# Portland Housing Bureau Equity Forum 2016

SOLVING THE UNMET HOUSING NEEDS OF THE PEOPLE OF PORTLAND, AND ENDING RACIAL DISPARITIES IN HOUSING ACCESS AND OUTCOMES FOR PHB INVESTMENTS.



#### **PORTLAND HOUSING BUREAU**

Dan Saltzman, Commissioner Kurt Creager, Director

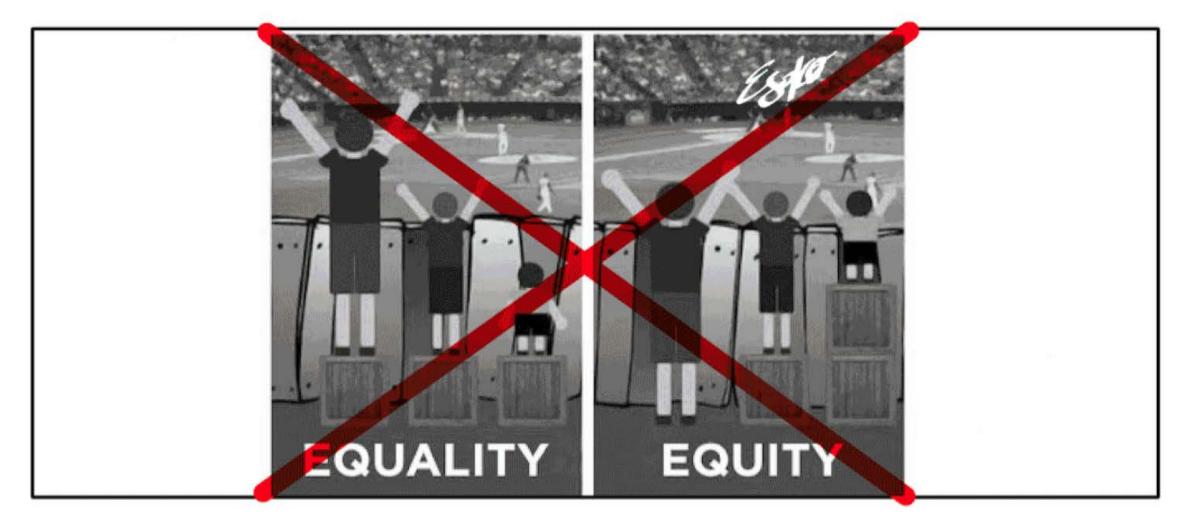
### Portland Housing Bureau Equity Forum 2016 Agenda

| Registration and continental breakfast                                       | Kim McCarty, Program Coordinator,<br>(PHB)  | 08:00 am – 08:30am  |  |  |  |  |
|--|---|---------------------|--|--|--|--|
| Welcome<br>Directors Report  | Leslie Goodlow, Business Operations<br>Manager (PHB)<br>Kurt Creager, Director (PHB)                      | 08:30 am – 08:45 am |  |  |  |  |
| Portland, State of Housing   | Matt Tschabold,<br>Equity and Policy Manager (PHB)  | 08:45 am – 09:00 am |  |  |  |  |
| Keynote Speaker  | Dr. Joy DeGruy  | 09:00 am – 10:00 am |  |  |  |  |
| Break  | Break   | 10:00 am – 10:10 am |  |  |  |  |
| PHB Racial Equity Plan   | Cupid Alexander, Program Coordinator<br>(PHB)<br>Chris Cook, Program Coordinator (PHB)                    | 10:10 am – 10:30 am |  |  |  |  |
| Racial Equity Plan in practice<br>N/NE Preference Policy<br>Panel Discussion | Leslie Goodlow, Bishop Steven Holt (N/NE<br>Oversight Committee), Victoria James,<br>Policy Analyst (PHB) | 10:30 am – 11:00 am |  |  |  |  |
| No App Fee   | Tyrone Poole, Founder of No App Fee   | 11:00 am – 11:30 am |  |  |  |  |
| Next Steps   | Javier Mena, Assistant Housing Director<br>(PHB)  | 11:30am – 12:00 pm  |  |  |  |  |



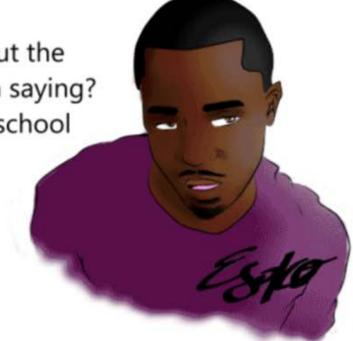
"Hi! This illustration is to help you understand what equity means. Equity is a big concept with a lot of moving parts, so I brought some friends along to help....

"What is Equity?": Salomé Chimuku, (she/her), placed first in the 2016 Equity Illustrated design contest sponsored by Meyer Memorial Trust and Northwest Health Foundation



Equity isn't about watching baseball."

"This is because these are not games, but the <u>lives of human beings</u>, you know what I'm saying? 'Cause nobody got time for that grade school understanding."



"Think of privilege as a tool, and experience as materials. Privilege, like tools, can be used to build something or to destroy. Your experiences can be rubble or building materials." "Equity is a home. Not like a physical house ...but rather a home. Cause that's more metaphorical to a sense of belonging and stuff, yeah? Yeah."

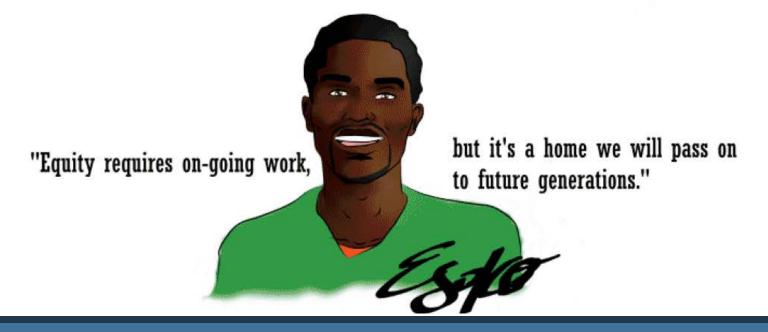


"We have to *build* towards equity. It takes both; people using their privileges and others using their experiences." "Now, some of y'all got more privilege than others and that's ok. But just remember, when you ain't using your privilege as a <u>tool</u>, you are using it as a <u>weapon</u>."

> "Equity, like a home, is a human right. Lifting barriers, restoring rights, and protecting those most vulnerable is just maintenance."

"Everyone needs to help maintain this home we call equity, because it only works when everyone does their share. Don't make me name names."









Matt Kinshella, Equity Illustrated 3rd place winner in the 2016 Equity Illustrated design contest sponsored by Meyer Memorial Trust and Northwest Health Foundation.



# State of Housing in Portland

December 2016



#### **PORTLAND HOUSING BUREAU**

Dan Saltzman, Commissioner Kurt Creager, Director

## Housing Actions in Last 14 Months

- City Council declares a Housing and Homelessness Emergency
- Housing Bureau releases \$62 million for affordable housing production and preservation
- City Council increases affordable housing urban renewal resources from 30% to 45%
- City and County expand and reform the affordable housing tax exemption program
- City Council adopts first-step tenant protections
- City Council dedicates short-term rental lodging tax revenue to affordable housing production and preservation

## Housing Actions in Last 14 Months, cont.

- City works with State Legislature in the removal of mandatory inclusionary housing pre-emption
- City and County create a Joint Office of Homeless Services
- City Council adopts affordable housing construction excise tax
- Voters approve a \$258.4 million affordable housing bond
- Commissioner Saltzman and Housing Bureau develop a recommended mandatory inclusionary housing policy for City Council consideration

## Housing Actions in Last 14 Months, cont.

- Over 400 rental housing units added to portfolio
- Over 1,900 affordable rental housing units in production pipeline
  - 30% AMI: 354
  - 50% AMI: 324
  - 60% AMI: 1,003
  - 80% AMI: 245\*

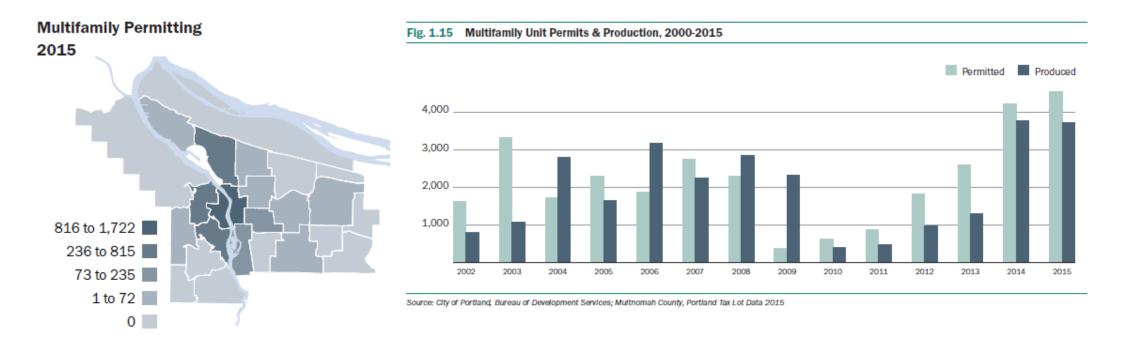
#### Over 700 home repair loans and grants

#### • Households helped with:

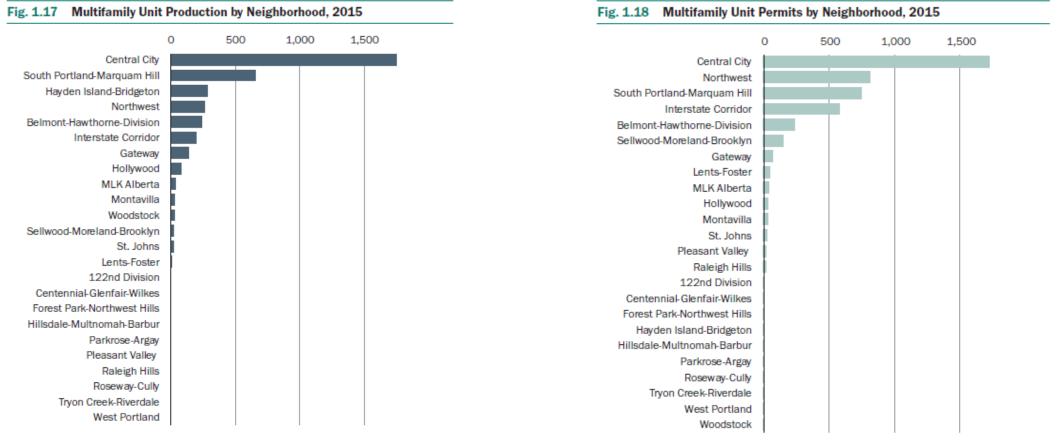
- Short-term rent assistance: over 4,000
- Permanent supportive housing: over 3,900
- Transitional housing: over 1,900
- Emergency/Winter Shelter: over 4,600

## 2015 Multifamily Production

- Roughly 4,500 units permitted
- Roughly 3,700 units produced



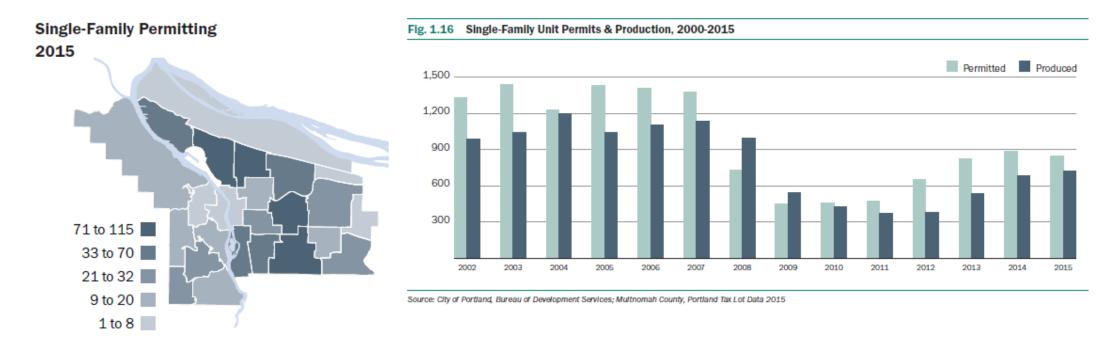
## 2015 Multifamily Production



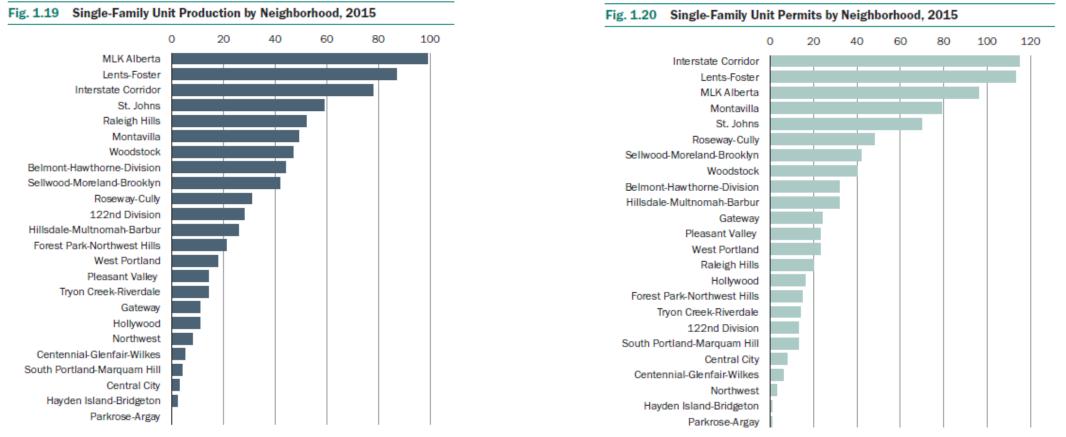
Source: City of Portland, Bureau of Development Services, 2015

# 2015 Single Family Production

- Roughly 800 units permitted
- Over 700 units produced



## 2015 Single Family Production



Source: City of Portland, Bureau of Development Services, 2015

Source: City of Portland, Bureau of Development Services, 2015

# Change in Rental Affordability

- Average rents +7% over 2015
  - +3% for studios
  - •+12.4% for 1 bedrooms
  - +18.2% for 2 bedrooms
  - +14.7% for 3 bedrooms
- Studio rents +15-60% in East Portland and Southwest Portland
- 1-bedrooms with average rent below \$1,000, only east of 60<sup>th</sup> Ave
- East Portland and Southwest Portland see highest average increases

## Change in Rental Affordability



-2 Neighborhoods

Yes No

**3 Person Low Income Household** (60% AMI - \$39,720 per year)

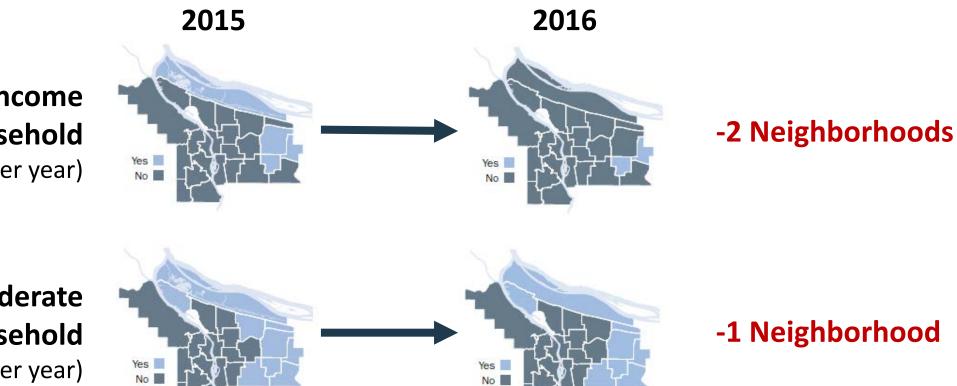
**3 Person Moderate Income Household** (80% AMI - \$52,950 per year)

-4 Neighborhoods

# Change in Owner Affordability

- Median home sales prices +44% from 2011 to 2015
  - •+79% in Lents-Foster
  - +62% in Interstate and Gateway
  - +59% in St. Johns
  - +57% in 122<sup>nd</sup>-Division
- 2015 median home sales price above \$400,000 in over half of neighborhoods
- East Portland neighborhood home sales price increase between 2014 and 2015 between 10-20%

## Change in Owner Affordability

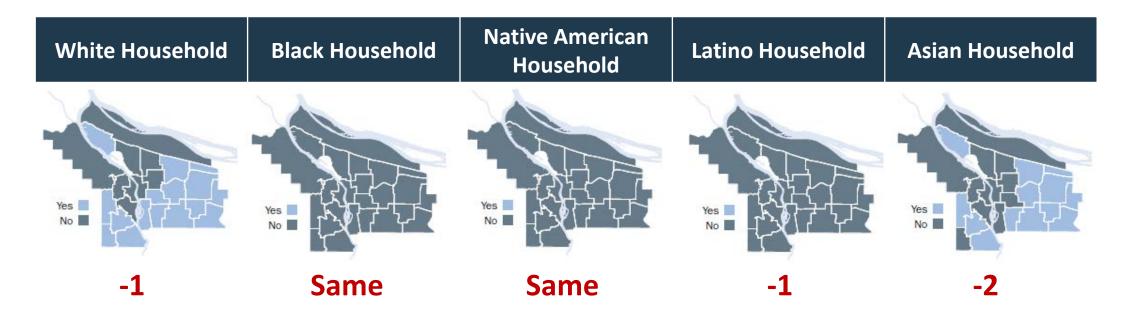


3 Person Low Income Household

(60% AMI - \$39,720 per year)

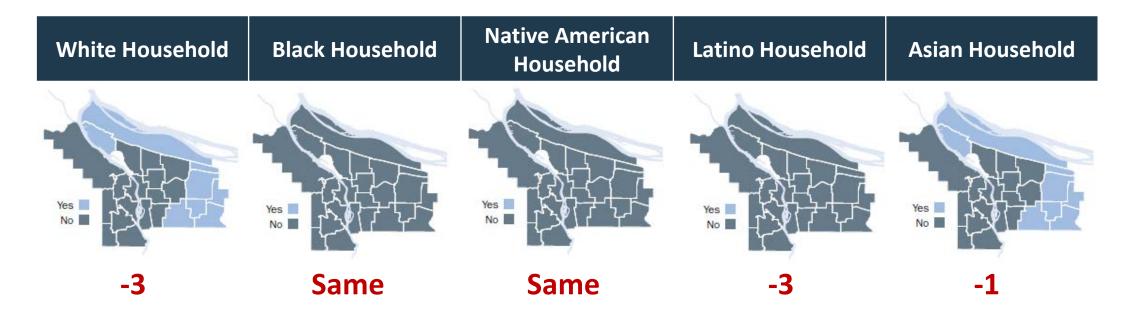
**3 Person Moderate Income Household** (80% AMI - \$52,950 per year)

## Rental Affordability for Communities of Color



#### **Change in Number of Affordable Neighborhoods**

# Owner Affordability for Communities of Color



#### **Change in Number of Affordable Neighborhoods**

## Housing Actions, Next Steps

- GO bond implementation, bond oversight committee appointment
- Mandatory inclusionary housing implementation
- Affordable housing permit process improvements
- Creation of tenant-landlord services office
- Mandatory rental registration and inspections
- Additional tenant protection services
- TIF lift implementation
- Work with Government Relations on state and federal legislative agenda
- Continued collaboration with Joint Office and Multnomah County



# State of Housing in Portland

December 2016



#### **PORTLAND HOUSING BUREAU**

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We are very excited to be joined by nationally known expert <u>Dr. Joy</u> <u>DeGruy</u>, who will give the keynote address on how an organization moves from thoughtful and intentional change to operational, institutional change that results in sustainable racial equity and inclusion.

KEYNOTE SPEAKER

## **DR. JOY DEGRUY**

# Portland Housing Bureau Racial Equity Plan

HTTP://WWW.PORTLANDOREGON.GOV/OEHR/70048

# **Racial Equity Plan**

"The Portland Housing Bureau works to ensure racial equity for Communities of Color in city-supported service and housing programs and will reduce disparities experienced by Communities of Color in program access and outcomes."

-Bureau Equity Guiding Statement



#### PORTLAND HOUSING BUREAU

Dan Saltzman, Commissioner Kurt Creager, Director

## Why A Racial Equity Plan?

The City Mandated in Resolution No. 37247 (as amended):

"A RESOLUTION affirming the City's race and social justice work and directing City Bureaus to use available tools to assist in the elimination of racial and social disparities per the citywide Racial equity Goals and Strategies, expand the Office of Equity's (OEHR) work to include greater accountability and community-wide efforts to achieve racial equity in our community"



## **CITYWIDE RACIAL EQUITY GOALS & STRATEGIES**



#### OFFICE of EQUITY and HUMAN RIGHTS CITY OF PORTLAND

#### **EQUITY GOAL #1**

We will end racial disparities within city government, so there is fairness in hiring and promotions, greater opportunities in contracting, and equitable services to all residents.

#### EQUITY GOAL #2

We will strengthen outreach, public engagement, and access to City services for communities of color and immigrant and refugee communities, and support or change existing services using racial equity best practices.

#### **EQUITY GOAL #3**

We will collaborate with communities and institutions to eliminate racial inequity in all areas of government, including education, criminal justice, environmental justice, health, housing, transportation, and economic success.

#### **OVERALL STRATEGIES**

- 1. Use a racial equity framework
- 2. Build organizational capacity
- 3. Implement a racial equity lens

- 4. Be data driven
- 5. Partner with other institutions and communities
- 6. Operate with urgency and accountability

## **OVERVIEW**

Strategy

## The Racial Equity Plan

### Implementation vision



## Strategy

Utilized a racial equity assessment

Conducted strategy sessions around assessment outcomes and potential actions

Formed interlocking approach to lead to long term institutional and structural change



| Image: series of the   | Long-term Goal(s):                    | Five Year Bureau Objective(s):        | Strategies and Bureau Actions  | Bureau Performance Measures             |                                       |                              | Evaluation Tool            | Lead Staff                 | Oversight                | Due Date           |                    |                    |
|--|---------------------------------------|---------------------------------------|--|---|---------------------------------------|------------------------------|----------------------------|----------------------------|--------------------------|--------------------|--------------------|--------------------|
| Some starting st  |                                       |                                       |  | Year 1                                  | Year 2                                | Year 3                       | Year 4                     | Year 5                     |                          |                    |                    |                    |
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| Numerical programmerical programerical programmerical programmerical programmerical prog  |                                       |                                       | Action: Incorporate community processes for criteria-setting, as well as community-informed data             | Develop community process               | Collect and analyze data from         | Incorporate results of       | At community engagement    | Hold city engagement       | Survey of needs &        | Engagement and     | HIPP Manager &     | Ongoing annually   |
| Number of particular participants     Instruments  |                                       |                                       | collection and analysis of race disparities in the prioritization of investments in rental and               | for criteria-settingn processes         | community at large (>1850             | community survey into        | meetings following 2020    | meeting to invite review   | satisfaction             | Policy Coordinator | NHP Manager        |                    |
| Image: space of the sectore is the sectore   |                                       |                                       | homeownership programming.   | and data collection.                    | respondents, ~3% margin of            | NOFA process and single      | NOFA, determine how        | of progress and suggest    |                          |                    |                    |                    |
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| pink   Bit displayed data y supported data y su   |                                       |                                       |  | Develop template for setting            | Develop a process that ensures        | Train staff on how to use    | Tracking and review        | Tracking and review        | Outrome goal reports     | Project Managers   | Assistant Director | Ongoing annually   |
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| Notes     Notes <th< td=""><td></td><td></td><td></td><td>goals.</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th<>  |                                       |                                       |  | goals.                                  |                                       |                              |                            |                            |                          |                    |                    |                    |
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| by both sides is noder to huild run,   includes appointed adviouy boards and adviouy boards and adviouy boards and advious pool bad advious pool badvious pool bad advious pool bad advious pool   |                                       | -                                     |  |   |                                       |                              |                            |                            |                          |                    |                    |                    |
| bring the concerns of organization<br>serving communities of color, PMB ladership,<br>and extore 2. PMB community fragement staff alog with promotively users in the most vulnership<br>operation serving the most vulnership populations.   Develop a community<br>and external stabilities.<br>Establish geals for the program   Collect feedback from<br>out   Tack progress against<br>in sear One.   Tac   |                                       | _                                     |  | serving communities of color.           | contacts, compare year over year      | mission and goals and report | incorporate into revisions |                            |                          | Coordinator        |                    |                    |
| string communities of color PHB wild be intentional about inclusion of<br>organizations serving the most vulnerable populations.   inclusion and gata mergen<br>and external stabisholders.   incommensatures, update<br>out   internal verview of goals and<br>out   internal verview of goals and<br>out <td></td> <td>PHB will create a feedback loop to</td> <td>programming.</td> <td></td> <td>number of contacts.</td> <td>out</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>   |                                       | PHB will create a feedback loop to    | programming.   |   | number of contacts.                   | out                          |                            |                            |                          |                    |                    |                    |
| PHB leadership, and develop a mechanism to report lack to the properties that the properis that the properties that the properties that the pr  |                                       | bring the concerns of organizations   |  |   | Track progress against goals set      | Internal review of goals and | Collect feedback from      |                            |                          | Community          |                    | End of year        |
| mechanism to report back to the communities/stakeholders.   internal mechanism to report back to the communities/stakeholders.   out   nethod   nethod   District Liaisons.   District Liaisons.   Nethod  |                                       |                                       |  |   | in year One.                          |                              |                            | modified goals set in Year | r Liaison Team.          |                    | Policy Manager     |                    |
| communites/stakeholders.   image: communities/stakeholders.   image:   |                                       | · · · · · · · · · · · · · · · · · · · | organizations serving the most vulnerable populations.   |   |                                       |                              | incorporate into revisions | 3.                         |                          |                    |                    |                    |
| Strategy 2: PHB develops and maintains pro-active, ongoing, and sincere relationships with communities   Use Qustomer relations is pro-active, ongoing, and sincere relationships with communities   Tack progress (number of organizations community and proactively listens to the concerns of community specific community-based organizations.   Tack progress (number of organizations serving communities of color. Set goals and quality of organizations serving communities of color. Set goals set in Year One.   Tack progress (number of organizations and quality of contact with organizations for engagement program.   Tack progress (number of organizations develops and mainters relationships with organizations serving communities of color. Set goals set in Year One.   Tack progress (number of organizations terving incorporate into revisions out   Tack progress against.   Internal internal with District   Community and partners, for organizations serving communities of color. Set goals set in Year One.   Internal review of goals and goals and report   Tack progress against.   Internal with District   Community and partners, for organizations and the program.   Internal review of goals and partners, for organizations are view of goals and partners, for organizations are view of goals and partners, categorize thore sitting partners. Categorize thore strategy based on ca  |                                       | ,                                     |  | Establish goals for the program         |                                       | out                          |                            |                            |                          | District Liaisons. |                    |                    |
| Action 1: Create infrastructure that systematically and proactively listens to the concerns of communities<br>of color and culturally-specific community-based organizations.   Use Customer Management<br>system to track contact with<br>organizations serving<br>communities of color. Set goals<br>for engagement (district lision) team to engage with organizations of color and culturally specific community engagement (district lision) team to engage with organizations of color in dialogue, involvement and education on their respective turfs.   Track progress (number of<br>contact with organizations)<br>against goals set in Year One.   Internal review of goals and<br>outcome measures, update<br>contact with organizations)<br>against goals set in Year One.   Collect feedback from<br>outcome measures, update<br>contact with organizations)<br>against goals set in Year One.   Track progress against<br>inscion and goals and report<br>outcome measures, update<br>community and partners,<br>discuss needs of external<br>partners. C. categorize those<br>needs. d. develop outreash.<br>strategy based on categories<br>strategy based on categories   Internal review of goals and<br>outcome measures, update<br>ocntact with organizations)<br>autome measures, update   Collect feedback from<br>outcome measures, update<br>strategy based on categories   Internal review of goals and report<br>ontact with organizations)<br>autome measures, update   Collect feedback from<br>outcome measures, update<br>survey. Incorporate<br>responses into revisions.   Internal with District<br>List of "external<br>partners. C. categorize those<br>strategy based on categories   Collect feedback from<br>outcome measures, update<br>survey. Incorporate<br>responses into revisions.   Track progress against<br>modified goals set in Year<br>survey. Incorporate<br>responses into revisions.   Internal with District<br>List of "external<br>partners. C. categorize those<br>strategy based on categor  |                                       |                                       | Strategy 2: PHB develops and maintains pro-active, opening, and sincere relationships with communities       |   |                                       |                              |                            |                            |                          |                    |                    |                    |
| of color and culturally-specific community-based organizations.system to track contact with<br>organizations serving<br>communities of color. Step page<br>for engagement (district liaison) team to engage with organizations serving<br>communities of color in dialogue, involvement and education on their respective turfs.system to track contact with<br>organizations graving<br>partners. C. categorize those<br>needs. d. develop outches<br>strategy based on categoriesoutcacts made with<br>organizations, and quality of<br>aust sets in Year One.outcome measures, update<br>noutcome measures, update<br>outcome measures, updatemodified goals set in YearLiaison Team.Engagement<br>Coordinator and<br>District Liaisons.staff/external<br>staff/externalAction 2: Create a community engagement (district liaison) team to engage with organizations of<br>communities of color in dialogue, involvement and education on their respective turfs.strategy: a identify relevant<br>list of "external partners." b.<br>discuss needs of external<br>partners. C. categorize those<br>needs. d. develop outches<br>strategy based on categoriesSole of external<br>partners. C. categorize those<br>needs. d. develop outches<br>strategy based on categoriesInternal review of goals and<br>outcome measures, update<br>autome measures, update<br>outcome measures, update<br>response into revisions.Internal with District<br>autome measures, update<br>autome measures, update<br>through a paper/online<br>survey. Incorporate<br>response into revisions.Internal with District<br>autome measures, update<br>autome measures, update<br>survey. Incorporate<br>response into revisions.Internal with District<br>autome measures, update<br>autome measures, update<br>autome measures, update<br>survey. Incorporate<br>response into revisions.Internal with District<br>autome   |                                       |                                       |  |   | Track progress (number of             | Internal review of goals and | Collect feedback from      | Track progress against     | Internal with District   | Community          | Internal           | End of year        |
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# Culture Workforce





Community Engagement & Community Outcomes

## Contracting Equitable Services

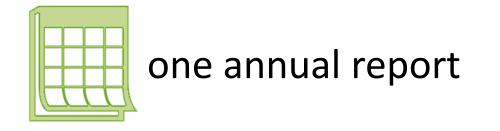




## Goals, Objectives, Actions



## Performance Measures, Evaluation Tools, Leads





## Community Engagement & Community Outcomes

<u>Goal</u>: strengthen outreach, public engagement, and access to City services (City-wide Equity Goal #2)

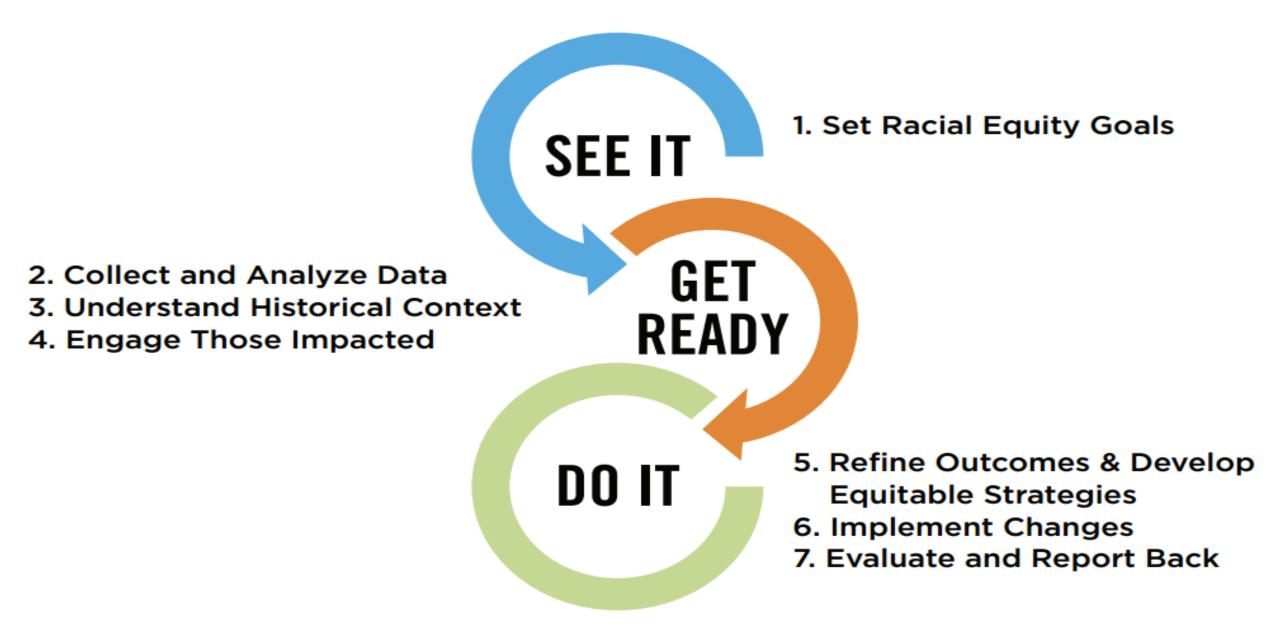
**<u>Objective</u>**: improve equitable outcomes and access to service delivery decisions and investments.

**<u>Strategy</u>**: implement racial equity lens (City-wide Strategy #3)

Action: apply racial equity toolkit



# **RACIAL EQUITY TOOLKIT**



# Implementation Vision

Participation of community members, Portland Housing Bureau Leadership and Staff, and multiple city bureaus, venues and levels of responsibility

Stewardship Plan (Bureau Equity Committee)

Annual Progress Reporting

Our finalized plan can be found at :

https://www.portlandoregon.gov/oehr/70048





# NORTH/NORTHEAST NEIGHBORHOOD HOUSING STRATEGY EQUITY FORUM PRESENTATION

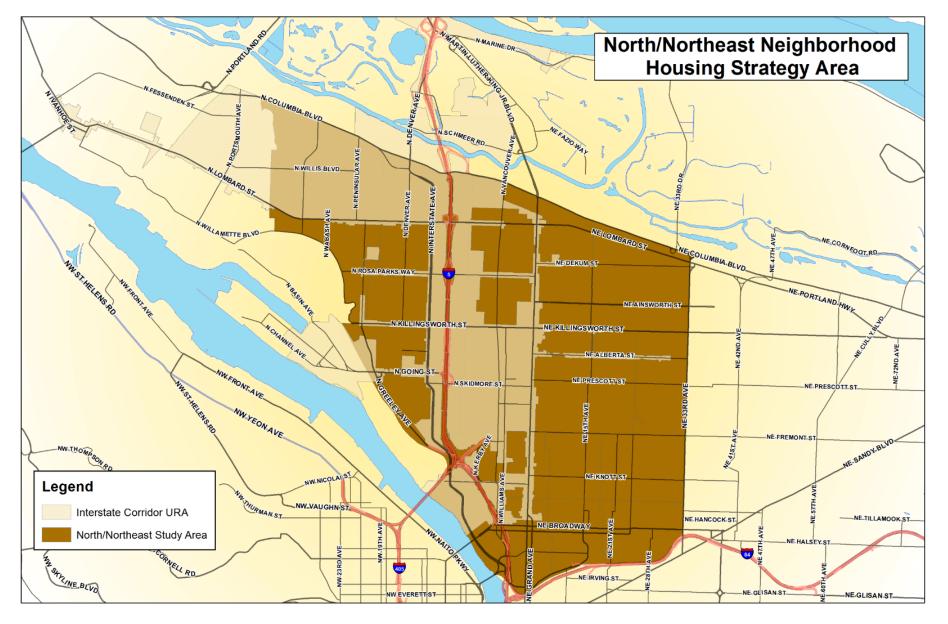


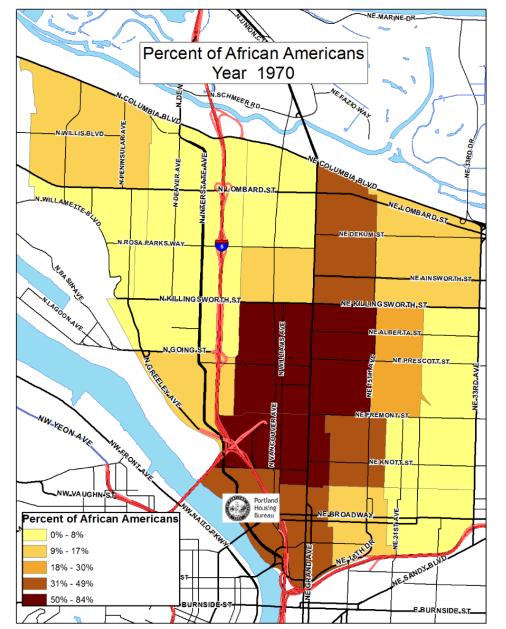


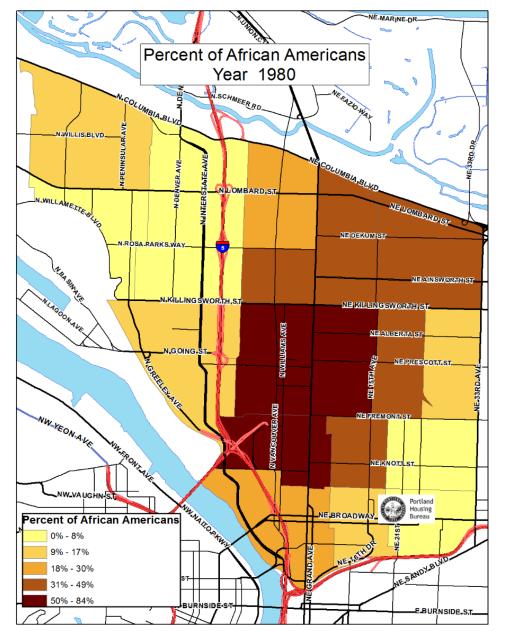


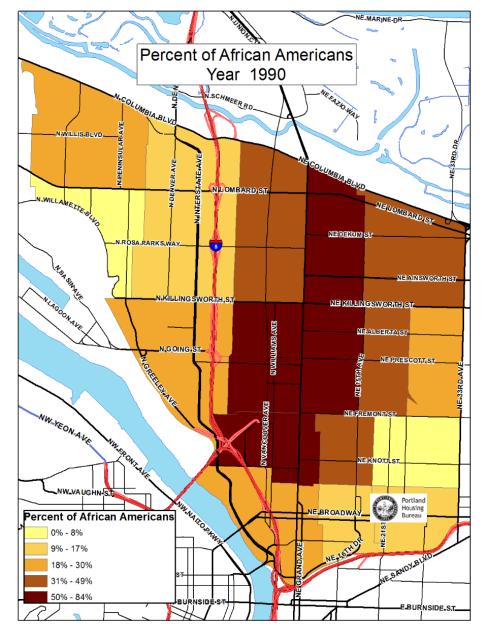
Dan Saltzman, Commissioner Kurt Creager, Director

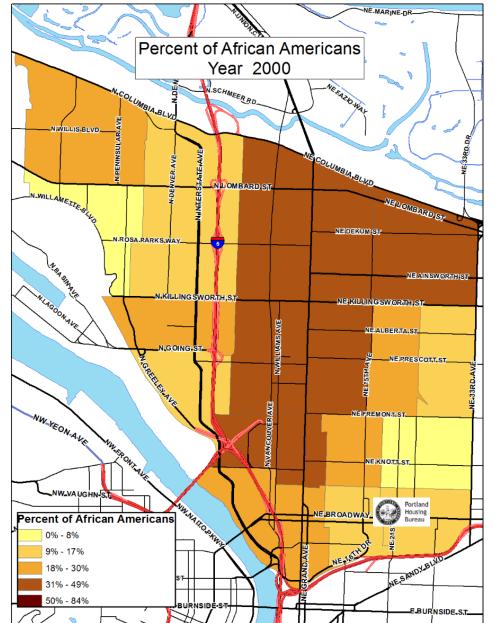
#### The **G**eography

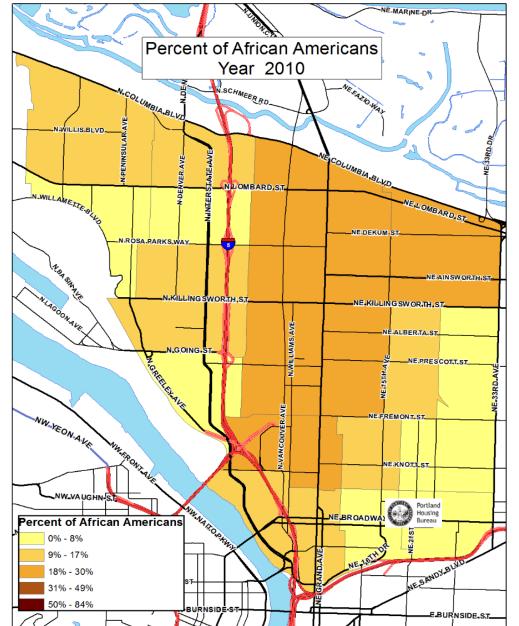












#### PHB INVESTMENTS

## Mayor's allocation 2014 (\$20,000,000)

- \$5 million Home Ownership
- \$4 million Homeowner Retention
- \$8 million Multi-family Rental Development
- \$3 Million Land banking

## Fall 2015 TIF Lift Additional \$32,000,000

PORTLAND HOUSING BUREA

HOUSING STRATEG

- \$7 million Home Ownership
- \$5 million Homeowner Retention
- \$19.2 million Multi-Family Rental Development

#### YOUR NEIGHBORHOOD, YOUR VOICE

#### DISPLACEMENT EVENTS

- Van Port Flood May 30, 1948
- I-5 freeway 1950
- Coliseum Broke ground February 4, 1959; Opened November 3, 1960

AND HOUSING BUR

HOUSING STRAT

- Central Albina Study- 1962
- Emanuel Hospital Plan August 1969
- Interstate Urban Renewal Area August 2000

YOUR NEIGHBORHOOD, YOUR VOICE

#### **PROMISES NOT KEPT**

- Legacy/Emanuel 1970
- Albina Community Plan 1993

YOUR NEIGHBORHOOD, YOUR VOICE

- Interstate Urban Renewal Plan 2000
- Interstate URA Housing Strategy 2002

PORTLAND HOUSING BURE

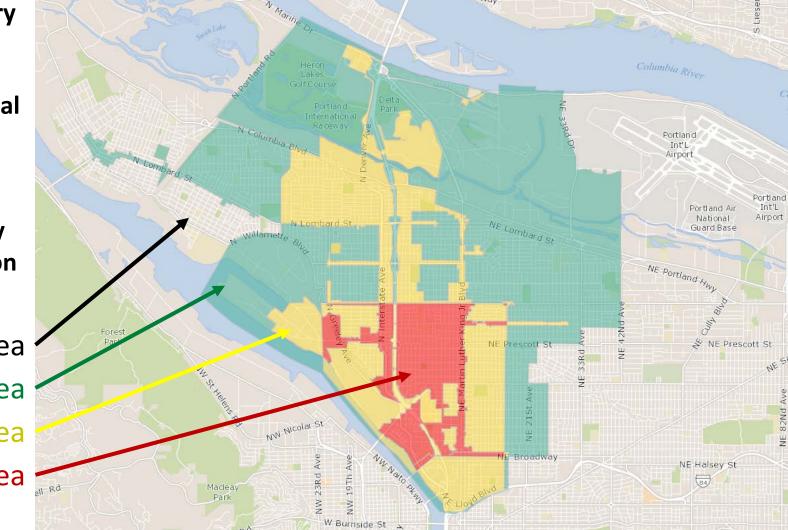
HOUSING STR

#### **PREFERENCE POLICY**

- Designed to give preference to marginalized families with historic roots in North and Northeast Portland
- Preference for families currently in the community as well as those who have already been displaced
- Applies to rental housing and homeownership programs in North and Northeast Portland
- Preference policies affect the order of the list for services, not program eligibility
- Housing Bureau programming is for low and moderate income households

YOUR NEIGHBORHOOD, YOUR VOICE

Albina Community Dia Way **Plan Boundary** + **Urban Renewal** Areas + Areas of City amet Condemnation Actions **0** Point Area **1** Point Area NW Nicolai St 2 Point Area NWN **3** Point Area 3Rd Macleay Park all Rd N



# Structure of the Policy

- Policy orders the waitlist by giving families points, those with the most points are given top priority
- Preference points are given based on where a family and their ancestors have lived in relation to urban renewal in North and Northeast Portland
- A family can get **0-6 points** total
- Families who have had property taken by the city move to the top of the list

#### Creating an Accessible Applicant Process



- Oversight Committee
- •Culturally specific, language specific, and geographically specific targeted outreach
- •Tracking and surveying
- •Ongoing phone, mail, and email support
- •Training for partners and internal staff
- Grievance process

#### Community Access & Outreach

Designated Application Sites were strategically placed in the 5 quadrants of Portland. 8 of the sites had computer access. All had a trained staff personnel.

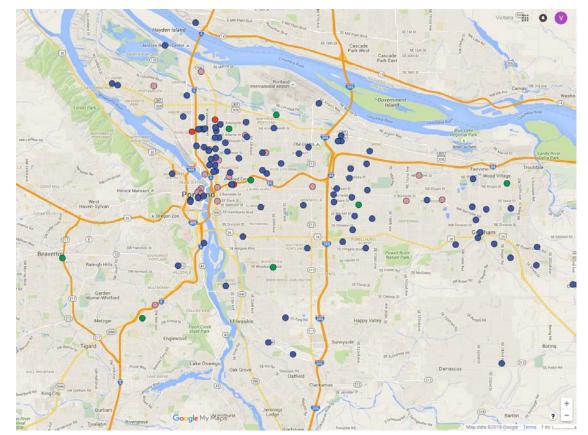
Community partners included culturally specific, language specific, and geographically specific organizations as well as schools, community centers, libraries & religious institutions.

#### <u>KEY</u>

Designated Application Sites Nonprofit Homeownership Providers – Red Community Partners – Green

Committed Community Partners – Blue

Contacted Community Partners – Pink



#### Affirmative Marketing

Broaden engagement across a wide geography

To reach displaced community members

Partner with community-based organizations



To increase access and support for community members and reduce barriers to applying

Create inclusive marketing and directly engage in the community

To inform and educate potentially eligible households about this homeownership opportunity

Marketing included radio, newspaper, and online ads as well as email notifications. Application was released for view 2 weeks prior to the application window.

# Questions??

YOUR NEIGHBORHOOD, YOUR VOICE

PORTLAND HOUSING BUREAU NORTH / NORTHEAST NEIGHBORHOOD HOUSING STRATEGY

# NoAppFee

FOUNDER OF NOAPPFEE TYRONE POOLE

# NoAppFee.com FREE & SIMPLE RENTAL FINDER



Sign-In

#### **Congratulations!**

#### You're qualified for 4,497 homes within 25 miles!



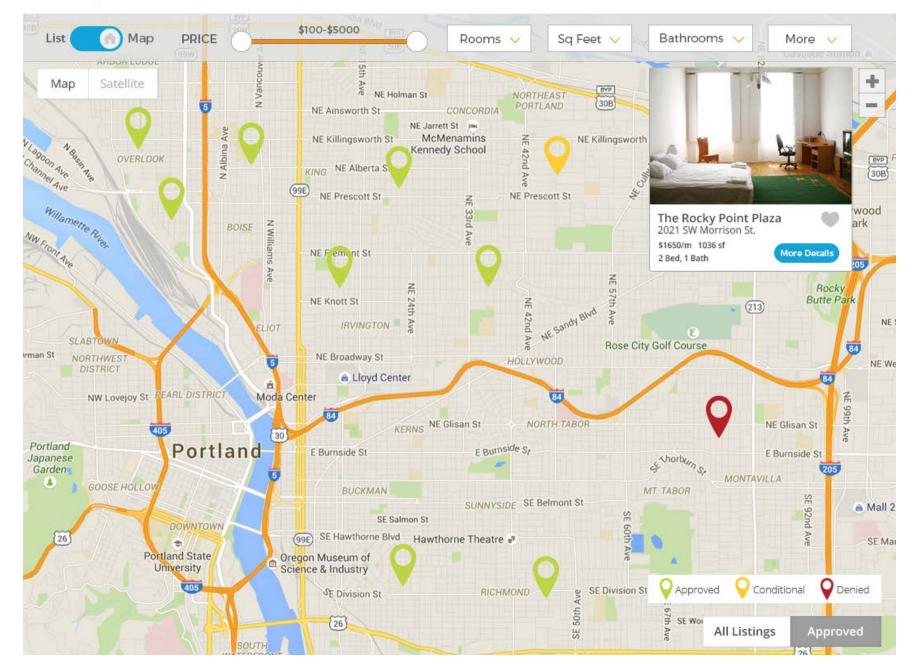
Let's attach your background check & start finding properties.

**Get Started** 





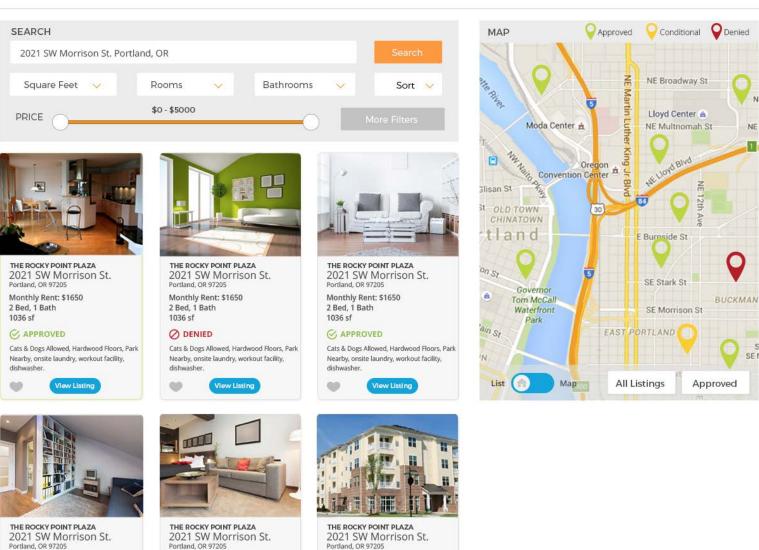
🚽 Apply 💦 😢 Morgan 🗸





O Search Local Rentals

Apply 2 Morgan V



2 Bed, 1 Bath 1036 sf ⊘ APPROVED

Monthly Rent: \$1650

00

Cats & Dogs Allowed, Hardwood Floors, Park Nearby, onsite laundry, workout facility, dishwasher. View Listing



Monthly Rent: \$1650

Nearby, onsite laundry, workout facility,

2 Bed, 1 Bath

Ø DENIED

dishwasher.

1036 sf

Portland, OR 97205

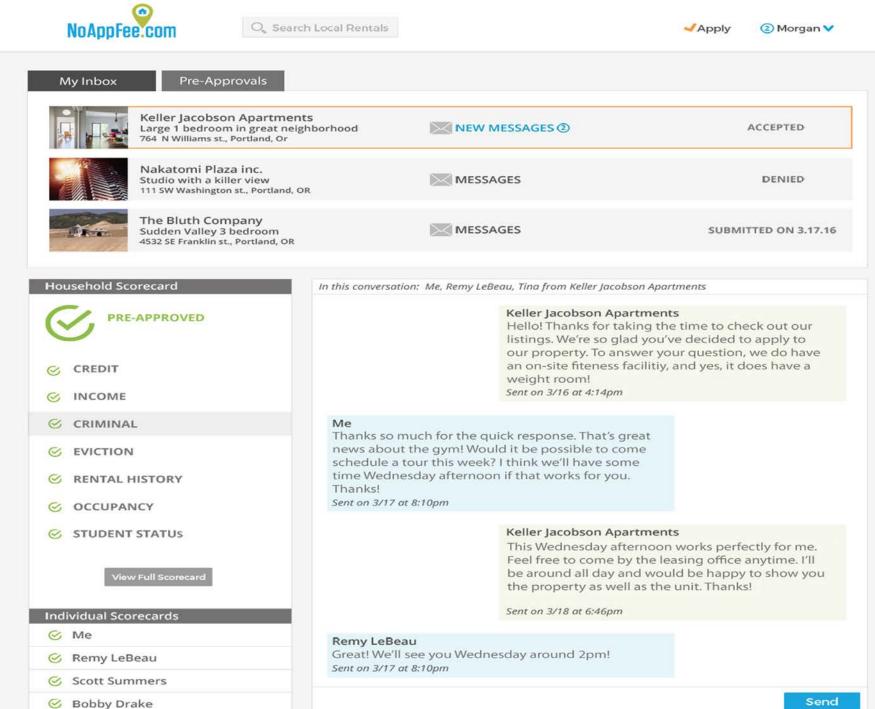
Monthly Rent: \$1650 2 Bed, 1 Bath 1036 sf

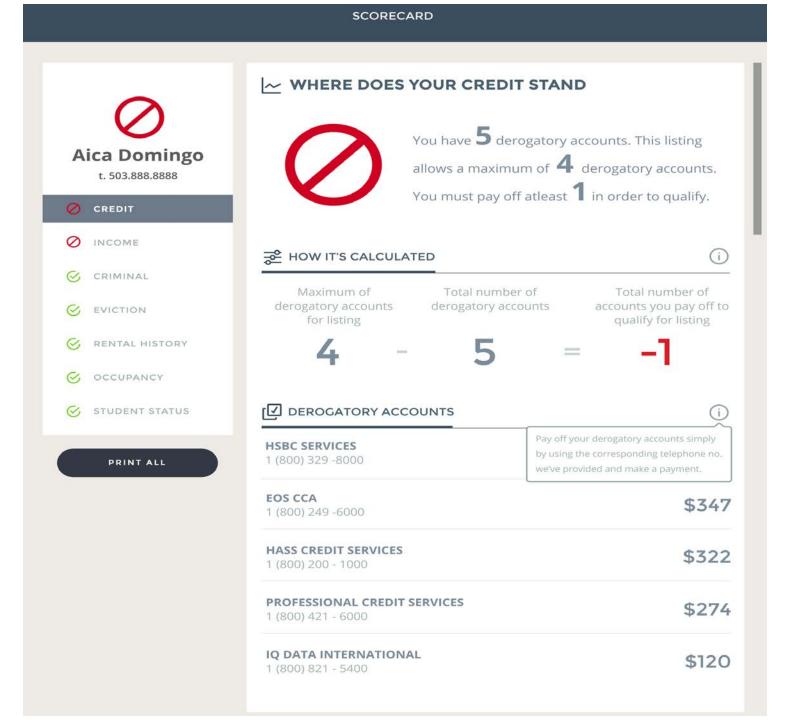
#### APPROVED

Cats & Dogs Allowed, Hardwood Floors, Park Cats & Dogs Allowed, Hardwood Floors, Park Nearby, onsite laundry, workout facility, dishwasher.

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# Future Programs and Funding

# Thank you for participating.

Forum materials will be posted on the PHB website at

http://www.portlandoregon.gov/phb/60596

City of Portland Equity Plans are posted at

http://www.portlandoregon.gov/oehr/70048



# **PORTLAND HOUSING BUREAU**

Dan Saltzman, Commissioner Kurt Creager, Director