

## Bienestar

Equitable Neighborhood Development Plan

Developed in partnership with



## **Mission** Bienestar is Spanish for "well-being" and represents our deep dedication to the well-being of families and communities. Bienestar builds affordable housing, because we believe home is the foundation upon which many positive family and community outcomes are based.



## **Bienestar Forest Grove**

Equitable Neighborhood Development Plan

## **Table of Contents**

01   Introduction	4
02   About the Neighborhood	8
03   Vision for the Forest Grove-Cornelius Community	12
04   Action Plan Goals, Strategies, and Actions	16
05   Metrics of Success	20

We are the only housing developer in Washington County meeting the housing needs of Latinx families and no other organization can deliver our strong mix of affordable housing development and housing rights activism in the local market.

## 01 Introduction

## Organization and Community Overview

Founded in 1981, Bienestar builds housing, hope, and futures for the well-being of Latinx working families in Washington and Columbia County, Oregon. To advance this mission, Bienestar operates 12 affordable apartment properties (509 units) in five communities, including six (6) properties located in Forest Grove-Cornelius, the target area for this Action Plan. We are the only housing developer in Washington County meeting the housing needs of Latinx families and no other organization can deliver our strong mix of affordable housing development and housing rights activism in the local market.

Since our inception, Bienestar has strived to open access to affordable, appropriate and safe housing for lower-income Latinxs residing in Forest Grove-Cornelius, a Census County Division (CCD) in Washington County, Oregon with a total population of 39,374. In the early 1980's, we developed our first property in Forest Grove as a 12-unit farmworker housing project. Since that time, mirroring

the growth of the Latinx population, we continued developing additional units. In recognition of the unique needs of local Latinx, particularly immigrant, families, we ensured that properties had larger units with 2-4 bedrooms and we strategically built in locations that are convenient for working families with children. As of 2019, we have over 300 affordable rental homes in six (6) properties throughout the community, all reserved for residents at 60% AMI and below. While the development of these units has alleviated some pressure for more affordable rental stock in the community, there continues to be a significant shortage in the number of

available affordable units relative to the demand, as indicated by the approximately 56% of renters in the community that are cost burdened and paying over 30% of monthly wages for housing related costs. With current vacancy rental rates at around only 5% and long wait lists for all our area properties, the need for continued investment in affordable housing development is high.



## **Planning Process to Date**

The impetus of this Action Plan is the fast-growing gentrification of Washington County and, in particular, our target community of Forest Grove-Cornelius and its effect on lower-income communities of color. Over the last few years, Bienestar staff have become increasingly alarmed at the rising cost of housing, the shortage of quality, family-sized, affordable housing units, the displacement of Latinx families, and the relative lack of action from local developers, municipalities and County officials to address these issues. In response to these challenges, and through dialogue with our Board of Directors, residents and community partners, Bienestar developed a series of initial steps designed to place Bienestar in a position of influence where we can more effectively achieve the vision and goals set forth in this Action Plan, including the construction, rehab and preservation of affordable housing, increased programming that builds assets, protects against financial instability and promotes economic mobility, and the empowerment of Bienestar and local community members to advocate on housing-related policies.

A key to shaping our Action Plan goals, is the opportunity that materialized in the form of the 2018 Portland Metro Regional Affordable Housing Bond; a \$652.8 million affordable housing bond measure to create permanently affordable homes across the Portland Metro Region. Stated goals of the bond include: Create 3,900 permanently affordable homes; reserve 1,600 homes for people who earn very low incomes (\$26,000 per year for a family of four), and; build half of the homes with two-, three- and four-bedroom units - big enough to accommodate families. Racial equity was also called out as a critical priority of the Metro bond.

While Bienestar applauds policymakers for understanding the need for the regional affordable housing bond, as well as voters for passing it, but Bienestar now strives to assure that the implementation of the bond will fulfill the promises made to voters during the campaign, not only around the delivery of units but also around the critical priority of racial equity. Considering that Washington County is slated to receive \$188 million, it is imperative that Bienestar and like- minded allies such as the Coalition

of Communities of Color and others have a strong voice as bond spending decisions and other affordable housing policies are developed and implemented in our community.

At the core of the Action Plan and our work in general are Bienestar staff and Promotores; resident leaders from Bienestar's properties, and the heart and soul of the Bienestar community. Bienestar deploys our Promotores to carry out much of our resident programming while also acting as effective community ambassadors and publicly advocating for the interests of their community. For example, the Promotores have testified in local government hearing in support of increased funding for affordable housing, and, with Bienestar staff, have participated actively in recent planning and community engagement activities. These activities, conducted by Bienestar staff and Promotores, include:

- The "Advancing Racial Equity" forums convened by Washington County and Vision
   Action Network to promote equity after the publication of the "Leading with Race" study by the Coalition of Communities of Color on Washington County.
- Community engagement forums for the implementation strategies being developed by City
  of Hillsboro for the Metro Regional affordable
  housing bond (which was approved by the voters in November 2018).
- Feedback forums on the development of Washington County's 5-year Consolidated Plan that will guide HUD funding from 2020-2025.
- Washington County's "Policy Advisory Board"
  (PAB) which makes decisions about CDBG
  and HOME funding decisions in the County,
  engaged in by staff. The PAB approved an ongoing "CHDO set aside" for HOME funds, and
  in addition a CDBG set aside for Bienestar to
  provide resident services.

- Meetings with local officials, including Washington County Chair Kathryn Harrington,
  Washington County Commissioners Jerry Willey and Dick Schouten, Metro Councilor Juan
  Carlos Gonzalez, Congresswoman Bonamici,
  as well as staff at local jurisdictions including
  Washington County, the cities of Beaverton,
  Hillsboro, Forest Grove, and Cornelius, about
  the need for housing and resident services.
- The Welcome Home Coalition, under a new project called the "Culturally Specific Housing Advocates Project" (CSHAP) which will train two lead Promotoras to advocate on housing policy who will, in turn, engage Bienestar residents on housing and housing policy. One of the lead Promotora advocates involved in CSHAP is a Bienestar resident in Forest Grove.

In addition, Bienestar staff have participated actively in other collaboration and planning forums to advocate for equitable outcomes and development in Western Washington County. These activities include:

- Regular planning meetings for the Immigrant Solidarity Collaborative, a partnership of Adelante Mujeres, Centro Cultural, Bienestar and Virginia Garcia Memorial Health Clinic
- Participation on the Forest Grove's Housing Needs Analysis Committee
- Meetings with city officials in Cornelius and Forest Grove
- Meetings with owners of developable land in Cornelius and Forest Grove
- Meetings with Pacific University, which has its main campus in Forest Grove
- Partnering with the Tuality West Habitat for Humanity in Forest Grove on the possible development of a site

Finally, Bienestar has worked hard to leverage existing resources and grants to bolster our Equitable Neighborhood Development efforts. For example, Bienestar was recently granted an award from the Catholic Campaign for Human Development to train our Promotores and other Bienestar residents to become leaders and advocates on housing policy and immigrant rights issues and we have pending requests from other funders such as the Oregon Community Foundation, to further expand this initiative. This work will build on the CSHAP and our partnership with Welcome Home to support advocacy efforts that support equitable neighborhood development. Bienestar is also partnering with Vision Action Network, Adelante Mujeres and the Coalition of Communities of Color on an initiative to advance racial equity in the County, and has received a collective commitment of \$250,000 in 2020 from the County to carry out racial equity work.

## **Vision**

Our guiding vision for Forest Grove-Cornelius—and throughout our service area—is to create a community where low-income working Latinx families feel empowered, have a voice in the policies and decisions that most affect their lives, and have equitable access to safe affordable housing and community resources that are reflective of their family size, values and culture and allow them a path to become financially stable.

## Goals

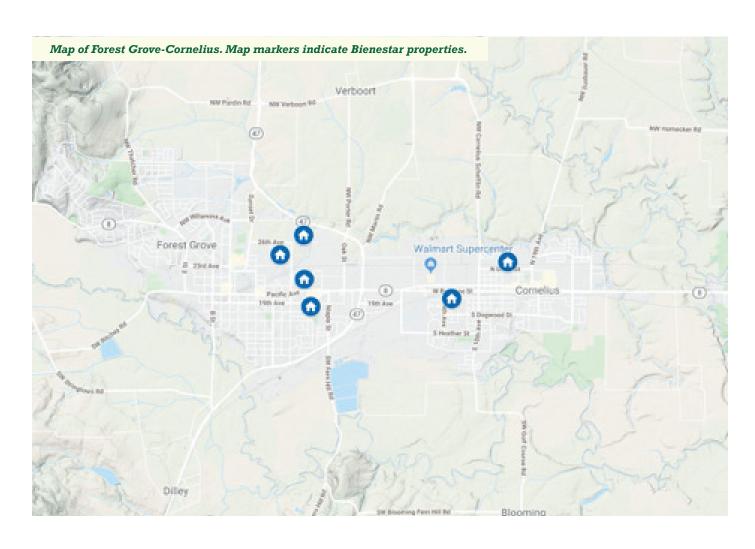
Our primary goals in Forest Grove-Cornelius are to increase the quantity and quality of affordable housing stock with family-sized units, empower our residents to be more civically engaged and, open access to community resources through which they

can achieve financial stability. In addition to the traditional work of housing development, Bienestar will accomplish this through a) amplified advocacy and influence in local and regional housing policy discussions and decision- making to better ensure that housing development is designed and carried out through a racial equity lens, including a specific focus on the roll-out and implementation of the Metro Regional Housing Bond funds; **b**) continued development of our leadership programs to ensure an ongoing flow of community advocates that are representative of our tenants and knowledgeable in both housing policy and community needs; c) continued development and refinement of tenant services that build wealth, increase assets and strengthen connections to critical community services among our renters and their families, and; d) continued development of strategic partnerships, identification of funding sources and enhancement of real estate knowledge that can lead to efficient and expedited parcel identification, acquisition, construction and sustainable management and operation of affordable units and related community services.

Internally, Bienestar is undertaking important capacity building efforts to support achievement of these goals, including training through NALCAB's National Training Institute and similar peer networking and nonprofit professional industry-related conferences, but also specific training for Housing Development staff. For example, Bienestar's Asset Manager recently completed the NeighborWorks America Asset Management training curriculum known as "CHAM" (Consortium for Housing and Asset Management) for housing professionals, and our Housing Development Manager is completing the affordable housing finance track with Neighbor Works America as well. Our Asset Manager is also completing the "Building Asset Management Solutions" training being provided by Oregon's Housing Development Center, funded by Meyer Memorial Trust.

While Latinx families have made Forest Grove-Cornelius their home for almost 60 years and make significant contributions to the local economy with their labor and consumer spending, little headway has been made in closing the wealth gap that exists between Latinx families and the general population.

## 02 | About the Neighborhood





While Forest Grove-Cornelius has been a center for Latinx farmworkers since World War II and the Bracero Program, many Latinx families didn't begin to put down permanent roots on a large scale until the mid-1960's with the arrival of migrant farmworkers from Texas ("Tejanos") who came to make a new start and find year-round employment opportunities. Over time, the Tejano families and other Latinx leaders, along with their families and non-Latinx allies built a system of community support and social service resources to meet their needs. These included many of the nonprofits still in existence today such as: Centro Cultural of Washington County (1972), which offered access to food pantries, job placement opportunities and cultural events; the Virginia Garcia Memorial Health Center (1975), which supported low-income Latinxs and farmworkers with culturally responsive medical care, and; Bienestar (1981).

Unfortunately, while Latinx families have made Forest Grove-Cornelius their home for almost 60 years and make significant contributions to the local economy with their labor and consumer spending,

little headway has been made in closing the wealth gap that exists between Latinx families and the general population. For example, the Latinx per capita income in Forest Grove- Cornelius remains over \$10,000 less than the overall population (\$14,329 versus \$24,517), the Latinx family median income is \$15,000 less (\$50,901 versus \$65,853) and the Latinx poverty rate is almost 2 percentage points higher. Further, local Latinxs demonstrate low educational attainment (approximately 50% of the local adult Latinx population does not have a high school diploma), are predominantly immigrant (52.4% of Latinxs are foreign-born, non-citizens) and have limited English proficiency (44% of Spanish-speaking adults self-identify as speaking English "less than very well"). Cumulatively, these factors limit the ability of many Latinx community members to secure quality employment with benefits and wage growth potential and, as a result, local Latinxs are predominantly concentrated in lower-wage professions such as the agricultural industry.

In the agricultural industry, employers can pay minimum wage or can otherwise dictate earnings based on daily productivity (the amount harvested) and the stability of the position is often precarious, depending heavily on seasonal availability of work, consumer trends, weather and macroeconomic factors. Underemployment is rampant and workers can go long periods in between jobs. Using data collected from the State of Oregon Health Authority, approximately 16% of Latinxs in the Washington County workforce are employed in the agriculture industry and approximately 24% depend on agriculture either as employees or as family members of an employee. This over-representation in a volatile industry creates a situation where many Latinx families live paycheck to paycheck; unable to advance economically and largely unable to withstand any financial shocks they may experience during a given year. Consider that in Cornelius, where the majority of the city population is Latinx (52.5%), 74% of all workers earn less than \$40,000 and only 23% of Latinx laborers work within the city limits, suggesting an outsized portion are in agriculture-related positions. Compounding the issue, the Latinx unemployment is consistently higher than the overall rate and, while Washington County wage rates have increased 8.3% since 2012, Forest Grove-Cornelius wage rates have only increased 5.9% during the same period.

Simultaneous to instability in the Latinx labor market, since the end of the Great Recession in 2012, the cost of living in Forest Grove-Cornelius has consistently crept upward year over year. According to Salary.com, the cost of living in Forest Grove-Cornelius is currently 10.8% higher than the national average and has increased 3.9% since 2018. This increase is on par with the City of Portland and other, much larger communities in the region. Driving the cost of living is the skyrocketing cost of housing. Consider that the median sale price of a home in the community has increased 92% (\$170,000) and the median rent has increased 37% (\$500/month) in the last five years alone. Similarly, the price of residential real estate per square foot has increased, with price per square foot currently \$223 in Cornelius and \$214 in Forest Grove; an increase of approximately \$75/ sq. ft. since 2014. Aggravating the situation, as previously mentioned,

the housing vacancy rate is at only 5% and the development of affordable units has not kept up with demand. In short, Forest Grove is undergoing rapid gentrification and putting displacement pressure on many low- income working families.

Thus in 2019 we are faced with solving a multi-layered housing affordability problem in Forest Grove-Cornelius. While Bienestar focuses specifically on opening access to affordable housing, advocating for affordable housing development, leadership development, and credit-building/financial stability among residents, we realize there are numerous cross-cutting challenges that collectively act to hinder Latinx economic mobility in Washington County and that all of these challenges must be addressed comprehensively to achieve meaningful and lasting advances. Simply put, access to affordable housing alone is not enough to catalyze real change.

## These cross-cutting challenges include:

1) A local Latinx population that continues to increase (Latinxs now represent 30.4% of the total population in Forest Grove-Cornelius, up 12.7% over 2000), but whose access to quality housing, higher wages, permanent job opportunities and overall financial health are hindered by lack of affordable housing options, low educational attainment, immigration status and low English proficiency. These challenges combine to create doubling up (2+ families/unit), homelessness and elevated levels of stress, violence and health issues among families while decreasing educational performance among youth.

2) The wealth gap continues to grow even as the cost of living rises. Census and real estate data suggest that wealthier households and retirees are being increasingly priced out of the Portland Metro/Eastern Washington County and seeking more affordable, but still market-rate, real estate options in Western Washington County's rural areas such as Forest Grove-Cornelius. Census data demonstrates that the number of local households earning at or above 120% AMI has increased 4.3% since 2010 and now represent 22%

of the community's population. Unfortunately, at the same time the total number of wealthy households in Forest Grove-Cornelius are increasing, the total number of households earning between 80%-120% AMI is decreasing, down 4% since 2010. Disturbingly, it appears that many of these previously "middle" income families are now earning less, as the number of households earning below 80% AMI has increased 8% over 2010 and now represent an astounding 68% of the total number of local households. Considering that the cost of living and housing continue to rise, as previously mentioned, the stark contrast between the wealthy and lower-income households is becoming clearer as the middle class disappears. Without significant and prolonged intervention to increase assets and access to affordable housing among at-risk households, this trend is not likely to be reversed in the immediate future and more families will fall towards poverty.

As a result, Forest Grove-Cornelius has quickly become known as a bedroom community of Portland Metro and eastern Washington County employers such as Nike and Intel, a trend that has catalyzed the rise in market-rate home construction and the associated increase in the cost of living. This bedroom community label is further reinforced when you consider that Forest Grove has a total workforce of 10,665, but only 6,522 jobs available within the city and Cornelius has a total workforce of 6,198, but only 2,717 jobs available. While we know that a large number of Latinxs are working outside of the cities in nearby farms, nurseries and packing facilities, this does not appear to be the case for non-Latinxs, and suggests that a significant number of non-Latinx laborers are making the hour drive to Portland or the various corporate and tech hubs in Eastern Washington County each day; limiting their daily consumer spending and associated economic impact in the local community while still contributing to increasing housing costs.

As described in their respective housing assessments and associated documents and planning materials, Washington County, Forest Grove and Cornelius governments are all aware of the urgent need for additional affordable housing units in their cities. However, as of May 2019, among the current housing starts in Cornelius, 1,143 are lots for single-family homes. There are 29 units slated to be multi-family (across two properties), but there is no indication that any of these will be reserved for low-income families. In Forest Grove, there are currently 442 lots under construction or permitted for single-family homes (attached, unattached and duplexes) and 16 mobile homes units. There are no multi-family properties planned in Forest Grove as of their June 2019 Housing Needs Analysis and no indication that any properties will be set aside for lower-income buyers. The Metro Regional Affordable Housing Bond, passed by Portland area voters in November 2018, creates a significant opportunity for new development in Forest Grove.



## Success Story: Edwin Ortega

Edwin Ortega came to the United States when he was young, and for most of his childhood, he lived in one of Bienestar's affordable properties.

With Bienestar's affordable rent helping to ease financial strain, Edwin's family found stability and success. Through Bienestar's resident services programs, both of Edwin's parents became community leaders, one serving as a lead Promotora and the other as a Bienestar board member.

With educational support from Bienestar programs, Edwin was a stellar high school student. He recently graduated from Portland State University with a degree in computer science, and now works as a software engineer for Nike.

Pictured above from left to right: Edwin Ortega, his father Alejandro Ortega, and Bienestar Executive Director Nathan Teske.

# O3 | Vision for the Forest Grove-Cornelius Community

Bienestar envisions equitable development in Forest Grove-Cornelius as the circumstances whereby low-income working families and members of the broader immigrant and Latinx community feel a sense of empowerment that is embodied by their ability to freely pursue affordable housing appropriate for their family size in a neighborhood of their choice, secondary education for their children, and financial security. Specific components of this vision include:

Choice. Options for housing among most local Latinx families is limited due to low affordable housing stock, the prohibitive cost of market-rate housing, and the size of existing units. U.S. Census data demonstrates 56% of all renters in Forest Grove- Cornelius are cost burdened and the community is considered a severely rent burdened community by the State of Oregon. Despite the documented need for additional affordable units, of the 1,630 lots currently planned or under construction in the community, only 29 are multi-family

units and none are reserved for low-income families.

**Access to a Broader Range of Housing** 

This is unsustainable and unacceptable. Bienestar seeks to pursue and advocate for the development or rehab of units that are appropriate for raising a family (2-3 bedrooms) and affordable to individuals earning at or below 60% AMI, with goals of ensuring affordability for some units down to 30% AMI. Furthermore, we seek to ensure that new units are developed in neighborhoods that are easily accessible to family amenities (playgrounds, schools), close to shopping and transportation hubs, and convenient to employment centers. We believe that with passage of the Metro Regional Housing Bond there will be a unique opportunity to directly secure or otherwise influence the allocation of bond funding designated for Washington County. While the jurisdictions will have up to 7 years to spend bond funds, many decisions about how to invest this unprecedented injection of capital into affordable housing will be made within the next 24 months. Bienestar intends to be an integral player in this decision-making process.



Access to Critical Social and Community Services. We recognize that Latinx, and especially immigrant families, are often marginalized and face discrimination, and therefore do not always receive the same quantity or quality of services that the general population may receive. Bienestar seeks to overcome this inequity by continuing to work within our network of community referral partners and to strengthen and develop internal programming

that will lead to increased economic mobility and financial stability among Latinx resident families. This work includes focuses by Bienestar and our partners on establishing generational asset-building habits through credit-building, access to mainstream financial products, homeownership, entrepreneurship, workforce development, asset/legal protection, healthy living, food security, and increased educational attainment.

We recognize that Latinx, and especially immigrant families, are often marginalized and face discrimination, and therefore do not always receive the same quantity or quality of services that the general population may receive.

A significant driver of inequitable development in the community is that local Latinxs are often not decision-makers and do not have an active voice in the institutions and political systems that most affect their lives.

**Opportunities for Civic Engagement,** Leadership and Empowerment. A significant driver of inequitable development in the community is that local Latinxs are often not decision-makers and do not have an active voice in the institutions and political systems that most affect their lives. To cultivate grassroots activism and increase agency among Latinxs, Bienestar seeks to train and empower leaders from the Forest Grove-Cornelius Latinx community. These leaders will then engage community members in an effort to expand civic engagement through: voter registration/ participation; attendance at town halls and council meetings; representation on influential committees and advisory boards; direct advocacy with policymakers; more effective and clear communication with the media, policymakers and elected officials on key issues, and; general education around the need for more equitable development.

**Policies that Reflect Equitable Develop**ment Goals. While some local policies allude to equitable development and identify the need for ensuring racial equity in access to resources and opportunities for all community members, these policies do not include binding mechanisms for enforcement and are rarely adhered to upon implementation. Bienestar is not satisfied with this reality. We will pressure policymakers to craft and define policies that not only have meaningful equitable development-related goals, but which, critically, have binding mechanisms for ensuring their racial equity goals are met in a timely manner. Further, as part of this undertaking, we will seek to ensure that all policies are reflective of the unique needs of the Latinx community, that immigrant tenants have the same rights as all other tenants and, for policies dealing with affordable real estate development, that there is prioritization of contracts to developers who will abide by those same equity-related principles.





Jenny Soriano, a Bienestar property manager and former Promotora, photographed in the Portland region's Metro Council chambers. She testified before Portland's Metro Council about the importance of affordable housing just before the Council voted to refer the \$652 million affordable housing bond to voters.

# 04 | Action Plan Goals, Strategies, and Actions

## Goal#1

Facilitate or directly develop and/or rehab affordable multi-family rental units

**Strategy:** Identify parcels suitable to develop new multi-family units whose size and zoning allow for 40-60 or more units of affordable rental housing. (supporting resources: parcel and land use maps; financial tools for acquisition and development)

**Strategy:** Identify existing multi-family properties that currently are or could be for sale and which would be suitable for rehab as affordable or mixed-income units. (supporting resources: parcel maps; real estate brokers; financial tools for acquisition and rehab)

## **Actions:**

- Create criteria and data collection systems for use when considering acquisitions, potential land use and joint development agreements to develop affordable housing;
- Curate maps, improve knowledge of financial mechanisms for acquisition and development and increase understanding of changes in real estate values and trends (i.e. are increases occurring city-wide or in specific pockets)
- Engage and develop relationships with local landowners to gain knowledge of potential land sales
- Build financial position to at least \$1 million in liquidity to strengthen position for investors/lenders
- Leverage funding opportunities to get to a scale (in terms development pipeline, and units of affordable housing owned) that is sustainable financially and in terms of capacity for future development
- Access Metro Bond funds and create or preserve new affordable rental units



## Goal #2

Strengthen and expand Bienestar resident services, specifically as related to asset-building and financial capabilities

**Strategy:** Strengthen and/or expand resident services by identify new funding resources, developing additional community partnerships and training staff on best practices. Bienestar will particularly focus on asset building and financial capabilities work in developing our services. Further, as feasible, we will seek to expand these services to non-Bienestar properties. (supporting resources: corporate, governmental, individual and/or nonprofits donors; 3rd party training or peer-led guidance on best practices).

## **Actions:**

- Identity new sources of potential funding for program expansion and maintain a library of these opportunities
- Expand and hone credit-building systems through rent reporting an extend this to all Bienestar properties
- More deeply engage with our network of partners for referrals and coordination of community services
- Partner with AAAH and Tuality West Habitat to advance homeownership opportunities among tenants and low-income Latinx community members
- Continue to train Promotores and staff on program-related best practices and cultivate peer networks
- Expand resident programming model to include non-Bienestar properties
- Develop Bienestar-owned vacant land in Forest Grove for a community garden



## Bienestar Builds: Expansion of Services to Willow Creek Crossing

Starting in 2020, Bienestar will expand our flagship Promotores Program to serve a new population in a new location. Bienestar will recruit and train three additional Promotores to provide on-site resident services to an additional 120 units at Willow Creek Crossing in Hillsboro, an affordable housing property owned and operated by the Housing Authority of Washington County (HAWC). Like Bienestar properties, Willow Creek Crossing serves low-income families at or below 60% AMI.

This expansion of the Promotores Program to a non-Bienestar managed property represents an exciting evolution in our organizational ability to touch and positively impact the lives of additional low-income families of color beyond the individuals currently residing in our units.

## Goal #3

Continue development and expansion of the Promotores program

**Strategy:** Strengthen civic engagement and community empowerment by implementing a Train the Trainer Leadership Model to focus on affordable housing policy and expanding the number of individuals trained to be community leaders and advocates. (supporting resources: corporate, governmental, individual and/or nonprofits donors; 3rd party training or peer-led guidance on best practices)

### **Actions:**

- Pursue training and networking opportunities for advocates and staff to increase their leadership acumen and amplify their ability to identify, train and strategically deploy "next- generation" leaders over the next five years
- Identify and train new leaders to work with Bienestar to engage and mobilize community members around the Metro Bond and related development issues

## Goal #4

Strengthen policy advocacy efforts and ensure new policies and the Metro Regional Bond roll-out contain equitable development goals and metrics

**Strategy:** Deploy trained advocates to disseminate information to the Latinx community relevant to equitable development discussions along with steps community members can take to advocate for change in related policies/ballot measures. (supporting

resources: corporate, governmental, individual and/ or nonprofits donors; 3rd party training or peer-led guidance on best practices)

**Strategy:** Place Promotores, advocates and Bienestar staff/Board on advisory committees/boards related to equitable development goals and acquire allies within government. (supporting resources: site map of existing or upcoming committees/boards; scan of current elected officials and staff in influential positions)

### **Actions:**

- Carry out steps to increase Latinx civic engagement and increase the public face of Latinx policy stances through letters to the editors or town hall attendance
- Seek commitments from local policymakers to uphold equitable development and racial equity principles
- Successfully negotiate and receive a bilingual town hall to be attended by local and state representatives
- Continually increase knowledge of current and upcoming issues affecting equitable development, and how Bienestar can best advocate on those issues, through attendance at trainings, expansion of peer networking and periodic meetings with elected officials
- Complete "site map" of committees and boards where Bienestar could influence the Metro Bond roll-out, housing policy decision-making and related issues that affect equitable development
- Engage allies in elected positions and government offices to work with Bienestar to place leaders in influential positions and support our equitable development goals
- Place Latinx community leaders in identified positions

# 05 | Metrics of Success





This following 5-year timeline was developed to mirror the Metro Regional Bond's approximate schedule of implementation and include ongoing, short, medium and long-term actions that reflect our major organizational focus areas (Housing Development, Property Development, Leadership Development and Policy Development).

## **Bienestar Timeline of Activities**

HOUSING DEVELOPMENT	Y1	Y2	Y3	Y4	Y5
Identify land to potentially acquire and develop/rehab affordable units					
Develop and maintain relationships with local landowners to gain knowledge of potential land sales					
Identity new sources of potential funding for housing acquisition/development					
Adopt data collection system for considering acquisitions, potential land use and joint development agreements to develop affordable housing					
Receive development funds through the Metro Regional Bond					
Complete or near completion of 1-2 Metro bond projects					
Create or preserve 100+ affordable family-sized rental units					
Maintain at least \$1 million in liquidity					

PROGRAM DEVELOPMENT	Y1	Y2	Y3	Y4	Y5
Identity new sources of potential funding for program expansion					
Engage with our network of partners for referrals and coordination of community services					
Receive feedback from residents to strengthen programs					
5-10 Bienestar tenants become homeowners					
Annually secure capacity building/operating grants of \$100,000					
Annual donor-based fundraising efforts/events generate \$50,000+ for operations					
Maintain digital library of resource development sources/funders					
Expand rent-reporting to all properties					
Expand resident program model to non-Bienestar properties					
Develop vacant land in Forest Grove (Juniper III) as community garden					

LEADERSHIP DEVELOPMENT	Y1	Y2	Y3	Y4	Y5
Train and mobilize 20 Latinx community leaders					
Train and mobilize 40 Latinx community leaders					
200 total Latinx residents are informed, empowered, and civically engaged on key housing issues and policies					
500 total Latinx residents are informed, empowered, and civically engaged on key housing issues and policies					

POLICY DEVELOPMENT	Y1	Y2	Y3	Y4	Y5
Manage site map of relevant municipal committees and boards					
Maintain consistent communication with relevant municipal staff and elected officials					
5 Latinx community leaders are strategically placed in positions where they can influence housing policy					
25 advocacy actions are taken					
5 commitments to uphold racial equity from local policymakers					
1 bilingual Town Hall on affordable housing policy attended by at least one representative from the Oregon House and Senate					

