

6. Guidelines for Development, Operations and Services (continued)

C. Recommendations for Operations:

Asset management refers to oversight of the long-term health of portfolio assets, while property management refers to day-to-day management of properties. Effective structures and processes for both property and asset management are vitally important to preserving the quality and financial viability of affordable housing.

Property management activities should support the mission and goals of the housing and foster tenants' housing stability and independence. Asset management strategies should sustain the physical and financial viability of the housing asset.

I. Asset management

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 consider the long-term financial health of the buildings with sufficient funds to maintain the buildings for the benefit and the community. Asset management plans should ensure the buildings are seen as attractive, well-maintained infrastructure of our city.

II. Property management

Property management should be tailored to ensure the goals for tenancy and access as contained within this framework plan are met. Property managers should have a shared commitment to the success of the community and each of the tenants that resides in the building. Careful selection, training, support and supervision of property management staff will ensure staff knowledge of tenants' needs and issues. The property management staff develop solutions that are effective for each tenant.

Tenant screening policies will be an essential component of ensuring access to the priorities populations as identified in this framework. PHB should develop screening criteria that:

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

To develop this screening criteria PHB should work with partners from:

- The A Home for Everyone Coordinating Board;
- Fair Housing Council of Oregon;
- Legal Aid Services of Oregon and/or Oregon Law Center;
- Current Low Income Renters or renter's Associations;
- Portland Based Affordable Housing Providers; and
- Home Forward

D. Recommendations for Resident Services and Service Partnerships

Resident Services

Resident services are designed to help low-income families and individuals connect to and access social services to foster positive outcomes, long-term housing stability and greater well-being. Resident services help to build personal and community asset building, and typically are provided with at least one part-time staff person who coordinates and delivers services onsite and/or through referrals.

Bond-financed housing will offer a range of resident services appropriate for serving the needs of tenants, and will vary from building to building. Costs for resident services are incorporated into the ongoing operating costs of the building.

Services may include, but not be limited to:

- Eviction prevention
- Workforce skill development/employment resources
- Parenting resources and support
- Youth engagement and academic assistance
- Arts programs and other recreational programs
- Instruction in healthy living/healthy eating; food security
- Financial literacy, credit repair, etc.

Additional resident services may be offered to support families and households from Communities of Color, including:

- Bi-lingual, bi-cultural resident services staff
- Cultural activities and events
- Culturally specific services
- Affordable child care
- Legal advocacy services
- Immigration services
- English language learning resources

Supportive Housing

Permanent Supportive Housing (PSH) and other supportive housing is dedicated for persons who have the experience of homelessness and are living with a disability. Tenants require a much deeper level of on-site specialized services beyond what is typically provided through resident services. PSH usually includes case management and other more intensive support, including:

- Mental health counseling and services
- Alcohol and drug recovery services
- Health care
- HIV/AIDS services and advocacy
- Domestic violence services
- Peer-delivered services

Participation or engagement in services is voluntary but must be made available and accessible to the tenant for the duration of the tenant's residency. Costs for providing services range from \$5,000 to \$15,000 per household per year, depending on the service supports needed and utilized by the tenant. These service costs are above and beyond the ongoing operating costs of the building.

Funding and Service Partnerships

The City will take into consideration several factors when determining the type and range of resident services, and/or supportive housing services if appropriate, to be provided onsite, including:

- Location of the property,
- Service needs of individual tenants intended to reside in the property,
- Availability and configuration of the building/property to availability of community space,
- Availability of non-bond resources to pay for services,
- (for resident services) Services the City can provide with its own staff, and
- Availability of services located within close proximity of the building.

For each property purchased, PHB will develop a proposed plan for services, which will describe:

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

Bond funds cannot directly be used to pay for resident services or services for PSH/other supportive housing. Therefore, PHB will 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 County 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, Veterans Affairs Supportive Housing (VASH) program vouchers
- Prosper Portland
- Worksystems Inc. – Department of Labor WIOA funds

The bureau will solicit both formal and informal partnerships with culturally-specific agencies, homeless services organizations, and other community partners to support access into bond-financed housing and appropriate service supports for residents.

PHB proposes to use the following methods for identifying service partnerships:

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

7. Reporting Metrics and Process

The bureau should collect and report on the below measures for the bond. This will allow for the analysis of performance of bond-financed housing in comparison to, and within the broader context of, other housing development resources of the bureau.

Production Metrics

- Number of units opened that are newly affordable (0-30% AMI, 30-60% AMI)
- Number of units preserved (0-30% AMI, 30-60% AMI)
- Cumulative total of bond funded housing units opened and preserved compared to bond production goals and targets:
 - 1,300 total units
 - 600 units at 0-30% AMI
 - 50% (650 units) family-sized units
 - 300 units Permanent Supportive Housing (PSH)/other supportive housing
 - 400 units with direct referrals from homeless services system
 - 850 units with direct referrals from culturally-specific agencies
- Average bond investment per affordable housing unit opened
- Average bond investment per affordable housing unit preserved

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 bond funded affordable housing construction

Location Metrics

- Percentage of bond funded housing units opened or preserved in opportunity areas
- Percentage of bond funded housing units opened or preserved in areas vulnerable to displacement
- 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 on the above measures for the Bond Oversight Committee and City Council. The Bond Oversight Committee may request and propose to have PHB collect and report on additional measures related to the bond, to account for variations that may occur over time related to the overall bond goals and progress towards achieving the goals.

8. Community Engagement Strategy

Appendix 1: Priority Communities: Definitions and Data

Definition	Data
<p>Communities of Color¹: 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 homeless²: An individual or family who lacks a fixed, regular and adequate nighttime residence, including any of the following situations (click HERE for full definition):</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

¹ City of Portland Office of Equity, <https://www.portlandoregon.gov/oehr/article/581458>

² 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.”³</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>

³ 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 organization⁴: 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/programs⁵: 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 Lens⁶: 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 Housing⁷: 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.

⁴ Coalition of Communities of Color, 2012

⁵ Multnomah County, <http://ahomeforeveryone.net/partner-resources>

⁶ City of Portland Office of Equity, <https://www.portlandoregon.gov/oehr/article/581458>

⁷ A Home for Everyone, Community Guidelines: <http://ahomeforeveryone.net/guidelines/>