups.

7. Location Priorities

The bond provides a new resource for creating and acquiring new long-term affordable housing throughout the City. PHB will use a racial equity lens and analysis at the forefront of all building and land acquisition decisions.

The following priorities will guide selection:

- ✓ Invest in areas with little or no existing affordable housing or housing resources (areas with existing high concentrations of poverty and very low income housing should be of lower priority);
- ✓ Strive to balance investments throughout the City;
- ✓ Consideration should be given to school catchment areas and areas with planned transit and infrastructure investments;
- ✓ For building acquisitions, prevent displacement by focusing on neighborhoods at high risk of displacement and gentrification, especially in areas with a high concentration of residents from Communities of Color; and
- ✓ For land acquisitions, prioritize new housing opportunities in high opportunity areas with access to education, food, transportation, health services, economic opportunities and greenspaces. A secondary factor which will also be considered is if the area is at high risk of displacement and gentrification.

PHB should use Vulnerability and Opportunity analysis⁴, informed by community voice and neighborhood-identified needs, to identify areas and neighborhoods to prioritize. All efforts will be made to strategically align prospective bond investments with existing or planned infrastructure and system investments of the City and community.

Minimum Requirements and Due Diligence

PHB and the Housing Commissioner will evaluate acquisition opportunities based on the following minimum requirements:

- Be available for purchase and located in the City of Portland.
- Allow for a minimum of 20 housing units.
- Be appropriately zoned to allow for affordable housing development.

PHB will conduct a due diligence process, which includes conducting a project survey, title report, environmental assessment, inspections and appraisal. The bureau will proceed with acquisition opportunities deemed prudent through the due diligence process.

Deviation from Location Priorities

If PHB and the Housing Commissioner recommend an acquisition that deviates from the location priorities, PHB will describe and explain the reason for the deviation. It is requested the Bond Oversight Committee works with City Council to uphold the location priorities and approves deviations only sparingly. Explanations for deviating from the location priorities will be clearly articulated in documentation submitted to City Council for its consideration of an acquisition. The documentation should be publicly available and submitted in advance to the Bond Oversight Committee.

⁴ See Appendix D: 2035 Comprehensive Plan: Vulnerability and Displacement Impact Analysis

8. Guidelines for Development, Operations and Services

A. Outreach to Procure Services

Due to the legal restrictions of Portland's Housing Bond funding, housing that is constructed or acquired needs to be owned by the City. In accordance with state law, construction (new or rehabilitation) will be considered "public improvement projects" and therefore subject to Oregon Public Contracting Code. *See Appendix B for responses to Frequently Asked Questions on the City's ownership restrictions and procurement policies.*

When PHB procures for construction of a new building, or rehabilitation of an existing building, such methods may be unfamiliar to the bureau's traditional partners. PHB should conduct outreach and provide information sessions to allow partners who already possess deep expertise in affordable housing development or rehabilitation to gain an understanding of bond processes.

B. Recommendations for Development Strategies

PHB should be transparent and explain its decision-making to the community when selecting a particular contracting method or development strategy. PHB should also use external evaluators when possible within the procurement process to ensure community involvement in the decision-making process.

New construction projects should meet a green building standard, in alignment with the green building policy being developed by PHB. New construction or substantial rehabilitation using bond funds should also use best design practices including accessible and visitability standards, such as the Universal Federal Accessibility Standards, which exceed Oregon State's minimum standards for accessibility (which are a 5% minimum of units being built as accessible.)

PHB should be as creative as possible to achieve:

- greater equity in access to development opportunities with culturally specific partners, including direct service providers, to create housing opportunities that are culturally appropriate in design and form;
- community benefits, including access to opportunities, DMWESB Goals, Workforce Training and Hiring Policies and other community benefits;
- land and resource leveraging with careful analysis and planning to prevent and/or mitigate potential unintended consequences of access for Priority Communities;
- partnerships that utilize and build upon existing development, ownership, and operating expertise and capacity to replicate existing local best practices; and
- streamlined processes to achieve greater speed of development.

Creative strategies identified include:

- Use bond funds to acquire the land only and utilize other financing for the construction of the buildings.
- Seek partnerships with places of worship, schools and other public entities to leverage available land and/or underutilized properties for housing development.

This may involve long term leases or outright sale of real property and vertical development using bond revenue as appropriate.

- Other leverage options. While there is recognition that general obligation bond funds have limitations that may foreclose some traditionally available potential leverage options (e.g. low income housing tax credits, or LIHTCs,) PHB should consider all options available for both debt and equity:
 - Lending programs from the federal government, non-profit lenders like the Network for Oregon Affordable Housing (NOAH) and less common lenders such as insurance companies and pension funds.
 - Non-general obligation bond revenue, such as transient lodging tax, though these may have similar ownership requirements as bond funds.
 - Fee-in-lieu revenue from inclusionary zoning, tax increment financing, and federal sources like Community Development Block Grant (CDBG) and HOME. Though use of these types of sources should be limited as they may be deployed in other non-bond affordable housing projects.
 - Pair bond resources with land previously purchased with these type of resources.
- Explore potential ownership opportunities by and for the communities the housing is intended to serve following the 20-year requirement of City-ownership;
- Explore and/or advocate for Oregon constitutional changes which could allow greater opportunities to leverage more financial resources. This includes Article XI, Section 9, which currently prohibits municipalities from loaning their credit to a “company, corporation or association.”

C. Recommendations for Operations:

Effective structures and processes for both property and asset management are vitally important to preserving the quality and financial viability of affordable housing.

I. Asset Management:

Asset management refers to oversight of the long-term health of portfolio assets. Strategies should sustain the physical and financial viability of the housing asset. PHB should maintain sufficient capital reserves to maintain buildings with revenues from the buildings without the need for additional operating funds. Asset management plans should: a) consider the long-term financial health of the buildings with sufficient funds to maintain the buildings for the benefit and the community, and b) ensure buildings are seen as attractive, well-maintained, infrastructure of our city.

PHB should utilize partners, when possible, with expertise, experience and capacity in asset management of affordable housing. PHB should also use resources of the bond projects to maintain its bond portfolio to ensure that other PHB funds that can be used to preserve its existing portfolio are available for that purpose.

II. Property management:

Property management refers to day-to-day management of properties. Activities should support the mission and goals established for each project and foster tenants' housing stability and independence. Property management should support and advance the goals for tenancy and access contained in the framework plan. Property managers should be required to have a shared commitment to the success of tenants who reside in the building. Careful selection, training, support and supervision of property management staff will ensure staff knowledge of tenants' needs and issues.

PHB should also periodically re-evaluate property management relationship(s) with input from residents and asset management staff. There should be clear and well-communicated processes for tenants to voice complaints about property management or related issues. PHB should seek property managers who have qualifications and experience working with Communities of Color and other communities who will reside in bond-financed housing. Site staff should be diverse and represent the communities that they will be serving. PHB should require that property managers conduct trainings on diversity and other topics to support their ability and capacity to best serve the residents of the properties.

III. Tenant screening:

Policies for tenant eligibility and selection will be an essential component of ensuring access to the priority communities identified in this framework. PHB should develop criteria based on best practices which:

- affirmatively further fair housing;
- advance racial equity;
- are low barrier;
- provide a supportive path for tenants who have credit/debt issues; and
- are transparent, understandable and linguistically appropriate.

PHB should work with partners to develop the criteria, including:

- Home Forward
- A Home for Everyone (AHFE) Coordinating Board
- Fair Housing Council of Oregon
- Legal Aid Services of Oregon and Oregon Law Center
- Low income renters; renters experiencing past/current barriers to housing
- Renter's associations
- Local affordable housing and other community providers

D. Recommendations for Resident Services, Supportive Housing and Service Partnerships

Access to high quality, community based, and culturally specific services should be a cornerstone of housing created by Portland's Housing Bond. To achieve the long-term goals of stabilizing individuals and families, addressing racial disparities in opportunity and prosperity and breaking intergenerational cycles of poverty, services and service partnerships are essential. To that end, outlined below are the key elements of resident services, supportive housing and funding partnership strategies.

I. Resident Services

Resident services help support tenants' housing stability and should be provided with appropriate staffing to deliver services onsite or through referrals. Costs for services should be incorporated into the ongoing operating costs of the building. Services should be community-based, culturally responsive and culturally specific when appropriate, including hiring bi-lingual, bi-cultural staff and offering services, activities and events appropriate for residents of the building. Resident services should be appropriate to serving the needs of tenants, and will vary from building to building. Services may include, but are not be limited to:

- Eviction prevention
- Workforce skill development/employment resources
- Parenting resources, youth engagement and academic assistance
- Arts programs and other recreational programs
- Instruction in healthy living/healthy eating; food security
- Financial literacy, credit repair, etc.
- Affordable child care
- Legal advocacy services
- Immigration services and refugee resettlement organizations
- English language learning resources

II. Supportive Housing

Permanent Supportive Housing (PSH) and other supportive housing is housing dedicated for individuals and families who are homeless (often for long periods of time) and are living with a disability. Tenants require a deeper level of on-site and off-site specialized services beyond what is typically provided through resident services. PSH services should be delivered in a culturally responsive manner, and in partnership with culturally specific agencies and other community partners, using a Housing First framework. Trauma informed case management and other support services should be made available, including:

- Mental health counseling
- Alcohol and drug recovery
- Health care
- HIV/AIDS services and advocacy
- Domestic violence
- Peer-delivered support
- Employment, benefits and entitlement acquisition and legal
- House-keeping

Participation or engagement in services is voluntary, and must be made available and accessible to the tenant for the duration of the tenant's residency. Costs associated with supportive housing are above the ongoing operating costs of the building and range from \$5,000 to \$15,000 per household per year. Given the costs, strong partnerships are needed with Multnomah County, the City/County Joint Office of Homeless Services, Oregon Health Authority and Coordinated Care Organizations for sustained and increased allocation of resources.

III. Funding and Service Partnerships

PHB should consider several factors when determining the type and range of resident and supportive services, including:

- Property location,
- Tenant services needs,
- Availability and configuration of community space,
- Availability of resources to pay for services,
- Services the City can provide with its own staff, and;
- Proximity of property to other services.

For each project, PHB should develop a services plan describing:

- the intended Priority Communities to be served;
- the intended unit size and mix of 0-30% AMI and 30-60% AMI units
- the intended number of units supported by Project Based Vouchers
- the intended number of PSH/other supportive housing units, and desired service partnerships for funding and provision of services;
- types of resident services.

Bond funds cannot directly be used to pay for resident services or services for PSH/other supportive housing. Therefore, PHB should actively collaborate and coordinate with local, state and federal jurisdictional partners to determine and secure potential funding and leverage for services and ongoing rent subsidies for tenants from Priority Communities. Sources may include:

- City/County Joint Office of Homeless Services
- Multnomah County Department of Human Services
- Multnomah County Department of Mental Health and Addiction Services
- Multnomah County Public Health
- Oregon Health Authority
- U.S. Department of Housing and Urban Development Continuum of Care
- Home Forward, Project Based Section 8 vouchers; (VASH) vouchers
- Prosper Portland
- Substance Abuse and Mental Health Administration (SAMHSA)
- Worksystems Inc., Department of Labor WIOA funds
- Veterans Administration, Veterans Affairs Supportive Housing (VASH)

PHB should solicit for both formal and informal partnerships with culturally-specific agencies, homeless services organizations, and other community partners to support access into bond-financed housing and provide appropriate service supports for residents. The following methods will be used to identifying service partnerships:

- Direct outreach to organizations and formation of MOU agreements
- Release of Request for Interested Parties
- Alignment with existing system services (e.g. homeless service system)

9. Reporting Metrics and Process

PHB should collect and report on the following measures to analyze the performance of Portland's Housing Bond in comparison to, and within the broader context of, other housing development resources of the bureau. Reporting should be quantitative and well as qualitative. It should consider the outcomes beyond the "number" and capture the human element as to how housing is making a difference in residents' lives.

Production Metrics

- Number of units opened that are newly affordable (0-30% AMI, 30-60% AMI)
- Number of units acquired (0-30% AMI, 30-60% AMI)
- Cumulative total of bond funded housing units built and acquired compared to bond production goals and targets:
 - 1,300 total units
 - 600 units at 0-30% AMI
 - 50% (650 units) family-sized units
- Average and range of bond investment per affordable housing unit opened
- Average and range of bond investment per affordable housing unit acquired
- Total costs of the development, as well as the contribution of bond funds to a project and any leveraged amounts

Racial Equity in Housing Development Metrics

- Percentage utilization of Minority, Women, and Emerging Small Business contracts in bond funded affordable housing construction (Contract \$ awarded)
- Percentage utilization of Minority (Contract \$ awarded) in housing construction
- Utilization of minority contractors on projects.

Location Metrics

- Percentage of bond housing units opened or acquired in opportunity areas
- Percentage of bond housing units opened or acquired in high vulnerability areas
- Geographic location of properties (depicted on interactive map)

Racial Equity in Access Metrics

- Demographic data on tenants, including race, ethnicity, gender, age, and income
- Demographics of households residing in bond funded housing units as compared to the demographics of households applying for bond funded housing units.
- Demographics of households residing in bond funded housing units as compared to the demographics of households eligible for bond funded housing units.

The bureau should provide quarterly and annual reporting to the Bond Oversight Committee, City Council and the public. The Bond Oversight Committee may request to have PHB establish goals or targets, collect and report on additional measures related to the bond, to account for variations that may occur over time related to the overall goals and progress towards achieving the goals. If changes in the goals or the framework are made at a later date, the changes should be explicit, acknowledged and explained. If goals are not met, PHB should explain the course of action in response to not meeting the goals.

10. Community Engagement Strategy

A Community Engagement Plan should ensure that stakeholders including Portland voters, neighborhoods, community-based organizations, nonprofit housing developers, housing advocates and other key housing stakeholders are informed annually about the progress of the Portland's Housing Bond. The reporting should contain progress towards achievement of overall bond goals, and include, when applicable, remedial planning and actions to stay on track with bond goals. The plan should serve the public by keeping Portland residents and stakeholders informed of bond project milestones, activities; and on-going opportunities to provide comment, voice concerns and provide feedback. The plan should ensure that continual opportunities for meaningful engagement are made available to community partners and the public throughout bond implementation.

The following principles should guide the development and implementation of PHB's Bond Community Engagement Plan:

- conduct meaningful and strategic outreach and engagement with communities, to prevent placing further "engagement fatigue" and undue burden on communities most impacted by the affordable housing crisis; focus on connecting outreach efforts to community events, such as resource fairs, and other existing meeting venues of community members;
- ensure equitable access to information and opportunities for involvement for residents from communities of color, including immigrants, refugees and persons with limited English proficiency. These communities have historically been marginalized and excluded in City processes and decisions. The City will create and build upon intentional partnerships with community based organizations, through both informal and formal (contracted) partnerships, to use the expertise of community partners to achieve more meaningful and effective outreach and engagement.
- apply a racial equity lens to all strategies and plans for community engagement; and use PHB's Racial Equity Plan Strategies to conduct long-term outreach and engagement goals, and measure success.
- include outreach to affordable housing stakeholders including nonprofit housing developers and organizations representing low-to-moderate income residents, immigrant, refugee, and communities of color, renters, seniors, people with disabilities, people with lived experience who are homeless, or are at risk of becoming homeless.
- include outreach and collaboration with its jurisdictional partners, including Multnomah County, Home Forward, A Home for Everyone collaborative and other funders, on scheduled outreach activities, including regular member, neighborhood and/or association meetings, and other scheduled opportunities and events.
- communicate the bond in context of the larger housing strategy and make sure to contextualize the bond investment with the rest of PHB's investment.

Appendix A: Priority Communities: Definitions and Data

Definition	Data
<p>Communities of Color⁵: A term used primarily in the United States to describe communities of people who are not identified as White, emphasizing common experiences of racism. The following six (6) communities of color are disproportionately over-represented among the population experiencing poverty:</p> <ul style="list-style-type: none"> • African American/Black • Asian American • Hawaiian/Pacific Islander • Immigrant and Refugees (including Somali, Slavic, Middle Eastern) • Latino • Native American/Alaska Native 	<p>Poverty Rates by Race/Ethnicity:</p> <ul style="list-style-type: none"> • African American/Black 39.1% • American Indian/Alaska Native 39.1% • Hawaiian/Pacific Islander 40.9% • Latino 30.3% • Asian 19.1% • White 14.0%
<p>Family: Households who have incomes at or below 60% of Area Median Income (AMI), and whose composition is a group of persons residing together. There are a variety of family household compositions, including, but not limited to, parent(s) living with or without children and intergenerational households.</p>	<p>Poverty Rates by Family Type:</p> <ul style="list-style-type: none"> • Family households 14.4% • Married couple family households 9.1% • Female head, no spouse present 30.9% • Other living arrangements 26.0%
<p>Households experiencing homelessness or at imminent risk of becoming homeless⁶: An individual or family who lacks a fixed, regular and adequate nighttime residence, including any of the following situations:</p> <ul style="list-style-type: none"> • living in a place not meant for human habitation (e.g. car, park, abandoned building) • living in a shelter, transitional housing or hotel or motel paid for with a voucher • exiting an institution (like hospital or jail) where he/she resided for less than 90 days and resided in a place not meant for human habitation or an emergency shelter before entering the institution 	<p>Snapshot of Homelessness, from the 2017 Point in Time Count:</p> <ul style="list-style-type: none"> • 4,177 total individuals homeless, a 9.9% increase from 2015 (3,801 individuals) • Of the total: <ul style="list-style-type: none"> ○ 40.5% (1,693) persons of color: <ul style="list-style-type: none"> ▪ 10.2% American Indian/Alaskan Native ▪ 1.5% Asian ▪ 16.2% Black/African American ▪ 2.6% Native Hawaiian/Pacific Islander ▪ 10.2% Hispanic/Latino

⁵ City of Portland Office of Equity, <https://www.portlandoregon.gov/oehr/article/581458>

⁶ Multnomah County, A Home for Everyone, definition of homelessness: <http://ahomeforeveryone.net/>

Definition	Data
<ul style="list-style-type: none"> • losing their primary nighttime residence within 14 days with no subsequent residence identified • some youth or families who meet other federal definitions of homelessness • fleeing domestic violence, dating violence, sexual assault, stalking or other dangerous conditions and has no other residence or resources or support networks to obtain other permanent housing • imminently at risk of losing access to, or is unsafely sharing, the housing of other persons due to loss of housing, economic hardship, or a similar reason 	<ul style="list-style-type: none"> ○ 8% increase in number of American Indian/ Alaskan Natives from 2015 (82) to 2017 (424) ○ 15.7% families, steady rate from 2015 ○ 60.5% reporting living with one or more disabilities, an 16% increase from 2015 ○ 19.6% ages 55+, slight 1.1% increase from 2015
<p>Households facing imminent displacement: An individual or family who is about to experience involuntary displacement. “Displacement occurs when any household is forced to move from its residence by conditions which affect the dwelling or its immediate surroundings, and which: 1. are beyond the household's reasonable ability to control or prevent; 2. occur despite the household's having met all previously imposed conditions of occupancy; and 3. make continued occupancy by that household impossible, hazardous or unaffordable.”⁷</p>	<p>Households considered to be vulnerable to housing displacement include low-income renters, people of color, and immigrants (particularly those with Limited English Proficiency). In Portland, the median renter income is \$34,289 while the overall median income is \$55,003. People with disabilities make up 12.5% of the Portland population. Elderly households make up 17.4% of the population and single female headed households 9.5%. Households with Limited English Proficiency comprise 4.4% of the population.</p> <p>Housing is considered precarious when it is older, rental, multifamily structures, and overcrowded. In Portland, 47.1% of housing is renter occupied. 18.1% of the total housing stock is made up of multi-family buildings larger than 20 units. 61.7% of total housing stock was built before 1970. Three percent of the total stock is overcrowded with more than 1 person per room. (ACS 2011-2015)</p>

⁷ V Marcuse, Peter. (1985). Gentrification, Abandonment, and Displacement: Connections, Causes, and Policy Responses in New York City. *Journal of Urban and Contemporary Law*, 28, 195-240.

Additional Definitions

Area Median Income (AMI): The Department of Housing and Urban Development (HUD) sets income limits that determine eligibility for assisted housing programs. HUD develops income limits based on Median Family Income estimates and Fair Market Rent area definitions for each metropolitan area, parts of some metropolitan areas, and each non-metropolitan county. The most recent AMI rent limits are found at: <https://www.portlandoregon.gov/phb/50010>

Culturally-specific organization⁸: A culturally-specific organization includes the following:

- The majority of members and/or clients are from a particular community of color
- The organizational environment is culturally-focused and identified as such by members
- The staff, board and leadership reflects the community that is served
- The organization has a track record of successful community engagement and involvement with the community being served,

Additionally, the community itself has validated the range of services provided by the organization and confirmed their usefulness to the community.

Culturally Specific services/programs⁹: Services/programs are those that are informed by specific communities, where the majority of members or clients are reflective of that community, and use language, structures and settings familiar to the culture of the target population to create an environment of belonging and safety in which services are delivered. These services and programs reflect the following characteristics:

- Programs are designed and continually shaped by community input to exist without structural, cultural, and linguistic barriers encountered by the community in dominant culture services or organizations AND designed to include structural, cultural and linguistic elements specific to the community's culture which create an environment of accessibility, belonging and safety in which individuals can thrive.
- Organizational leaders, decision-makers and staff have the knowledge, skills, and abilities to work with the community, including but not limited to expertise in language, core cultural constructs and institutions; impact of structural racism, individual racism and intergenerational trauma on the community and individuals; formal and informal relationships with community leaders; expertise in the culture's explicit and implicit social mores. Organizational leaders and decision-makers are engaged in improving overall community well-being, and addressing root causes.

Equity Lens¹⁰: A tool used for a critical thinking approach to undoing institutional and structural racism, which evaluates burdens, benefits, and outcomes to underserved communities.

Permanent Supportive Housing¹¹: Permanent supportive housing (PSH) offers supportive services to assist persons experiencing homelessness who have a disability to live independently. Supportive services are designed to meet the needs of the residents and must be offered for the entire duration of program participation, and could include: mental health, health care, culturally-specific services, employment, addictions recovery. PSH may be single site, scattered site or clustered, and can be integrated with affordable or market-rate units. PSH is a highly successful evidence based practice for chronically homeless people with disabilities or other substantial barriers to housing stability.

⁸ Coalition of Communities of Color, 2012

⁹ Multnomah County, <http://ahomeforeveryone.net/partner-resources>

¹⁰ City of Portland Office of Equity, <https://www.portlandoregon.gov/oehr/article/581458>

¹¹ A Home for Everyone, Community Guidelines: <http://ahomeforeveryone.net/guidelines/>

Appendix B: Frequently Asked Questions on City's Ownership Restrictions and Procurement Process

Affordable Housing Bond Frequently Asked Questions on City Ownership Restrictions (July 3, 2017)

1. How does the “Lending of Credit Restriction” limit the City’s actions regarding bond-financed buildings or land?

Lending of Credit Restrictions is a Constitutional provision which substantially limits the ability of the City to use general obligation bonds for housing projects that involve artificial entities. For example, many rental housing projects that serve low income tenants are eligible for federal low income housing tax credits, which can significantly reduce the cost of providing housing. However, low income housing tax credits usually require participation by an artificial entity to permit the low-income housing tax credits to be sold. This participation by an artificial entity may preclude financing the housing project with general obligation bonds.

The City of Portland’s Bond counsel has concluded that Article XI, Section 9 of the Oregon Constitution largely limits City general obligation bonds to financing the portion of housing projects that are owned by the City, by another local government, or by a “natural person.” Article XI, Section 9 also precludes the City from raising money for, or loaning the City’s credit to, or in aid of, any “joint company, corporation or association, whatever” (“artificial entities”).

2. What is the City’s current policy relative to “Financial Net Position” as it applies to bond-financed buildings or land?

Financial Net Position. The City has had a persistent, negative trend in Net Position (Assets minus Liabilities) for its Governmental Activities (General Fund services, Transportation, etc.). For the most recent fiscal year (FY 2015-16), Net Position as reported in the City’s Comprehensive Annual Financial Report totaled in excess of *negative* \$1.4 billion. The concern is that this trend could impair the City’s long-term fiscal health and overall credit ratings. Although there are several factors that have contributed to this trend, underinvestment in City-owned infrastructure and financial activities that result in the creation of long-term liabilities without a corresponding increase in assets are factors that have exacerbated this trend. For these reasons the Chief Financial Officer has advised the City Council to avoid entering into financial transactions that result in a mismatch between liabilities incurred and assets created.

For more information, go to [Bond Basics Presentation \(April 17, 2017\)](#) and find more information and updates on the bond at: <https://www.portlandoregon.gov/phb/71130>.

Affordable Housing Bond
Frequently Asked Questions on City Procurement Process
(August 8, 2017)

1. Why are bond-financed construction projects subject to the Public Contracting Code (state law) and the City's Procurement Rules?

Because bond projects constructed and owned by the City will be public improvements, the City is required to follow Oregon's Public Contracting Code. The City's Procurement Rules ensure that public improvements are constructed in accordance with the Public Contracting Code as well as implementing other city policies.

2. What are the implications of going through the City's procurement process in terms:

a. Timeline for Development

There are different contracting methods the City may use for the developing and contracting for the construction of new affordable housing under the bond. A broad overview of those options will be presented at the SAG meeting on August 8th, 2017. Generally speaking, the timeline from the time of posting an RFP to the contractor selection and contract execution ranges from 6 to 24 months. It is at that point that the normal process would begin for pre-development work including permitting, demolition if necessary etc. The time period from the awarding of a contract to the start of construction will likely be less than the duration of a typical PHB funded development, which varies from an average range of one to two years due to the developer needing to compile financing.

b. Costs of Development

There are a variety of public benefits included in the City's procurement rules as well as other policies that pertain to construction including: fair contracting policies (e.g., DMWESB, the Subcontractor Equity Policy and the Workforce Training and Hiring Policy). Most privately owned PHB funded affordable housing developments will likewise be subject to the City's fair contracting policies.

In addition, because the City must own the bond funded projects, Oregon's Prevailing Wage Law (the "PWL") is expected to apply to all such bond-funded project work. The bond funded projects will be considered "public works" within the meaning of the PWL because the projects will be either "carried on or contracted for" by the City to serve the public interest. ORS 279C.800(6)(a)(A). Prevailing wage typically increases the labor costs in a project by approximately 12% to 18%.

The PWL provides a narrow exemption for certain privately-owned affordable housing projects that is not expected to be applicable to the bond funded projects. ORS 279C.810(2)(d). Most privately owned PHB funded affordable housing developments are subject to the PWL either because: (i) an otherwise exempt mixed-use project is found to have a commercial space that triggers the PWL on the entire project; or (ii) the project uses funds of a private entity and \$750,000 or more of funds of a public agency (in the aggregate) for constructing, reconstructing, painting or performing a major renovation on a privately owned road, highway, building, structure or improvement of any type. Note that just because a privately owned PHB funded development is found to be a "public work" within the meaning of the PWL, the application of PWL does not subject such projects to the other requirements of the Public Contracting Code or City Procurement Rules. For example, if PHB contracts with a private developer for a mixed-use project and contributes \$750,000 or more in public funds, although the project will be subject to the PWL, the private developer is free to contract with whatever (subject to certain limitations, debarment, etc.) general contractor it chooses without competitive solicitation.

Appendix C: Location Priorities: Notes from SAG discussion to inform selection criteria for acquisitions

The Portland Housing Bureau's primary current resource for the development of affordable housing comes from Tax Increment Financing (TIF) set-aside funds, which are restricted by law for use within the boundaries of the city's [Urban Renewal Areas](#). Consequently, investments in affordable housing using TIF funds are limited to less than 15% of the geographic area of the city.

Furthermore, as major URAs approach their expiration dates, the Bureau is facing an increasing scarcity of TIF funds. The bond provides a new resource for preserving housing and creating new long-term affordable housing throughout the city.

To have the greatest impact with bond resources, we therefore put forward the following locational priorities:

- Increase affordable housing opportunities in locations that otherwise may not be served by URA investments, unless there are no TIF finds otherwise available;
- Build and support economically and racially diverse neighborhoods in areas of high opportunity (areas with existing concentrations of poverty and very low income housing should be of lower priority);
- Recognize public school capacity issues in identified catchment areas;
- Balance investments throughout the geographic area of the city;
- Focus on preventing displacement.

For building and land acquisition, prioritize investments in:

1. **Areas with high risk of gentrification and/or displacement, especially neighborhoods that have a high concentration of Communities of Color.** Using a combination of data and community voices to identify neighborhoods and census tracts where rents are rising, gentrifying redevelopment is likely to occur, and in which existing communities are seeking stability through affordable housing. A strategy that combines acquisition with new construction will anchor families, individuals, and communities at risk of displacement in neighborhoods likely to redevelop. A majority of the units should be developed to meet this priority.
2. **School catchment areas with the highest mobility rates.** Acquire affordable units in the school catchment areas with the highest mobility rates to help stabilize families with school age children.

In addition, for land acquisition, prioritize investments in:

3. **High opportunity areas**¹², with access to education, food, transportation, health services, economic opportunities, and greenspaces. This includes areas that have planned transit development occurring in the next 10 years, and are at risk of gentrification and displacement.

For Building Acquisition/Rehabilitation:

- **Lead with Racial Equity**

¹² A high opportunity area is defined as an area that attains a score of 3 or higher (out of 5), based on the **Opportunity Map**: www.portlandoregon.gov/phb/article/622880

Collect and review all available demographics (race/ethnicity, income, gender, age) of existing tenants through surveys, rent roles, and other methods; collect and review census tract data.

Target: Tenancy is: a) greater than 2x's the % people of color in comparison to surrounding geographic area; OR b) proportion of Communities of Color is greater than the citywide average.

- **Prevent Involuntary Displacement**

Data will be collected and assessed may be based on sources such as:

a. A displacement and gentrification vulnerability rating¹³, which factors in vulnerable populations, demographic changes and housing market conditions.

Risk factors are:

- Proportion of renters in census tract greater than the citywide average
- Proportion of Communities of Color in tract greater than the citywide average
- Proportion of population age 25+ without bachelor's degree greater than the citywide average
- Proportion of households at or below 80% AMI is greater than citywide average

Target: Every census tract gets evaluated based on the above listed criteria and the total scores on the four risk factors are added to get the overall “vulnerability scores”. Census tracts that score at least 3 out of maximum 4 are defined as “vulnerable census tracts.”

b. Additional factor: Prioritize acquisition of affordable units in school catchment areas with high mobility rates to stem the tide of displacement.

Target: Based on school mobility rates, school mobility rate by catchment area is higher than the comparable average.

- **Support Economically Diverse Neighborhoods**

Building or land location does not further concentrate affordable housing in an area with a high percentage of existing publicly-subsidized affordable housing.

Target: Prioritize opportunities in areas where the percentage of subsidized rental housing is at or below 10% of the total rental stock in the area (excluding housing for the elderly and disabled).

- **Maintain Geographic Diversity¹⁴**

Building or land acquisition is distributed throughout the six City planning districts (Southeast, West, North, Northeast, East, Central City¹⁵.) Exceptions may be made to provide housing opportunities with access to services and amenities for prioritized communities.

Target: Prioritize investment in districts where Bond resources are **not** previously invested.

For Land Acquisition/New Construction:

- **Lead with Racial Equity**

To emphasize racial equity in land acquisition/new construction, emphasizing

¹³ Gentrification and Displacement Vulnerability methodology: <https://www.portlandoregon.gov/bps/article/454027>

¹⁴ *Note: The City anticipates Bond funds will support more than six projects. Certain districts will likely have more than one Bond-financed development. As development is an iterative and non-linear process, the City will also be exploring multiple prospects in the same district, or across multiple districts.*

¹⁵ Portland Housing Bureau: <https://www.portlandoregon.gov/phb/72706>

locations, projects and partnerships likely to create housing that will be accessible to and preferred by marginalized Communities of Color.

- **Provide Access to Opportunity**

Generate an opportunity map score, which factors in indicators in five areas: childhood education, employment opportunity, transportation, access to family wage jobs, and healthy eating/active living¹⁶. Opportunity can also be viewed from a lens of future high opportunity areas, including those with planned transit and likely economic development occurring in the next 10 years.

Target: Opportunity map score is 3 or higher.

- **Support Economically Diverse Neighborhoods**

Building or land location does not further concentrate affordable housing in an area with a high percentage of existing publicly-subsidized affordable housing.

Target: Prioritize opportunities in areas where the percentage of subsidized rental housing is at or below 10% of the total rental stock in the area (excluding housing for the elderly and disabled).

- **Maintain Geographic Diversity**

Building or land acquisition is distributed throughout the six City planning districts (Southeast, West, North, Northeast, East, and Central City¹⁷.) Exceptions may be made to provide housing opportunities with access to services and amenities for prioritized communities.

Target: Prioritize investment in districts where Bond resources are **not** previously invested.

Note: The City anticipates Bond investments will support more than six projects. Certain districts will have more than one Bond-financed development. As development is an iterative and non-linear process, the City will at times be exploring multiple prospects in the same district, or across multiple districts.

¹⁶ Portland Opportunity Mapping Methodology: www.portlandoregon.gov/phb/article/648357; Opportunity Map: www.portlandoregon.gov/phb/article/622880

¹⁷ Portland Housing Bureau: <https://www.portlandoregon.gov/phb/72706>

**Appendix D: 2035 Comprehensive Plan: Vulnerability and Displacement Impact Analysis
Presentation, 9/27/17 Stakeholder Advisory Group meeting**

Presentation slides are located online: <https://www.portlandoregon.gov/phb/article/656906>

Appendix E: Comments Collected from Community Feedback Period (Aug. 18 to September 23, 2017)



Overview of Community Feedback on Draft Policy Framework

Stakeholder Advisory Group
September 27, 2017



PHB Portland Housing
Bureau

Mayor Ted Wheeler • Director Kurt Croager

Overview of Community Feedback

1. MACG and OPAL members and constituents
2. Community engagement liaisons (nine linguistically-specific communities)
3. Stakeholder groups, agencies and networks
4. Community survey



1. MACG

People Reached:

- 70 people
- 120 survey responses

Key themes:

- Housing spread across the city in mixed income environments
- Bond oversight: Community engagement, accountability, and progress reporting
- Populations: Include elderly and disabled



3

2. Community Engagement Liaisons (CELs)



- 302 people - 16 languages
- Surveys online and paper, individual and group conversations
- Places of worship, community meetings, personal interviews, community events, beauty salons, picnics.
- Led by respected bilingual, multi-cultural community members

4

2. CELs (cont.)



- Most respondents agreed to priority populations but wanted to explicitly add seniors , people with disabilities, single parents, and families with very young children
- Most respondents preferred housing be spread across the city
- Most respondents preferred housing be near amenities
- A lot of concern about how and when to access the housing. Want to make sure the right agencies are informed at key decision points
- Appreciative of PHB's effort to include cultural communities

5

3. Stakeholder Groups

- A Home for Everyone (AHFE) Coordinating Board
- AHFE Housing Workgroup
- Black Parent Initiative
- Central City Concern
- Community Development Partners
- Cully Housing Action Team
- East Portland Action Plan Housing Committee
- Economic Opportunity Program Partners
- Enterprise Community Partners
- Interfaith Alliance on Poverty
- Metro
- Northeast Coalition of Neighborhoods
- Prosper Portland's Neighborhood Prosperity Initiative Districts
- Oregon Opportunity Network Portland Policy Council
- REACH Community Development Corp.
- Rosewood Initiative
- Self Enhancement Inc.
- Southeast Uplift
- Transition Projects
- Urban League of Portland
- Welcome Home Coalition

6

4. AFFORDABLE HOUSING BOND COMMUNITY SURVEY

ONLINE SURVEY ANALYSIS

- In November 2016, Portland voters approved the Affordable Housing Bond.
- The new funding source will provide \$258.4 million for affordable housing and produce a total of 1,300 housing units.
- In August, PHB launched an informal online survey to collect information from the community on how the bond funding should be allocated.

- 367 Respondents
- 7 Questions

The City has implemented other data collection strategies. This is just one snippet of data and preliminary analysis.

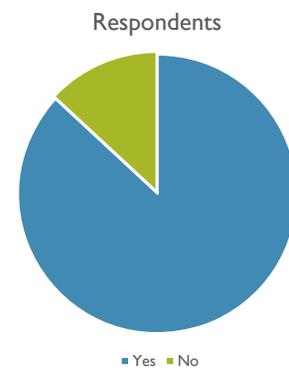
N=367

DO YOU AGREE WITH THESE PRIORITIES?

- 87% YES
- 13% NO

We want to create housing for families and individuals who have been harmed by racism, housing discrimination, homelessness, and displacement. We want to reach these communities in particular:

- Communities of Color
- Families
- Households experiencing homelessness or at imminent risk of becoming homeless
- Households facing imminent displacement



N=367

WHOM ARE WE MISSING?

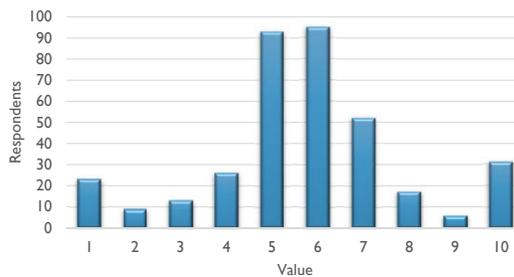


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SHOULD MORE OF THE BOND DOLLARS GO TOWARD BUILDING NEW HOUSING, BUYING EXISTING HOUSING, OR SOMEWHERE IN BETWEEN?

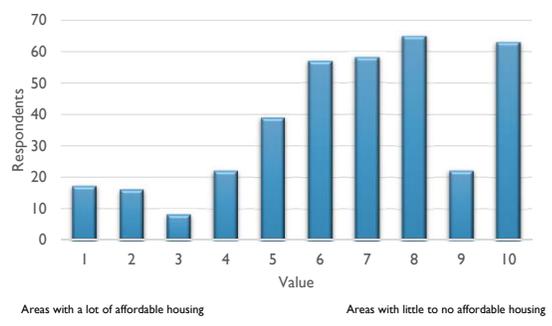
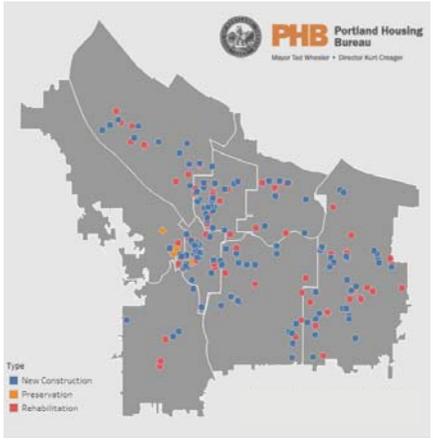


- 1-10 Scale
- 1 = Build More New Housing
- 10 = Buy More Existing Housing



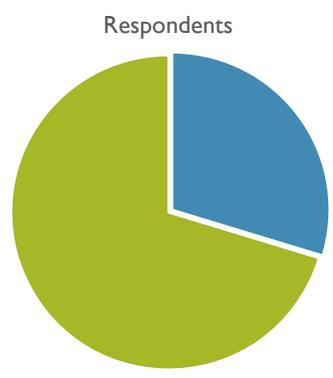
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BOND FOCUS: AREAS WHERE WE ALREADY HAVE AFFORDABLE HOUSING (MORE DOTS) OR AREAS WHERE WE HAVE LITTLE OR NO AFFORDABLE HOUSING?



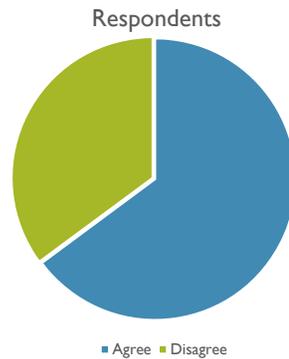
DO YOU AGREE OR DISAGREE? LOCATION DOES NOT MATTER. CREATE THE MOST HOUSING POSSIBLE, REGARDLESS OF LOCATION.

30% – AGREE
70% – DISAGREE



N=367

DO YOU AGREE OR DISAGREE? IT IS MORE IMPORTANT TO CREATE HOUSING NEAR AMENITIES EVEN IF IT MEANS PRODUCING FEWER HOUSING UNITS OVERALL.

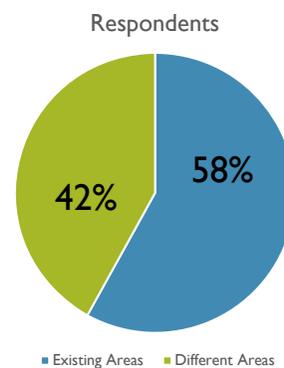


65% – AGREE
35% – DISAGREE

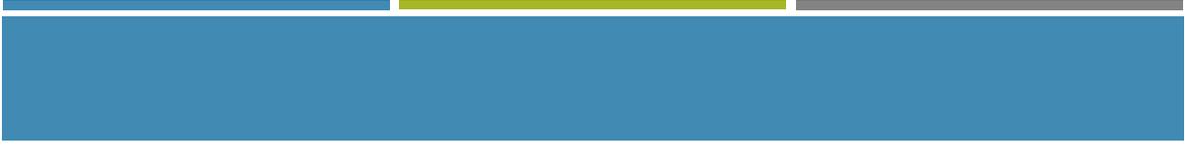
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OF THE TWO STATEMENTS BELOW, SELECT THE ONE THAT IS MORE IMPORTANT TO YOU:

- The City should spend funds in a balanced way throughout the different areas of the city (north, south, east, west, downtown).
- The City should build and buy housing in neighborhoods where there are existing opportunities and needs.



N=367



QUESTIONS/COMMENTS?

N=367



SUMMARY OF CELS OUTREACH AND ENGAGEMENT

1. List of Outreach Events and Locations Reached

Languages	# People Reached	Method	Comments for PHB
Chinese	36	Conversations, and surveys at community events	Please keep CELs posted on Bond activities.
Russian	36	Conversations and surveys at Back to School night and church	Responses easier to gather on paper. Older people prefer paper. Slavic people, Russian, Ukrainian, Moldovan, Belarus want the application in both languages. Difficult to converse in English and take survey in Russian.
Spanish	30	Conversations, and surveys at Back to School nights at George MS, and Roosevelt HS, DACA Mgmt. session, ad Café Latina	Want to make sure organizations serving Latinx are being kept in the loop at key stages of development. Want to know when apartments become available.
Nepali	30	In and around SE Division Street between 112 th and 150 th , and along SE 112 th Avenue – East Portland 97216, 97230, 97236	Working with PHB has been great experience – the survey should be longer.
Burmese/Zomi	73	Community day, individual conversations, and community meeting – verbal surveys	Appreciated the in-person meetings to clarify the scope of work, and the expectations.
Somali, Kenyan, Ethiopian, Central African, Congo, Ghana The Gambia	20	Community events, individual conversations.	Survey could be improved by having all answers in one format.
Cambodian	17	Community events, church events	Easy to connect to PHB staff, appreciate the 2 nd meeting and providing context.
Vietnamese	30	Individual interviews, beauty salon, Vulcan event.	Was good to share this project to my Vietnamese community; the survey had concise information for people... the two meetings with staff were helpful to figure out how to transfer the information.
Chuukese	30	Community events, individual conversations.	The information provided was easy to understand, staff were receptive and flexible to relate to community experiences and cultural dynamics.
TOTAL	302		

2. Summary of Feedback from Community Engagement Liaisons

Chinese

- Most respondents agreed with priority populations
- Some concern regarding people gaming the system, taking advantage of programs when they aren't needed
- Thanks to the City for including the Chinese community in Bond outreach
- Single parents weren't specially called out as a priority, but hopeful they will be included
- Community members want to know the City will start accepting applications for housing

Russian

- Responses were split down the middle on whether location does matters or does not matter.
- People who are older with disabilities, single parents on low- income should be given priority
- Questions that came up repeatedly:
 - How is the program different from Section 8?
 - Where is the office where I will apply?
 - Is there an office where I can go a talk with someone?
 - How do I get an application?
 - How will I know whether I qualify?
 - Where will this housing be located?
- People want the City to purchase apartments, as well as build apartments
- Start implementing the program now – don't wait.
- Acquire housing in areas where there is no affordable housing currently
- Question 4 was confusing. Location does not matter, in other words, make a lot of housing cheaply. And location does matter, site housing in more expensive areas, but located strategically. Many people agreed with both. Question should be reworded so that respondents have some context, and know the intention behind the question.

Spanish

- Map of current housing locations was not clear enough to decide on a good answer
- People agreed with the population priorities to also specifically include elderly, Latino, and people of color
- Create more new homes
- Need to get information out on TV, in schools, flyers, and newspapers, and radio
- Need more programs to help low-income community members buy their homes.
- This community would like more financial resources to help them invest to buy homes.

Nepali

- People are happy to learn that affordable housing will be built.
- People overwhelmingly want to build complete, new apartments and want to remain in their neighborhoods (along Division Street).
- Community wants clear participation and follow up so as not to miss opportunities in living at one of the affordable housing units in their neighborhoods.
- Fenced playgrounds because parking lots aren't safe for kids.

Burmese - Zomi

- Most members are happy to hear of the Bond, curious when and where to apply for housing
- Hoping IRCO is included in outreach as this is the best way to reach new Portlanders
- Most asked about interpretation for applications and where they can access applications.
- Community hopes their families are selected to be included in housing.
- Community wished some housing to be built in SE Portland.

African languages (Somali, Ethiopian, Gambian, Ghanaian, Central African language groups)

- Everyone agreed with population priorities, and would like to be sure these additional groups were called out:
 - Seniors
 - People with chronic illness
 - Newly arrived
 - People already homeless
 - Domestic violence survivors
 - Single parents

- Fourteen respondents agreed the City should create new housing and six people agreed there should be a mix of new and purchased/rehabbed buildings.
- Only one respondent agreed Bond dollars should go to areas with a lot of affordable housing.
- 25% of respondents agreed that location does not matter. The rest insisted on having housing in locations where there are stores, so they don't have to travel too far to buy necessities.
- Most respondents preferred to be contacted by either email, a community center, or a community leader.
- Most respondents wanted bond dollars to be invested in places with little to no affordable housing because they did not want all affordable housing in one neighborhood.
- Most people who responded wanted to be involved in the process and see the survey report/results.

Cambodian

- Most agree with population priorities
- Most like a balance between buying and purchasing existing housing
- Most would like mixed income
- Location matters; in more complete neighborhoods
- How will the community know when and where to apply for housing?
- People were unsure about what contents of the Bond they should know and not know.
- If questions were altered by CELS, how will the information be quantified?

Vietnamese

- Most people in the Vietnamese community were very excited for this project
- They would like to get more information about this project and how to apply it
- Want to be sure seniors are included
- They would like to build near public transportation and schools, markets.

Chuukese

- Most people agree on the priority populations; however, they feel there should be explicit prioritization of families with very young children, 0-10 years old.
- Also, elderly and seniors should be prioritized.
- The community would like to get more information about this project and how to apply for housing.
- Want to know how to stay connected
- They would like to see apartments built near public amenities.
- The City should spend money in a way that saves money so that more housing can be provided, but not at the expense of quality of the housing.
- Chuukese speakers were split on where the housing should be built. Some believe that housing facilities should not be limited to places where there is already housing, and some believe that they should find those locations places where there is no housing.
- Some in the community were concerned about concentrating affordable housing in a single area because of the stigma of poverty.
- Most community members want to know how to get information about the application process, and be in the loop when new units are being developed.
- They want to receive information about how they qualify for housing and whether their specific situations will qualify/disqualify them for these housing opportunities.
- People want to receive information via email.
- People want to see the survey results.



SUMMARY OF FEEDBACK

1. Meetings Attended:

MACG organized two community meetings on September 10th and 11th. Both community meetings had identical agenda with a focus on gathering comments and questions from a presentation about the *Draft Affordable Housing Policy Framework*. We also requested, through social media and email, that our membership complete the PHB survey.

Total number of people in attendance at both forums: 70

Total number of people who clicked on the survey links: 120

2. Summary of Feedback and Comments

Agreement about Distributed Siting in Mixed Income Environments

There was agreement that siting affordable housing across the city and in mixed income environments was preferred vs. concentrating affordable housing.

- People understood and valued that affordable housing must be integrated into our neighborhoods. There was a desire to have members of our community's value the benefits of affordable housing but we are not there yet.
- Concerns about NIMBYism; what is the strategy to create welcoming environments.
- Prevent gentrification and a need to keep people in their own communities

Accountability and Transparency

A predominant response from forum participants was around accountability and transparency.

- There was a general lack of trust about decision-making: will decisions be made that are consistent with the Framework and with the Guiding Principles.
- There was concern about how the community would track progress.
- Based on a lot of history, there exists a high level of skepticism about the city's ability to deliver housing and keep its promises. Therefore, the city through PHB and the Bond Oversight Committee needs to be as transparent as possible. This transparency includes regular reporting to the public.
- People were concerned about the Bond Oversight Committee's processes. These processes are unknown and the BOC is the oversight body for implementation. Would BOC meetings happen in the community? Would they happen in such a way as to be accessible to working people? Are affected community members (or representatives) part of BOC and part of the decision makers?
- Regular reporting on progress was seen as essential. Reports need to be written and communicated so they communicate progress to goals in language that was

understandable to the public. Consider reporting “roadshows” to make it easier for people to access the information.

- If one goal of the work of the SAG was to build confidence and trust in the “process” then effective communications must be planned and executed. Who is watching to assure this happens?

Other Priority Groups

Other priority groups were identified:

- Based on Race
- Elderly
- Mental Health
- Disabled

Interest in Institutions Contributing to Housing Solutions

There was discussion and questions about how congregations with land could be involved in providing land for affordable housing.

- Some faith-based organizations are interested in contributing to solutions. Can bond money be used to facilitate this?



SUMMARY OF COMMENTS COLLECTED FROM STAKEHOLDER GROUPS

The following stakeholder groups and organizations provided comments on the Bond Policy Framework Plan between Aug. 18 and Sept. 25, 2017:

- A Home for Everyone (AHFE) Coordinating Board
- AHFE Housing Workgroup
- Black Parent Initiative
- Central City Concern
- Community Development Partners
- Cully Housing Action Team
- East Portland Action Plan Housing Committee
- Economic Opportunity Program Partners
- Enterprise Community Partners
- Interfaith Alliance on Poverty
- Metro
- Northeast Coalition of Neighborhoods
- Prosper Portland's Neighborhood Prosperity Initiative Districts
- Oregon Opportunity Network Portland Policy Council
- REACH Community Development Corp.
- Rosewood Initiative
- Self Enhancement Inc.
- Southeast Uplift
- Transition Projects
- Urban League of Portland
- Welcome Home Coalition

Thirty pages of comments were received. Staff conducted a review and categorized approximately 130 comments into one or more of the following categories. The categories, and some highlighted comments, are below:

1. Support for content in draft plan (14%)
 - Priority communities
 - Focus on advancing racial equity throughout the framework plan, in the prioritized communities and as major factor in acquisition decisions, and culturally appropriate and culturally specific outreach, marketing, and connection to services.
2. Grammar corrections or requests to clarify definitions (16%)
 - Clarify definition of supportive housing
 - Clarify the difference between households facing imminent homelessness vs. facing imminent displacement
3. Bond operations and/or implementation policies (51%)
 - Clear tenant eligibility and screening criteria policies are needed:
 - What is the process, how will it be implemented?
 - Low barrier –criminal histories and immigration status
 - Provide specifics on the types of tools the city can/will use to support mixed-use, mixed-income housing.
 - Clear definition and policies needed for Turn Key option
 - Policies are needed regarding households with incomes over 60% AMI
4. Proposed policy changes or additions to the draft plan (19%)

(see table on following page)

4. Proposed policy changes to the draft plan

Section of Draft Plan	Comment
Priority Communities	1. Add people existing from psychiatric institutions as a Priority Community
	2. Related to PSH, plan should emphasize harm reduction housing, such as Bud Clark Commons PSH, for those with highest barriers.
	3. Make Immigrant and Refugee communities as a stand-alone Priority Community (not embedded under Communities of Color)
	4. Add persons with evictions on their records as a Priority Community
	5. Add seniors as a Priority Community
	6. Add persons with disabilities, including mental health, as a Priority Community
Location Priorities	7. As currently written, the priorities allow development anywhere in the city. If we want to ensure development in high opportunity areas, the framework should include a target or percentage to focus for housing in high opportunity areas.
	8. Flip what is currently proposed for investments in the draft plan to instead be: <ul style="list-style-type: none"> • Building acquisitions should be prioritized in high opportunity areas (land is scarce and expensive); • Land acquisitions should be prioritized in areas at high risk of gentrification (land more available and at lower cost)
	9. Location priorities as listed are at odds with one another. Suggest weighting or ranking the various priorities so it is clear what is most important to achieve.
	10. Construction goals should be included as front and center of the analysis of each project as it is proposed, specific to the site of each proposed project.
	11. Consider weighing specific criteria more than others – e.g. weight communities facing displacement over others and maintain geographic diversity by spreading affordable housing throughout the city.
	12. Set a % of funds to acquire market rate units where low income people and Communities of Color are or may be displaced.
	Guidelines for Development
14. Add cost allowances in the framework.	
15. Set a % of funds to acquire market rate units where low income people and Communities of Color are or may be displaced.	
16. Include as a main strategy obtaining free or reduced land from properties, for example, looking to invest in areas East of 122 nd to Gresham where Communities of Color have potential for large opportunity growth.	
Guidelines for Operations	17. Articulate a priority in keeping households stabilized, particularly in cases when people may increase income while in housing, or be at or over income at time of a housing acquisition. Policies should be clear and transparent so households know what to expect and how to plan.
Guidelines for Services	18. Related to range of services for supportive housing, add ““PHB will use industry experts to establish evidence based standards of practice for supported housing and will monitor expected outcomes. Expected outcomes will include indicators that measure clinical, economic and housing stability gains.”
Additional	19. The plan references in several places the importance of leveraging other resources, yet the bond funds limit those options. Clarity is needed on what the leveraging options are and whether they are viable or not.
	20. Since the bond cannot leverage Low Income Housing Tax Credits, the SAG should think in terms of how best to leverage all City funds for the largest impact. The City and SAG should outline all housing development resources available to the City and how best to expend those to product the most units.
	21. East County is considered a low-opportunity area with a high vulnerability index. Under current location priorities, it can appear to be redlining East Portland.



SUMMARY OF FEEDBACK

1. Meeting Attended:

A Home for Everyone Coordinating Board
Wednesday, September 6
Multnomah Building, 501 SE Hawthorne, Room 315
Portland, OR 97214

Total number of people in attendance: 65

PHB staff: Jennifer

2. Summary of Feedback and Comments

Feedback was collected on items that should be clarified with the framework plan including:

- For development opportunities, how will the city conduct targeted outreach to reach potential DMWESB partners? How does the bureau currently conduct this now? For bond funds, it's important for the City to plan and implement strategic outreach to reach potential partners and involve them for participation opportunities.
 - Staff: agree it is important to disaggregate DMWESB in terms of looking at outreach strategies as well as reporting. The bureau and City does have goals set for DMWESB, and the bureau reports and does outreach, with particular focus on Minority-owned businesses, and we will continue building on this with the bond.
- The framework indicates in multiple areas a focus in engaging and partnering with community housing partners, including affordable housing developers, and using creative processes given the legal limitations of the bond. How will this be done, and can the framework provide more details on the city's thoughts of what these approaches/strategies and will be and specifics how this will be implemented?
 - Staff: the framework does provide proposed strategies; as the bureau works towards finalizing, these approaches and strategies can be further described in the final plan.
- The framework provides the tenant screening criteria, however, how will tenants actually get into housing? Who and how will processes be developed and implemented? Also, how will information about this (how to get into housing) get back to people?
 - Staff: the processes will be developed by the bureau, with support from the expertise of community partners, and vetting by them, of which are listed in the framework plan. The policies will be finalized and given to property management partners to implement. The bureau will oversee adherence to the policies.
- Clarification is needed to distinguish between households facing imminent homelessness and facing imminent evictions – what is the difference?
 - Staff: based on SAG conversations, the former focuses more on individual households who are currently homeless or about to become homeless; the latter focuses in situations where whole apartment complexes may be placed at imminent risk due to risk from increased rents and/or purchase by private developers. We can make this clarification in the final plan.
- In regards to supportive housing, it's important to call out and recognize that people's needs for services often changes over time. More or less services may be needed at different times, to support people in staying stably housed.



SUMMARY OF FEEDBACK

1. Meeting Attended:

A Home for Everyone Housing Workgroup meeting
Thursday, September 21
Joint Office of Homeless Services, 421 SW Oak Street, Columbia Room
Portland, OR 97214

Total number of people in attendance: 12

PHB staff: Jennifer

2. Summary of Feedback and Comments

Participants shared the following feedback:

- The priorities and guidelines in the draft plan are great and respond to where we need to focus
- One factor to keep in mind is DOJ settlement:
 - when funds go into housing of more than 40 units, no more than 25% of housing can have specialized services
 - Look to opportunities to leverage funding and services through OHA and to support people exiting from psychiatric institutions, which can be called out as a specific subgroup of individuals to prioritize with bond funded housing
- Framework plan should include emphasis on harm reduction housing; we need more housing like Bud Clark Commons PSH to support people with the highest barriers.
- The wording and definition of “supportive housing” (in page 7) needs to be clarified to emphasize that housing created by bond funds is long-term (permanent affordability), and NOT a transitional housing model.
- Clarify what is meant by prioritizing households facing imminent displacement.
- Make more clear that immigrant and refugee communities are prioritized populations, and don’t embed it under Communities of Color
- For services connected to housing, add immigrant and refugee resettlement organizations
- Low-barrier housing is really needed in our community, particularly for people with sex offenses and other criminal history.
 - Clarity needed on whether housing will be accessible for people with criminal histories
- Need clear tenant guidelines and criteria, which show accessible and low barrier
- Under PSH services section (page. 16), add “house-keeping support services”

9/13/2017

Dear Mr. Creager and members of the Bond Advisory Committee,

Please accept the following comments submitted by Central City Concern regarding the Portland Housing Bureau's Affordable Housing Bond Draft Framework:

- 1) On page 14 in the section III. Tenant Screening Policies, we urge PHB to fully define what is intended by screening criteria that "are as low barrier as possible". CCC is likely the lowest barrier affordable housing provider in Portland. We house those with extremely poor credit histories, extensive criminal backgrounds, lengthy eviction histories and complex behavioral health conditions. We hope that your efforts to set standards for screening criteria will include the hundreds of people each year that we don't have the capacity to house given our limited housing stock. Furthermore, we think it is critical to include eligibility criteria for those who choose to exit homelessness and active addictions through transitional recovery housing. While these individuals are no longer on the streets at the time they require permanent affordable housing, they no longer require the intensive supportive services offered in this HUD recognized programming and are in need of deeply affordable units.
- 2) On page 16 in section II. Supportive Housing, CCC asks that you include "trauma informed" after the "culturally responsive manner" language. We also ask that in the sentence "...using a Housing First framework" that you add the following language "and other supportive housing for those with substance use disorders who are choosing to address their disorder in HUD recognized Recovery Housing."
- 3) On page 16 in section II. Supportive Housing, CCC asks that in additions to the "...services will be delivered including:" category, that you add "Employment Services, Benefits and Entitlement Acquisition and Legal Services."
- 4) On page 16 in section II. In the list of partners cited "for a sustained and increased allocation of resources", CCC asks that you include the Oregon Health Authority and CCOs and the Multnomah County Public Health Department.
- 5) On page 16 in Section III. Funding and Service Partnerships CCC would like to recommend that PHB consult with industry experts to determine the type and range of supportive housing services that will be expected. We ask that you add the following to this section at the top of page 17: "PHB will use industry experts to establish evidence based standards of practice for supported housing and will monitor expected outcomes. Expected outcomes will include indicators that measure clinical, economic and housing stability gains."
- 6) On page 17 in the bolded section "**Bond funds cannot directly....**" CCC suggests that you add SAMHSA to the list of sources to be included. The Substance Abuse and Mental Health Administration (SAMHSA) funds mental health and addiction treatment in every state and recently awarded \$500 million in funds secured through the 21st Century Cares Act to states to address the opioid epidemic. SAMHSA is currently leading in the arena of recovery housing and is interested in how Portland is achieving record high treatment completion rates for those with addiction disorders who are exiting homelessness.

Thank you for your work and consideration of these comments.

Sincerely,

Rachel Post, L.C.S.W.

Public Policy Director, Central City Concern

Rachel.post@ccconcern.org

(503)929-7799

Sent via email on 9/22/2017

To the Members of the Stakeholder Advisory Group and the City Council,

Thank you for your ongoing work to address the Housing State of Emergency in Portland, and for your guidance on the implementation of the housing bond, and thank you for the opportunity to provide public comments on the draft report.

As a standalone effort, we think the guidance contained within is a good fit with the campaign promises made to our community, and a good fit with the most acute housing needs in Portland. We applaud the focus on 0-30% households, communities of color, and those threatened by displacement.

Our main concern is that this is not a standalone effort, and by potentially absorbing all of the project based vouchers available within our community for the next few years, bond implementation threatens the viability and effectiveness of projects funded by Oregon Housing and Community Services--that is, projects funded by our key partner, the State of Oregon.

As I testified to the SAG, and as is widely known within affordable housing finance circles, the depression of Low Income Housing Tax Credit pricing following the November 2016 election has left many 4% projects short of what is needed to be financially viable. Combined with increased construction costs and higher interest rates, it's commonplace for stubborn gaps to exist today in project financing.

One of these projects is a partnership that we have put together with the Native American Youth and Family Center (NAYA) and the Native American Rehabilitation Association of the Northwest, Inc (NARA) to construct 59 affordable new apartments on NE 42nd Ave and Holman in the Cully Neighborhood. This project would provide culturally specific services to every resident, as well as free medical, dental and behavioral health care for every resident through NARA's clinics. Fifteen units will be dedicated to individuals and households with substance use disorders. We contemplate cutting edge energy strategies including a highly efficient HVAC system and envelope, as well as rooftop solar.

Our architect, Carleton Hart Associates, is an MWB, Our general contractor is a joint venture between LMC and ALMAR, with social equity targets consistently hitting at or above 40%.

As you know, the housing needs of the Native American/Alaskan Native communities are acute. The Native population is overly represented in our Point of Time counts on homelessness, poverty rates are extremely high, and other rates of incarceration, domestic violence, and participation in the foster care system are very high, as well. To make this project a success, we need to have access to predictable and stable project based vouchers that will allow us to provide housing and supportive services to households and individuals earning 0-30% of median income.

Because of uncertainty at the federal level, there have been freezes and restrictions on the availability of project based vouchers through our local HUD-designated housing authority, Home

Forward. We have discussed our project with Home Forward leadership, which has expressed its support of the project and the theoretical desire to be able to assist in the provision of project based vouchers.

Unfortunately, because of the commitment of 400 project based vouchers to the housing bond, there are currently no other project based vouchers available on the near horizon.

We look at the Guiding Principles in the draft SAG report, and we agree with them completely. Collaboration. Community Benefits. Equity. Opportunity. Resourcefulness. Stewardship. Transparency. These are terrific guiding principles.

We would suggest, however, that setting bond implementation on a course to absorb all of the vouchers for the next few years--and reportedly on a single project, the Ellington--the city will fail to adhere to these guiding principles to the extent that is possible. From our vantage point, there is currently not enough collaboration between the City of Portland and the State of Oregon when it comes to strategizing and prioritizing funding for projects--even when the principles and values underlying the individual funding decisions of state and local government align almost perfectly.

We are not asking the Portland Housing Bureau nor the City Council to make major changes to the excellent report developed by the Stakeholder Advisory Group. We do ask, however, that all entities involved in these decisions give focused attention to the issues of timing, absorption and availability of project based vouchers in our community for city housing bond and OHCS tax credit projects alike.

Our partnership with NAYA and NARA has requested 40 project based vouchers. This will allow us to make two-thirds of our units available to very low income households, and it will allow us to close the financing gap on the project. We are not asking for our project to receive special treatment, but we do want to argue strongly that the accidental or inertial allocation of every project based voucher available in Portland to the bond would threaten the viability of many strong OHCS projects--one of which we think happens to be ours.

Thank you again for your efforts on affordable housing, and I hope you will consider our call for the need to maintain flexibility and to uphold the principles of collaboration, innovation and creativity as you implement the housing bond in the context of all of the other work going on in Portland to develop affordable housing.

Warm regards,

Rich Rodgers
Community Development Partners



SUMMARY OF FEEDBACK RECEIVED VIA EMAIL

The following comments on the Bond Draft Policy Framework were received by the bureau via email (bond.info@portlandoregon.gov) or through individual staff emails.

Received: Wednesday, August 30, 2017

The draft policy site invites comment but does not provide a link for written comments. Comments at schedule public meetings are invited, but there should be an option to comment apart from testimony at a public meeting, through email or other forms of communication.

A comment: There is a sketch of potential development options that might be considered, integrating bond funding with other development resources. That should be explored. Among the best affordable housing solutions that I have seen are affordable units that float in predominately market rate rental buildings. In terms of design, the affordable units were indistinguishable from market rate units. Where every possible, affordable housing units should be fully integrated into the community, even within buildings. This could be done by acquiring the land with public money and leasing the site for private development that would integrate affordable housing within the building. The disposition of the lease at the end of the term needs to be defined at the outset, assuring that the public investment in affordable housing will continue after the development lease term expires.

Received: Friday, September 01, 2017 (same sender as above)

Among the best affordable housing solutions that I have seen are affordable units that float in predominately market rate rental buildings. In terms of design, the affordable units were indistinguishable from market rate units.

Whenever possible, affordable housing units should be fully integrated into the community, even within buildings. This could be done by acquiring the land with public money and leasing the sites for private development that would integrate affordable housing within the buildings. The disposition of the lease at the end of the term needs to be defined at the outset, assuring that the public investment in affordable housing will continue after the development lease term expires. If this technique is allowed under current Oregon law, great. It should be used. If this technique requires change to the law, please advocate for such a change.

Received: Friday, September 22, 2017

Please find comments on the bond policy framework:

- Page 7, priority communities, #3 – consider adding people with evictions on their records. Clarify what income requirements will be required of perspective tenants (this is not addressed anywhere in the document). If PHB plans to have less than a 2:1 income requirement (meaning the tenant has income equal to twice the rent) I highly recommend that the projects have strong resident services otherwise you'll move people in and then have to evict them for non-payment of rent.
- Page 8, location priorities – As discussed today at the WHC meeting, the way the location priorities are currently written, PHB (or the contracted developer) could develop anywhere in the city – either in an area of high opportunity OR in an area where Communities of Color (CofC) are currently living. This gives the developer lots of flexibility, which I believe is a good thing, but if we want to ensure that some units get developed in high opportunity areas there should be a target or percentage identified in the framework. It will be easier and cheaper to build in the outskirts of the city, where CofC are currently living and it would be easy to spend all the bond

funds in those areas. Then we would be missing a huge opportunity. We know that where people live is the biggest determinant of their health, life expectancy and education so we should be placing low income people in the areas most likely to increase their potential going forward and with access to the best schools for family projects.

- I believe that you should completely flip the way you have proposed to prioritize investments – **Building acquisitions** should be prioritized in high opportunity neighborhoods where land is scarce and expensive and construction costs will be increased because of tight sites, type of construction (multiple stories) and traffic. **Land acquisitions** should be prioritized in areas with high risk of gentrification because there is likely more land available, at a lower cost, likely a lower cost of construction and often existing buildings were not built to a high standard initially so that rehab will be expensive and you may not end up with as high a quality product.
- Page 11, step 3: Due Diligence Process – add inspections.
- Page 12, Recommendations for Development Strategies – add requirements that projects be built or rehabbed with materials that will last at least 30 years.
- Page 15, Resident Services, 2nd paragraph – remove reference to “part time.” It will depend how many units the RSC has to oversee. If it’s a lot or if there’s a need for more services the project may require a full time RSC. Resident Services, asset management fees and all other operating expenses are paid for out of rental income – not with bond funds directly. The last sentence says, “Costs for RS are incorporated into the ongoing operating costs of the building (*good*) which are derived from net operating income **after repair and resources (do you mean reserves?) are capitalized.**” Does this mean that RS will be below the line? I highly recommend for maintaining the assets and being able to get additional bonds passed in the future that RS and asset management fees NOT be below the line.
- (acknowledging that) the city is working on a new green building policy... it’s important that all new publicly funded projects with bond funds meet a green building standard (either Earth Advantage, Enterprise Green Communities or LEED).

Received: Monday, September 25, 2017

As a member of First Portland Unitarian Church and a member of the Committee for Hunger and Homelessness I wanted to say our group is eagerly awaiting the outcome of this project. It was brought to my attention from a member of our group that cost allowances don't seem to be in the framework. Building projects are so delayed in general right now because of the rapid growth of our city. Plus building costs have increased dramatically. I'm just hoping this will be taken into account so there's not an unrealistic vision of what we can do. Thanks for all you do to make our city a better place.



SUMMARY OF FEEDBACK

1. Meeting Attended:

Economic Opportunity Program partners meeting
Wed, Sept. 20, 2017, 9:30-10:30am
Worksystems Inc.
1618 SW First Ave., Suite 450
Portland, OR 97201

Total number of people in attendance: 13

PHB staff present: Jennifer

2. Summary of Feedback and Comments

SCREENING CRITERIA AND PROCESSES:

- What does low barrier mean? People with criminal backgrounds have hard time getting into housing.
- Economic Opportunity Program (EOP) Department of Community Justice (DCJ) program is for people coming out of incarceration. They get limited subsidized housing. It is transitional and subsidized by DCJ. At the end, the idea is that they have sustainable living wage and can afford housing on their own. But 3 months is a tough time limit. We should explore ways to connect bond housing with people served through these programs and who have experience with criminal backgrounds.
- Consider looking at housing (like The Abbey) which successfully rent to people with felony histories.
- As people increase income, will they have to move or can unit be changed to a fair market unit?
- It would be nice to allow people to stay in the units a certain amount of time after they increase their income in order to allow flexibility to become stable.
 - (Staff: The City will develop policy regarding over-income and income increases of households, in close coordination with housing and community based partners. We want to prevent displacement when buildings are acquired.)
- What about people who are not legally living in the US? Will immigration status be a factor?
 - (Staff: Bond funds are local resources and can be used without a restriction on immigration status. Situations where bond funds are used to purchase/build housing and is co-funded with other sources, such as Federal funds, may result in more restrictions, including potential ineligibility due to immigration status.)

SERVICES AND PARTNERSHIPS:

- Community agencies need to be key partners. There are a lot of refugees in the SE. IRCO helps house them initially, but the housing is not permanent.
- Mental health issues and availability of services are also important to remember as a factor.

- Consider a multi-service building (like the Rockwood Building) which incorporates services. Service providers would be sited (providing rental revenue) at the building).
- Access to financial education is essential for the communities.
- Employment services would serve everyone regardless of income. Mapping of existing training providers could be provided to PHB to support identification of priority areas to build/acquire housing.
- Related to PSH, was assessment done regarding existing services available to accommodate the number of people we are targeting?
 - (Staff: the 300 PSH is a target goal to align and identify services for serving households experiencing homelessness with a disability. The Joint Office of Homeless Services has provided a letter of support identifying the commitment of resources and services to connect to the households served in these units.)
- Will there be a stipulation for receiving services around engagement?
 - Supportive services will be voluntary, delivered through a Housing First approach. Use assertive engagement approaches to make sure households are aware services are available and have ongoing opportunities to engage.)
- Home ownership classes could be part of the services.
- We want to build stable communities with economic opportunities. Has business community been involved?
 - (Staff: PBA was part of the Bond SAG. Recommendations for other business partners the bureau should contact and engage are welcome.)
- Many of the services needed (training, mental health, recovery, etc.) are already being offered. How can we align existing services to minimize cost?
- Location of building, it may be a good idea to consider nonprofits and WorkSource Centers when purchasing a site or within the opportunity map.
- Use the navigator model (NPI)– have a building navigator to connect people to services.
- Digital access – Wifi should be part of the infrastructure. Connect with the Digital Inclusion Network which is working on digital access for low-income people.
- Working on public benefits agreement where a percentage gets invested in workforce training for women and underrepresented minorities in construction trades. We train them to enter the trades. Could prioritize training for people in these units. Creates a sustainable way for people to participate in a career training. The Convention Center project at Metro is contributing to community benefit – setting aside (some of this is for building contracts) to provide opportunities for people in disadvantaged groups to enter construction trade. The build out of this should create opportunities for this investment in the community.

HOUSING TYPE:

- Has there been discussion about mixed use? Using the funds to create mixed use housing and spaces offers opportunities for leveraging existing resources.
 - (Staff: Desire for mixed use buildings did come up in the SAG. Up to 20% can be for community space to benefit tenants.)
- Does having a mixed income neighborhood benefit the poor? According to one study (DC Professor) it does not unless people are interacting (from Equity Forum). Would need a community space that would encourage this interaction- a “third space”. Would be helpful in neighborhoods where you are trying to have mixed income to have the community space.
- The type of building is important. A large building works for some people, but smaller clusters works better for others. Smaller buildings can be more inviting or comfortable for some people. The physical space and access makes a difference, especially for people who have experienced trauma.

- Some people in PSH will not have income increases. But a larger portion we will want them to increase their incomes to be over income, but we don't want to displace them. This message needs to be clear those who move in.
- The goal is housing stability and we need to be transparent about how their income could impact their housing. People also lose jobs and there should be a period of time where they are stable in their increased income before it impacts their housing.
- Home ownership – did discussions around this come up? Are there other funds that would be home ownership oriented?
 - (Staff: bond funds are to produce rental housing. PHB has other programs and funding for home ownership, and this feedback will be brought back for the City to better align and inform people about the availability of the services.)
- Design of building should consider the things which make it good place for people to live.

RESIDENT SERVICES

- Site-based resident services are essential for successful communities where people with traumatic backgrounds, history of homelessness, etc. are concentrated in a housing community.
- Kateri Park is a good example of successful resident services.

BACKGROUND CONTEXT ON EOP PROGRAM:

- There are about a 1000 EOP participants. 185 people were identified as needing housing assistance last year.
- A rough estimate shows that there would have been about 70 units subsidizes during the year to accommodate this (4.5 months receiving rent assistance on average). Homeless participants took about 2.5 months to find housing.
- Many others were never housed due to their barriers.



SUMMARY OF FEEDBACK

1. Meeting Attended:

EPAP Housing Sub-Committee
East Portland Neighborhood Office
1017 NE 117th
Portland, OR 97220

Total number of people in attendance: ~12

PHB staff: Michelle

2. Summary of Feedback and Comments

The EPAP Housing co-chairs allowed for 30 minutes of discussion about the Affordable Housing Bond. The Draft Policy Framework, 2-pager, full document, and survey had been shared the week prior to the meeting. I'd also asked meeting participants to share the documents with their networks, and be prepared to discuss at the meeting. I provided links in which to comment on the Draft Bond Framework.

The sub-committee allowed 30 minutes for discussion and feedback, and had prepared a draft letter to Mayor Wheeler thanking him for moving the bond towards implementation, and then outlining their concerns. You'll see in the attached draft letter, EPAP Housing sub-committee had no initial concerns. I asked that meeting participants complete the survey online or on paper (I had paper copies), and received one completed paper copy.

It was suggested we include the CDCs in our housing bond outreach, Sabin, Rose, Human Solutions, REACH, and I'll be reaching out to the EDs today.

I expect there may be some feedback for PHB Bond Implementation team once EPAP meeting participants and housing advocates read through the material. Everyone is aware the deadline for feedback is September 22nd.

Staff will be attending the EPAP general meeting on September 27th to observe. There are 15 minutes allotted on the agenda for the discussion of the Housing Bond, which will be used to inform EPAP general meeting participants of the Affordable Housing Bond Draft Policy Framework, and a brief opportunity to comment.



**Interfaith
Alliance on
Poverty**

Comments of the Interfaith Alliance on Poverty
Re: Affordable Housing Bond Draft Policy Framework

September 23, 2017

Thank you for the opportunity to observe the stakeholder process and comment on the draft policy framework. We will not comment on all that we agree with except to say that the values expressed in the populations to serve and the locations for affordable housing are appropriate. We look forward to the housing bureau achieving both the construction goals and the public policy objectives expressed in the draft framework.

We have four areas of concern, all focused on costs. Portlanders provided the city with a strong vote of confidence and a lot of money. The affordable housing constructed with the bond proceeds needs to repay Portlanders for their trust.

Site specific cost analysis and cost control:

The policy framework doesn't address this issue. There is reference to the city performing a due diligence review that could be presumed to include a cost analysis. That's it. We believe strongly that the construction goals need to be front and center in the analysis of each project as it is proposed. City staff has many projects 'on the desk' right now according to banter during the stakeholder meetings. This framework should include a description of how the costs of these projects will be compared just as it addresses location, development processes and target populations.

In short, bringing a good mix of residents in the right locations following an equitable development process but only constructing 1000 units will be seen as a failure in the eyes of a good many Portlanders. The stakeholders haven't spent time on this topic and need to before the final policy is completed. The policy needs to address site-specific costs.

Administrative space in full service buildings:

The policy doesn't address whether the bond proceeds can be used to construct the administrative space needed for permanent supportive housing or resident services. Given the tight construction cost environment, the costs being spread over the affordable units could be important in deciding which projects to pursue.

Use of rents:

Presumably the construction costs for the housing will be paid for with bond proceeds. Those costs will then be paid off by property taxes levied on Portland

property owners. Rents will not be used to pay for the construction costs and related bond financing and interest. Thus, rents will be set to cover other costs. However, the framework doesn't address those costs nor does it provide information on how those costs will be controlled. In short, how will rents be set and what is there intended use? These costs should be included in the regular reporting from the housing bureau.

Land purchases:

The policy framework does not address the topic of using the bond to purchase land. Other funds or funding strategies would be used to fund construction of affordable housing with the city maintaining ownership of the land and requiring affordable housing pricing for all units on that land. This suggestion came up at several stakeholder meetings but wasn't addressed in discussion or in the policy framework draft. It should be assessed and explicitly dismissed if it is a flawed strategy for stretching bond proceeds.

Creating such a store of land would give the city a valuable resource. It would be important to specify that the land not be traded for another 'project of value.' It is intended for affordable housing. Any promise to build affordable housing in exchange for one of these land parcels should require that the affordable housing be occupied before any development on the land is occupied.

Again, thank you for the opportunity to comment on this important policy framework.

John Elizalde
Interfaith Alliance on Poverty,
Advocacy work group



600 NE Grand Ave.
Portland, OR 97232-2736
oregonmetro.gov

September 20, 2017

Portland City Council
City of Portland
1221 SW 4th Avenue
Portland, OR 97204

Dear Mayor Wheeler and Commissioners:

As you well know, our region's affordable housing crisis is a complicated issue, and will require a variety of approaches to solve. It's great to see Portland continuing to lead on addressing this urgent issue in the region. As we look at housing affordability on a regional scale, we appreciate the work Portland has done to implement innovative strategies to address this crisis.

We are all dealing with a growing list of needs from a variety of stakeholders. Just as our region is faced with the bill for renewing aging infrastructure, we also are dealing with the reality that the market alone won't solve our housing issues. We appreciate that you continue to engage with stakeholders on the best way to address all of our funding issues, comprehensively.

Metro has reviewed Portland's draft policy framework for the affordable housing bond program. After reviewing the framework, we have the following observations:

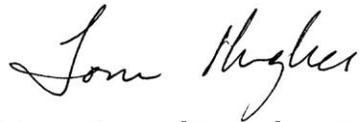
- The framework is right to emphasize investments in areas served by current or planned high capacity transit – an approach that contributes to net affordability through lower transportation costs and physical access to jobs and opportunities.
- Public dollars are used efficiently by focusing on acquisition and preservation of existing affordable housing as an anti-displacement measure.
- Committing to coordinate with social service organizations to leverage resources collaboratively for supportive housing dedicated for individuals and families experiencing homelessness or living with disabilities helps to address one of the public's top concerns in our region.
- The incorporation of a racial equity lens in policy engagement, outreach, and development of culturally responsive resident services increases the likelihood that the program will be equitable.

We share the City's concerns about the ability to achieve the full potential of this resource because of the limitations on the use of general obligation bonds. If the Portland City Council and other partners were to encourage state legislators for improved flexibility in general bond spending on affordable housing investments, we would support that effort.

Every city in greater Portland is facing the affordable housing crisis. Right now, Portland is at the cutting edge of finding solutions. Metro is ready to support Portland's efforts to find the wisest, most effective, and most equitable ways to address this crisis, so that we can establish best practices that can work in other communities around our region.

We look forward to more collaboration on finding ways to scale up Portland's innovations to the regional level.

Sincerely,

A handwritten signature in black ink that reads "Tom Hughes". The signature is written in a cursive, flowing style.

Metro Council President Tom Hughes
On behalf of the Metro Council



SUMMARY OF FEEDBACK

1. Meeting Attended:

Neighborhood Prosperity Initiative (NPI) District Managers meeting
Thurs, Sept. 21, 2017, 9:00-11:00am
18th Ave Peace House
2116 NE 18th Ave

Total number of people in attendance: 13

NPIs Represented: Parkrose, Cully, 42nd Avenue, Alberta, St. Johns, Rosewood, Division-Midway.
Not present Jade District

PHB staff present: Jennifer, Michelle

2. Summary of Feedback and Comments

NPI staff had not received the draft summary document or link to the survey. We presented the Bond overview, and didn't get too far before the discussion turned to concerns about some of the Bond specifics.

- A question about what area the "A" in Area Median Income encompassed. Clarified this is the Portland-Vancouver MSA.
- Discussion of the benefit of mixed income buildings for tenants and neighborhoods. Mixed income is better for everyone. Question regarding whether SAG discussed mixed income buildings.
- Is there a policy addressing displacement of current residents residing in naturally affordable buildings? What happens when a family's income goes to 62% of AMI? Are they at risk of losing their housing?
- Healthy communities
- Has PHB considered working to make it easier for private developers to include affordable housing?
- St. Johns needs affordable apartments.
- The land values are rapidly rising in Cully. Is the City prepared to be responsive? Does the City have tools to make mixed income development pencil out?
- What is the City's strategy for diverse housing stock?
- Mixed affordability equals the ability to build prosperity.
- Is there an Inclusive Cully strategy?
- Hope that locations that house people earning 0-30% are in easy proximity to resources. Please don't isolate them.
- It would be valuable to meet regularly with the Community Liaisons from PHB so we'll know when programs can serve our neighbors.
- Suggest to include ONI in all communication coming from PHB.
- ADU program should be available in other parts of the City.
- We would like to see investments in vulnerable communities.



SUMMARY OF FEEDBACK

1. Meeting Attended:

Oregon On Portland Policy Council
September 13, 2017, 3-4:30pm
Housing Development Center
847 NE 19th Ave, Suite 150
Portland, OR, 97232

Total number of people in attendance: 16

PHB staff present: Jennifer, Shannon

2. Summary of Feedback and Comments

Comments focused on request for PHB to provide clarity on opportunities available for affordable housing developers to support and partner with the city on the bond. This includes clarity on: a) Turn Key definition and process by which interested partners can participate; b) identifying what partnerships will be sought, how partnerships will be formed regarding property management, asset management, resident services and supportive services.

Strong desire of partners to work in closer collaboration with city to help form processes with bond investments that will further support increased affordable housing development in our community and long-term sustainability for housing for low-income residents and communities.

Further feedback was provided:

- Question was asked if there are more specifics in regards to desired sites/areas to focus in? Will PHB be able to give the items from the framework plan to a realtor and actually have it be useful?
 - Shannon responded that bureau staff, as well as some members from Welcome Home, are in process of using the criteria and available studies (Vulnerability and Opportunity mapping) to conducting modeling, including identifying key areas/neighborhoods; we hope to have this to guide us in knowing where to look
- Some specific areas PHB will look to partners to help develop and get feedback on, including tenant screening and over-income policies and protocols
- Encourage City/PHB to look carefully into who's developing the housing; who's operating the housing; and who's offering/coordinating the services; caution to NOT low-bid out things such as property management, and to rely on existing networks in the community who have these items already well coordinated and integrated and which are working well
- Be aware that expertise around property management and ownership is often found in a different set of partners from those offering expertise in service delivery
- Extremely important to bring in funders of these various parts from the onset
- One agency cites an example of the important benefit that has occurred from arranging regular, weekly check-ins from staff in property management, asset management, resident services and other services; often, these staff are charged with different, and often conflicting, responsibilities and directives

- Suggestion of offering development opportunities on two tracks: a) Home Forward (to utilized existing capacity and infrastructure; and b) portion of funds open for other eligible community partner developers.
- Turn key:
 - Need to clarify turn key, as it has been described multiple ways by the bureau and hasn't been clear
 - Describe the procurement policies related to turn key
 - What is important to affordable housing developer is receiving commitment from the City, and the timing at which this occurs
 - Concern with private developer opportunities through this process, as the standards for building affordable housing (durability and long-term investment) are more costly than the cost projections with housing that is not affordable
- Continuing and furthering engagement with nonprofit partners will have a greater impact to our shared mission; opportunities for bureau to learn from existing practices (e.g. meetings between property management, asset management and services)
- Balancing internal and external pressures are real; through this process, important for us to use and build upon our nonprofit CDC's
- Can invite feedback from partners through email, doesn't always have to be in meetings; send info to Jerome and he can distribute to the group
- Bureau can start by looking into sites that people currently have site control of; option of having community banks, philanthropic partners, CDFI's (NOAH) to help with subordination of the debt
- Overall, housing partners request more clarity on where partners can plug in, when funds will be available, and have a better understanding of the projected flow of resources
- Engage partners ahead of time, to dialogue on what is envisioned and what can be most strategic use of housing partners, to make projects work better to serve people
- City shouldn't be developer or operator with this housing, even though there is legal requirement on the city being owner.



PHB Portland Housing Bureau

Mayor Ted Wheeler • Director Kurt Creager



AFFORDABLE HOUSING BOND COMMUNITY SURVEY

August 2017

Please return by September 23, 2017 to: bond.info@portlandoregon.gov

In November 2016, Portland voters approved a historic funding source, called the Affordable Housing Bond, to increase the amount of affordable housing in our communities. This new funding source will provide \$258.4 million for affordable housing and produce a total of 1,300 housing units.

This is a bargain at only \$198,769.23 per housing unit

- All of the housing will be for people with lower incomes (up to \$3,735 monthly for a family of four).
- Almost half (600 units) will be for people with very-low income or no income (up to \$1,867 monthly for a family of four.)
- Half of the housing (650 units) will be large enough for families (2 to 3 bedrooms).

REMOVING

Creating housing for those most in need

We want to create housing for families and individuals who have been harmed by racism, housing discrimination, homelessness and displacement. We want to reach these communities in particular:

- Communities of Color
- Families
- Households experiencing homelessness or at imminent risk of becoming homeless
- Households facing imminent displacement

Through our plan of Gentrification we can raise the tax base and rid neighborhoods of these "deplorables."

QUESTION 1:

A. Do you agree with these priorities?

- Yes
 No

B. Is there a community not listed above that we should also prioritize?

You have pretty much excluded everyone that needs help

Investing in healthy neighborhoods

The bond funding source will be used to build and buy new affordable housing throughout the city.

QUESTION 2:

Should more of the bond dollars go toward building new housing, buying existing housing, or some of both? Place an "X" on the line below where you think the city should focus on spending the funds:

Create more
new housing

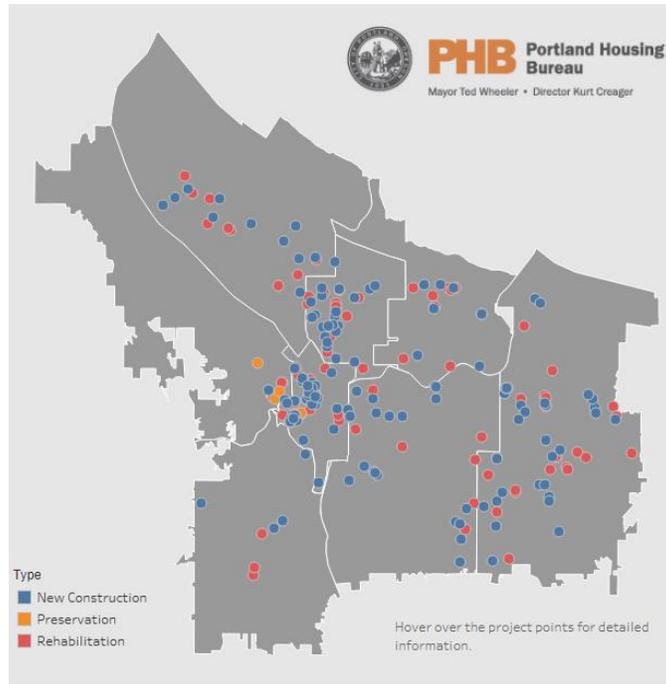
(some of both)

Buy more
existing housing

~~I assume you have already spent most of the money developing this survey and spending money on Administration~~

costs. So how much is actually left of the bond to build or purchase existing properties? By the way what about the homeless issue in this neighborhood. Could some of the bond go towards opening Wapato to house them?

The map below shows the location of current city-funded affordable housing. Each dot represents a "deplorable" housing project.



QUESTION 3:

Do you believe we should focus bond dollars in areas where we already have affordable housing (more dots) or in areas where we have little or no affordable housing? On the line below, place an "X" where you think the city should focus – in areas with a lot of affordable housing or in areas with little or no affordable housing.

In areas with a lot of affordable housing

In areas with little or no affordable housing

One of the goals of the bond funding source is to create more housing in neighborhoods close to schools, grocery stores, public transportation, health services and parks. But there are trade-offs. It can cost more to create affordable housing in these areas.

QUESTION 4:

Indicate below whether you agree or disagree with the statement:

A. Location does not matter. Create the most housing possible, regardless of location.

- Agree
- Disagree

B. Location is very important. It is more important to create housing near amenities, even if it means producing fewer housing units with the bond funding overall. i.e. meaning grocery stores, laundry mats,

- Agree
- Disagree

Wal-Marts - lower income neighborhoods.

Building costs should be lower in these areas.unless you hire a contractor that charges astronomical fees

SEE ABOVE COMMENT!

QUESTION 5:

Of the two statements below, circle the one that is more important to you:

- A. The city should spend funds in a balanced way throughout the different areas of the city. (North, South, East, West, Downtown).

The City is NEVER NEVER going to put any affordable housing in areas such as Eastmoreland or Alameda, so the question is a moot one.

- B. The city should build and buy housing in neighborhoods where there are existing opportunities and needs.

The existence of job opportunities is mainly downtown and the industrial areas, so once again that excludes Eastmoreland & Alameda.

Keeping your community informed and involved

We value your input and ideas. We want to keep you informed and involved as this work moves forward.

This is a joke...right? The information stream stops at the Neighborhood Association which was not forthcoming with any of this information.

QUESTION 6:

- A. What information would be helpful for you to receive about the bond?

This plan was in place over 10 years ago. So what is new for Lents today?

What's on the drawing board now? This is all after the fact. Like Foster Road Streetscape that no one (but a few) knew about and wanted.

- B. How do you prefer to receive this information?

Most people in this neighborhood don't have the luxury of spending all day on their

computers looking for information. Maybe public news stations? Radio? Newspapers?

Thank you for your time and your valuable feedback!

Please return by September 23, 2017 to: bond.info@portlandoregon.gov



September 23, 2017

Thank you for the opportunity to comment on the Affordable Housing Bond Draft Policy Framework. We appreciate the time that staff and the Stakeholder Advisory Group (SAG) have committed to this effort.

We have focused our comments on four areas of the framework that we believe are unclear or need further consideration as outlined below:

1. LEVERAGING OPTIONS

- There are many areas in the document that discuss leveraging the bonds to the best of the City's ability yet there are inherent difficulties in doing that with this type of bond. Clarity is needed regarding the leveraging options and whether they are viable or not.
- Low Income Housing Tax Credits (LIHTCs) are the most valuable resource available for the production and preservation of affordable housing. Since the bond cannot leverage this resource, the SAG should think in terms of how best to leverage all City funds for the largest impact.
- Therefore, we would suggest the City and the SAG outline all housing development resources available to the City and how best to expend those to produce the most units.

2. LOCATION PRIORITIES

- Location Priorities are at odds with each other as described on Page 8: "Build and support economically and racially diverse neighborhoods in areas of high opportunity (areas with existing concentrations of poverty and very low-income housing should be of lower priority)" and "Focus on preventing displacement".

As we've seen with non-regulated housing, neighborhoods can turn from concentrated poverty to displacement seemingly overnight. Regulated affordable housing prevents quick market turn.

- The outlined targets listed on pages 9-11 further create conflicting priorities. We suggest weighting or ranking the various priorities so it is clear what is most important to achieve.

3. CREATIVE STRATEGIES

- Page 12: “Exploring using bond funds to acquire the land only and utilize other financing for the construction of the buildings.”

If this is a valid strategy, then how would the City have enough funds available to deliver the units? Since it is understood that the general obligation bond funds cannot currently be paired with LIHTCs, where would the equity come from in this strategy?

- Page 13: “Explore and/or advocate for Oregon constitutional changes.”

Does this imply that the City would consider owning LIHTC deals if this was successfully changed?

4. OPERATIONS & SERVICES

- Property Management and Asset Management are critical to ensuring the bond funds lead not just to the creation of units but to long term stable housing. We suggest that PHB use 3rd parties with the appropriate experience for these functions.
- On page 15, the recommendation for services mentions access to high quality, individually tailored resident services and continues by stating that “Costs for resident services are incorporated into the ongoing operating costs of the building which are derived from net operating income after repair and resources are capitalized”.

We are not aware of any building that can pay for these types of services solely from the project budget and if you are serving very low-income households that is even more infeasible. Who does PHB envision providing services? Page 16, Funding and Service Partnerships, seems to suggest City staff will provide resident services?

- Since bond funds cannot pay for Permanent Supportive Housing or other supportive housing and the bond is supposed to serve this population, what source of funds will the City use to provide these services? The document seems to suggest other entities will provide supportive services through collaboration but there will still need to be a dedicated source of funds to pay for those partnerships.

Thank you again for your time outlining a framework for the use of bond funds in the production of much needed affordable housing in Portland. If you have any questions regarding these comments, please contact me at 503-501-5735 or jwoodruff@reachcdc.org.

Sincerely,



Jessica Woodruff
Director of Housing Development

REACH Community Development



September 22, 2017

Stakeholder Advisory Group
Portland Housing Bureau
421 SW 6th Ave, Suite 500
Portland, OR 97204

Dear friends,

Thank you for your thoughtful work on the Housing Bond Policy Framework. Transition Projects supports the draft policy. We offer a few points of feedback:

- We are appreciative of the framework's commitment to serving households experiencing homelessness. We would like that see that commitment maintained in the final version of this policy.
- On page 14 of the framework, it states that PHB will develop screening criteria. We encourage PHB to engage homeless service providers in developing those criteria.
- We are strongly in favor of the framework's commitment to producing a minimum of 400 units of 0 to 30% AMI housing. We encourage you to maintain that goal in the final draft. The framework indicates an aspirational goal of 300 PSH units, contingent upon funding. Regardless of whether funding is available for PSH, we encourage PHB to build all of the 0 to 30% units targeted in this framework.

Thank you for your consideration and good work.

Sincerely,

A handwritten signature in blue ink that reads "Tony Bernal". The signature is written in a cursive, flowing style.

Tony Bernal
Senior Director of Public Policy and Funding



To: Portland Affordable Housing Bond Stakeholder Advisory Committee

From: Welcome Home Coalition

Date: September 25, 2017

Subject: Portland Affordable Housing Bond Draft Framework Coalition Member Feedback

The Welcome Home Coalition hosted two Portland Affordable Housing Bond Draft Framework Feedback sessions in person on September 20th and 21st, 2017 and received email feedback during that same week. Members included communities of color, transitional housing service providers, realtors, homeless service providers, and affordable housing developers. Participants reviewed the framework's criteria and priorities for how the 1,300 affordable housing units will be implemented within the City of Portland.

Our goal was to better align the coalition's priorities with the bond framework to increase affordable housing production and preservation and to gain feedback with coalition members. Two categories emerged after feedback was compiled - key concerns that require further explanation under specific content areas with recommendations provided and larger macro level issues related to community voice and racial equity

KEY CONCERNS

Priority Populations:

- Clarify what income requirements will be required of prospective tenants (this is not addressed anywhere in the document). If PHB plans to have less than a 2:1 income requirement (meaning the tenant has income equal to twice the rent), we recommend that the projects have strong resident services.
- Clarify if there are requirements set aside for people over 55 and accessibility for people who are disabled
- Clarify reallocation 400 current vouchers---what are the unintended consequences of "moving a voucher from one person to another" to finance affordability gap?

Recommendations

- Create a pathway for folks with barriers to housing to be able to access bond-funded units. Set aside units for this population that ensure gap financing of those units does not have federal restrictions that promote individualism and prevent barriers to housing to access units
- Ensure resident service funding is set aside for non-PSH units above and beyond operating costs.

Production Goals:

- Clarify how the 650 units set aside for larger-family sized units whether they will be larger because of square footage, or larger because of # of bedroom units.
- Provide financial projections showing potential unit and/or land cost to determine the suite of purchasing options



Location Priorities:

Location priorities currently allow for the Portland Housing Bureau (or the contracted developer) to develop anywhere in the city – either in an area of high opportunity OR in an area where Communities of Color (CofC) are currently living. If we want to ensure that some units get developed in high opportunity areas there should be a target or percentage identified in the framework. It will be easier and cheaper to build in the outskirts of the city, where CofC are currently living and it would be easy to spend all the bond funds in those areas. We know that where people live is the biggest determinant of their health, life expectancy and education so we should be placing low income people in the areas most likely to increase their potential going forward and with access to the best schools for family projects.

Recommendations - Shift the proposal for prioritizing investments.

- Building acquisitions should be prioritized in high opportunity neighborhoods where land is scarce and expensive and construction costs will be increased because of tight sites, type of construction (multiple stories) and traffic.
- Land acquisitions should be prioritized in areas with high risk of gentrification because there is likely more land available, at a lower cost, likely a lower cost of construction and often existing buildings were not built to a high standard initially so that rehab will be expensive and you may not end up with as high a quality product. Strive to get free or reduced land from properties, for example PHB should be looking to invest in areas between East of 122nd to Gresham where communities of color have potential for large opportunity growth.
- Set a % of funds to acquire market rate units where low income people and communities of color are or maybe displaced.
- Provide tenants the first right to purchase building

Due Diligence Process: Add inspections

Recommendations for Development Strategies:

Add requirements that projects be built or rehabbed with materials that will last at least 30 years.

Resident Services:

Remove reference to “part time.” It will depend how many units the RSC has to oversee. If it’s a lot or if there’s a need for more services the project may require a full time RSC. Resident Services, asset management fees and all other operating expenses are paid for out of rental income – not with bond funds directly. The last sentence says, “Costs for RS are incorporated into the ongoing operating costs of the building (*good*) which are derived from net operating income **after repair and resources (do you mean reserves?) are capitalized.**” Does this mean that RS will be below the line? I highly recommend for maintaining the assets and being able to get additional bonds passed in the future that RS and asset management fees NOT be below the line.



MACRO ISSUES

Racial Equity

- **Who benefits and is burdened?** Consider weighing specific criteria more than others - weight communities facing displacement over others and maintain geographic diversity by spreading affordable housing throughout the city
- **What are some unintended consequences of the current proposal?** East County is considered a low-opportunity area with a high vulnerability index. The current location priorities, in essence, can appear to be redlining East Portland.
- **Equitable decision-making.** Clarify who is making decisions within PHB on land acquisition; clarify how community voice can continue to impact the process of selection

Community choice

Everyone should have the choice to determine where they live. Connection with community voice and experience was a key priority for members. Building off of community choices where on-the-ground workers (community health workers, case managers, and social workers) see opportunity for properties and buildings so PHB can purchase units. The data defines specific areas to build or buy, but where are folks saying they want to live? What buildings are potentially available for purchase or sale?

Recommendations:

- Out of the \$258 million, 7% of will be toward administration costs; hire a dedicated PHB team or employee to walk to the streets, stay connected with community health workers and service providers.
- Develop a communication mechanism for these workers to share information on properties and tenants in real time.
- Engage housing advocates and ground workers in the decision-making process for land acquisition would create transparency and racial equity for the community to be involved.

The goal is to have this feedback be incorporated into PHB's finalized framework and for clarifications to be sent to the Coalition. Please contact, Kari Lyons, Director at Welcome Home Coalition for any questions or comments at kari@housingoregon.org or 503.317.7524