

*A Community-Driven
Weatherization and Home Repair Pilot Project
to Prevent Involuntary Displacement, Improve Public Health, and
Advance Equity*

October 2015

(Intentionally Blank.)



FOREWORD

All Multnomah County community members should have the opportunity to make the choices that allow them to live a long, healthy life, regardless of their income, education or ethnic background. The opportunity for health begins in our families, neighborhoods, schools and jobs. Everyone deserves equal access to amenities such as healthy, affordable food, an ample supply of affordable, healthy and stable housing, quality education, employment that builds individual and family wealth, and transportation.

Unfortunately, these assets are not distributed equitably, and low-income communities and communities of color are forced to live in neighborhoods lacking these amenities. We also know that historical and intergenerational trauma caused by discrimination and racism can have a tremendous effect on individual and community health across generations. Multnomah County and Portland have aspects of its history that show community disinvestment and residential segregation through redlining, predatory lending, and a lack of access to capital to improve housing.

We recognize how this history can impact communities of color and low income communities and believe that even the smallest of projects can help to preserve the cultural and social integrity and racial and class diversity of neighborhoods. We know that economic and infrastructure investments that are done for, by, and with the community can prevent the negative consequences of gentrification including involuntary displacement and that a community-driven, multiracial movement will restore justice to our communities.

There is a connection between where we live and our health outcomes. Owning a home can provide stability, but maintaining a home can be expensive. As we see our communities impacted by gentrification, we see the costs of basic services rise, housing costs rise, and those most vulnerable in our community struggle to keep a paycheck and pay their mortgage, at times neglecting a small home repair issue, which can become a public health issue over time.

The Cully Weatherization 2.0 project is a small community-driven pilot project that was meant to weatherize low-income owner occupied homes in response to a community assessment “Not in Cully.” What we discovered was a snapshot of the quality of low income owner occupied housing, and the self-determination and resourcefulness of community members to keep their homes healthy, despite a variety of structural and environmental health issues such as asbestos, mold and mildew and leaky roofs. We invite you to read the report, reflect on the findings and reflections, and hear our call to action in our effort to prevent involuntary displacement, support the social and cultural integrity of the Cully neighborhood and protect the health of our community.

Rey Espana

Native American Youth and Family Center

Kelly Haines

Enhabit (formerly Clean Energy Works)

Kari Lyons-Eubanks

Multnomah County Health Department

ACKNOWLEDGMENTS

The Cully Weatherization 2.0 Project is comprised of a diverse group of government agencies, non-profit organizations, and minority and women-owned contractors. These groups share a common goal of helping neighborhoods maintain their social and cultural fabric throughout our city and county and a strong commitment to preventing involuntary displacement by working with and by the community. The following individuals and organizations shared leadership in this project:

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Jackie Yerby
Renew Oregon

We are grateful for Linda Lancaster and Abe Moland's tireless work and dedication to the evaluation of this project; and for Portland State University's Institute for Sustainable Solutions for supporting our local students to give their talent to community-driven projects.

This report is a synopsis of the pilot project and our hopes for the years to come. We have a more detailed report documenting our guiding principles and beliefs as a project team, our evaluation framework, our data collection methodology, and our tools.

For more information, please contact Kari Lyons-Eubanks, Multnomah County Health Department, at lyonsk@multco.us or Kelly Haines, Enhabit, at kelly.haines@enhabit.org.



CONTENTS

- 6 Executive Summary**

- 8 Project Background**
 - 8 The Cully Neighborhood**
 - 9 Vision & Mission**
 - 10 Our Commitment to Equity**
 - 11 Project Goals**

- 12 Project Implementation**
 - 12 Project Mechanics**
 - 13 Project Limitations**

- 14 Project Results**
 - 14 Measuring Equity**
 - 14 Outcome**
 - 15 Project Indicators**
 - 16 Findings on Process**

- 18 Conclusions**

- 19 Recommendations**



EXECUTIVE SUMMARY

The Vision

The vision of the Cully Weatherization 2.0 (Cully Wx 2.0) project is an innovative collective impact approach focusing on anti-displacement and equity in the Living Cully Eco-District. We believe in Living Cully's vision that through our collective efforts many of the diverse residents living in Cully today will not be displaced. We believe that to improve the wellbeing of a community, it is essential to collaborate and integrate strategies and services to minimize burdens on homeowners and renters.

Our vision is to provide home repair and no to low cost energy efficiency upgrades to 100 low-income homeowners in single family homes over a 2-4 year period.

We see ourselves helping to sustain the cultural and social integrity of the Cully neighborhood by collaborating to develop a culturally appropriate, efficient system of services that provides equitable opportunity for every family to thrive and build wealth. Further, our experiences and lessons learned add knowledge to operationalizing equity through intentional actions, service delivery and implementation that can inform and create a scalable model at city, county and statewide levels.

Our vision for Cully Wx 2.0 is to provide home repair and no-cost to low-cost energy efficiency upgrades to 100 low-income homeowners in single family homes over a 2-4 year period. The project is being implemented in phases, as funding allows. The first few phases will pilot and refine our service delivery model so that we are successfully braiding resources and empowering all members of the project team -- homeowners, contractors and service coordinators.

The Project

Since inception, Fall 2014, the project has seen positive results. The homeowners served were majority low-income and people of color in the Cully neighborhood. Additionally, most were elderly and disabled, those most vulnerable to housing instability. 100% of the prime contractors participating were women and minority owned companies (MWBE), 50% of total revenue was earned by MWBE firms. Over 50% of the work hours were performed by women and people of color, with an average wage of over \$25 per hour. Given the small amount of homes served this round, there were no reported new hires, but over 300 work hours were performed by existing workers.

From the beginning, this project intentionally embedded principles of equity and empowerment into the process and design. Participants in the planning and implementation felt that "sitting around the table feels different, the grounding in equity is deeper, feels hopeful." Meeting processes, such as how decisions were made, were evaluated throughout the project period ensuring that we were sharing power and optimizing everyone's value at the table.

From the beginning, this project intentionally embedded principles of equity and empowerment into the process and design.

While early results are promising, we recognize there is so much more to do. We learned during this phase that housing conditions for low-income homeowners are significantly worse than we expected. Mold, failing roofs, no heat and other serious issues emerged as we conducted assessments of homes in Cully. These are alarming conditions. Most homes needed well over

Recommendations

the available funding to completely address the health, safety, repair and weatherization issues found. Even with the willingness of the various partners, there is an identified need for more flexibility and streamlining. Through higher-level policy and systems alignment, this region could benefit from more efficient service delivery of important resources that will better address real community needs and ultimately advance equity and prevent involuntary displacement.

The successful braiding and leveraging of existing resources was a key indicator of how well we were coordinating multiple organizations towards a common goal. Funds from various sources were weaved into one location that made accessibility by homeowners easier and removed barriers such as multiple application processes. This was achieved through de-siloing efforts and by finding creative ways to be more flexible. This project had active and sustained participation by representatives of organizations that contributed resources to the project, and an intentional equity focus that was shared and accepted. It was also reinforced through demonstrated success at the end of the project, and commitment of the contractors to helping the people in the neighborhood.

The successful braiding and leveraging of existing resources was a key indicator of how well we were coordinating multiple organizations towards a common goal.

This project is the beginning of implementing a model to stabilize neighborhoods and communities through critical home repair and weatherization services with low-income homeowners. When designed well, these activities also produce real economic opportunity, build wealth, and address potential health issues connected to the home. By working with 14 initial homeowners, this project has shown positive initial results to accomplish what we set out to do. If we can scale this and increase the number of homes served while preserving the framework, these results can increase and further evolve to broaden our impact.

- **Invest in the Cully Wx 2.0 model to address the housing crisis throughout the City and County.** Through the program model, the anti-displacement and equity results achieved set a new standard in the community for critical repairs and energy efficiency and high impact for neighborhood and household stabilization. This is scalable and replicable in other neighborhoods.
- **Cully Wx 2.0 results need to inform better coordinated funding decisions.** Our experience and first hand observations confirmed there are fragmented policies that prevent adequate support for stabilizing homes and addressing serious housing conditions in the community. Along the continuum of housing-related issues, supporting the ability for homeowners to stay in their homes needs to be considered as an important community priority alongside the other housing emergency programs.
- **Improve procurement practices responsive to community goals and embed accountability for high equity results.** Equity results should be built in as an expectation and success measure of program partners.
- **Explicitly address health issues when engaging with homeowners who need critical home repair and weatherization.** Early results imply that housing conditions affect health. Funding for the public health issues of deferred maintenance and poor housing conditions for low-income residents needs to be established and aligned with existing resources to better serve the community. This focus will result in safer and healthier dwellings that will contribute to healthier households.
- **Employ more effective and deeper community engagement through culturally specific outreach strategies.** This will result in improved community cohesion and access to available resources that promote household stability. Best practices for desired results could include integrating a community health worker model that supports families with access to available community services and resources, workshops and trainings.
- **Establish a chapter of the Green and Healthy Homes Initiative supported by Multnomah County and the City of Portland.** This will elicit improved housing policy with equity, environmental and health concerns that can achieve reduced housing displacement through healthy and safe homes.



PROJECT BACKGROUND

The Cully Neighborhood

The Cully community suffers from many disparities: 20 percent of residents live in poverty compared to a regional average of 9.9 percent; 24 percent of residents live within ¼ mile of a park (regional average: 49 percent); only 34 percent of Cully streets have sidewalks. Cully was annexed into the City of Portland, Oregon in 1985. Since then, investment in Cully’s parks, sidewalks, roads, other infrastructure, family-oriented businesses and other amenities has lagged behind the rest of the City, keeping the cost of housing down.

Over the last 30 years working families from a variety of cultures have moved to Cully, attracted by affordable housing and proximity to the jobs and services of downtown Portland. Additionally, the efforts of local nonprofits to develop affordable rental units and to provide services to recent immigrant populations have made this neighborhood the most diverse in the State of Oregon.

In 2010, the Living Cully Ecodistrict, an innovative partnership of three community-serving organizations, Hacienda CDC, the Native American Youth & Family Center (NAYA) and Verde was established as a strategy to introduce new environmental assets into Portland’s Cully Neighborhood. Living Cully reinterprets the ecodistrict concept as an anti-poverty strategy, as a means to address disparities by concentrating investments at the neighborhood scale.

In June 2013, the Living Cully Ecodistrict partners worked with a group of Urban and Regional Planning graduate students from Portland State University to produce a comprehensive report titled “Not in Cully: Anti-Displacement Strategies for the Cully Neighborhood.”

This report used a community-based approach to develop a series of recommendations and strategies to prevent displacement and build wealth within the Cully neighborhood. They looked at existing plans and strategies about Cully, existing conditions of the neighborhood, and conducted extensive conversations with Cully residents and Living Cully partners, which included interviews, walking tours, and small group discussions with community members.

This project is building upon lessons learned from a neighborhood pilot that was successfully implemented in 2010. Changing the Climate in Cully was an innovative, community-based campaign to recruit homeowners to participate in home energy efficiency assessments and upgrades. This campaign ultimately resulted in over 250 applications and over 70 completed projects in the neighborhood. The next version of this effort, Cully Wx 2.0, is broadening the level of available services, including grant and critical home repair services for low and moderate income households in order to increase the accessibility of these important home stabilization measures.

The Cully Weatherization project was developed in response to the assessment’s recommendations:

- Provide low-cost help with home repairs and maintenance
 - Weatherize homes to lower utility costs
 - Provide information and resources in a culturally appropriate way in a variety of languages and assuring non-English speaking residents have access to interpreters
-

Vision and Mission

The vision of the Cully Weatherization 2.0 (Cully Wx 2.0) project is to add to the collective impact in the Living Cully Eco-District. We believe in Living Cully's vision that through our collective efforts many of the diverse residents living in Cully today will not be displaced. We believe that to improve the wellbeing of a community, it is essential to collaborate and integrate strategies and services to minimize burdens on homeowners and renters.

Our vision is to provide home repair and no to low cost energy efficiency upgrades to 100 low-income homeowners in single family homes over a 2-4 year period.

We see ourselves helping to sustain the cultural and social integrity of the Cully neighborhood by collaborating to develop a culturally appropriate, efficient system of services that provides equitable opportunity for every family to thrive and build wealth. Our vision is to provide home repair and no-cost to low-cost energy efficiency upgrades to 100 low-income homeowners in single family homes over a 2-4 year period.

The project is being implemented in phases, as funding allows. The first few phases are meant to pilot and refine our service delivery model so that we are successfully braiding resources and empowering all members of the project team -- homeowners, contractors and coordinators. The next phase will be to provide connections to community programs related to health, such as lead testing, radon abatement, asthma home case management and access to health insurance.

HOMEOWNER SPOTLIGHT



Name: Cornelia Montgomery

Household Size: 4

Ethnicity: African American

Annual Income: \$34,299

Work completed: Health and Safety, sewer and screen repair

Cornelia came to Cully Wx 2.0 as a direct referral from the City of Portland's Lead Hazard Control Program. Her home was in overall good condition due to receiving assistance from both the City and the Multnomah County Low-income Weatherization program in the past. As someone who has already been displaced once (a former Irvington resident) she would love to stay in Cully as long as her health permits. The Lead Hazard Control program was able to replace windows throughout the house, remove lead and asbestos, and address sewer and ventilation issues she had in her basement, thus making it a healthier environment for her elderly brother who currently resides there. Unfortunately the home has been the target of multiple break-in attempts so upgrading the window screens and installing a new back door and dead bolt addressed her safety concerns.

Total investment: \$14,175

Our Commitment to Equity

Equity is key to increasing social and economic opportunities within neighborhoods that are home to populations historically marginalized. Equity is key in ensuring the social and cultural integrity of our neighborhoods, supporting families to build wealth, strengthening health outcomes, and preventing involuntary displacement.

Equity ensures that everyone has access to the resources, opportunities, power and responsibility they need to reach their full, healthy potential as well as making changes so that unfair differences may be understood and addressed. We believe in advancing equity by eliminating root causes of differences, promoting the conditions necessary for social justice; and providing resources and

opportunities for meaningful engagement in planning and decision-making for communities most affected by inequities.

Many members of our community struggle to have the fundamental right of self-determination -- to making meaningful decisions about their own lives, which includes participating in decisions. Promoting self-determination means removing barriers and creating access - that community-driven ideas, supported by the resources of nonprofit and government resources, is a strong model for moving forward change that advances equity. How we design, deliver and evaluate the Cully Weatherization 2.0 Project are essential to advancing equity.

IN THIS PROJECT, WE ARE COMMITTED TO:

- **Naming equity as a guiding principle**
- **Developing a shared understanding of equity**, naming our personal and organizational commitment to equity, and committing to self-reflection throughout the project period.
- **Incorporating equity and empowerment into our decision-making processes** that guide work flow and the day to day functions of the project team. We can do this by:
 - Asking key questions about who benefits and burdens from our decisions, how negative impacts will be mitigated and positive impacts will be enhanced
 - Incorporating strategies for partnering with communities in culturally responsive ways
 - Engaging affected communities on the planning team
 - Building the capacity of community organizations
 - Prioritizing employment for minority and women owned businesses and employing Cully residents
 - Gaining community trust through humility and acknowledging that empowering homeowners means learning how to give up power
- **Creating mechanisms to collect data and monitoring and evaluating our progress quantitatively and qualitatively**

Our work is primarily based on Multnomah County's Equity and Empowerment Lens with a Racial Justice Focus. The lens is a reflective quality improvement tool. Multnomah County's Office of Diversity and Equity, and the Multnomah County Health Department have been using, developing, and re-imagining the Lens, honing in on the actual structures, practices, and environments that lead to transformative change.

PROJECT GOALS

The project has six goals, which are stated below with what we believe to be the potential equity impact.

Project Goals

- **Sustaining the cultural and social integrity of the neighborhood through home improvements**
- **Braiding existing resources together to increase efficiency and uptake**
- **Capturing positive health outcomes for community members**
- **Assuring consistent and quality weatherization and homes repairs**
- **Generating revenue for historically underrepresented firms, which include MWBE**
- **Creating economic opportunity through training opportunities and family supporting wages and benefits for historically disadvantaged populations, including women, people of color and low-income people with a priority placed on current Cully residents**

Equity Impact

By working with low and moderate income homeowners with a focus on communities of color, the project hopes that the energy and home repair upgrades will improve the habitability of the home, improve health outcomes in populations that can often experience high health disparities, provide housing stability, and potentially strengthen a sense of community and increase social cohesion within Cully to encourage folks to remain in the neighborhood.

By braiding resources together through multi-agency collaboration, this project aims to reduce barriers to service and better coordinate in order to allow for more efficient uptake of services by traditionally underserved communities. By providing one touch point and taking the time to build relationships with the clients of the program, we also hope to build trust between organizations and community members.

By addressing critical home repairs and weatherization needs and connecting people with community health resources in culturally responsive ways, we will impact the health of the occupants, reducing negative health conditions for the participants, who may experience more health issues than persons experiencing higher socioeconomic status (i.e., more wealth and greater access to health insurance).

By only working with well-vetted and high quality contractors and conducting quality assurance on all homes, this project will not allow poor work quality for low-income families.

The economic opportunity that is generated from this work will be primarily accessible and directed toward historically underrepresented populations, specifically minority and women owned construction contractors.

The economic opportunity that is generated from this work in the construction industry will be primarily accessible and directed toward historically underrepresented populations, specifically women and people of color, with a focus on current Cully residents.

PROJECT IMPLEMENTATION

Project Mechanics

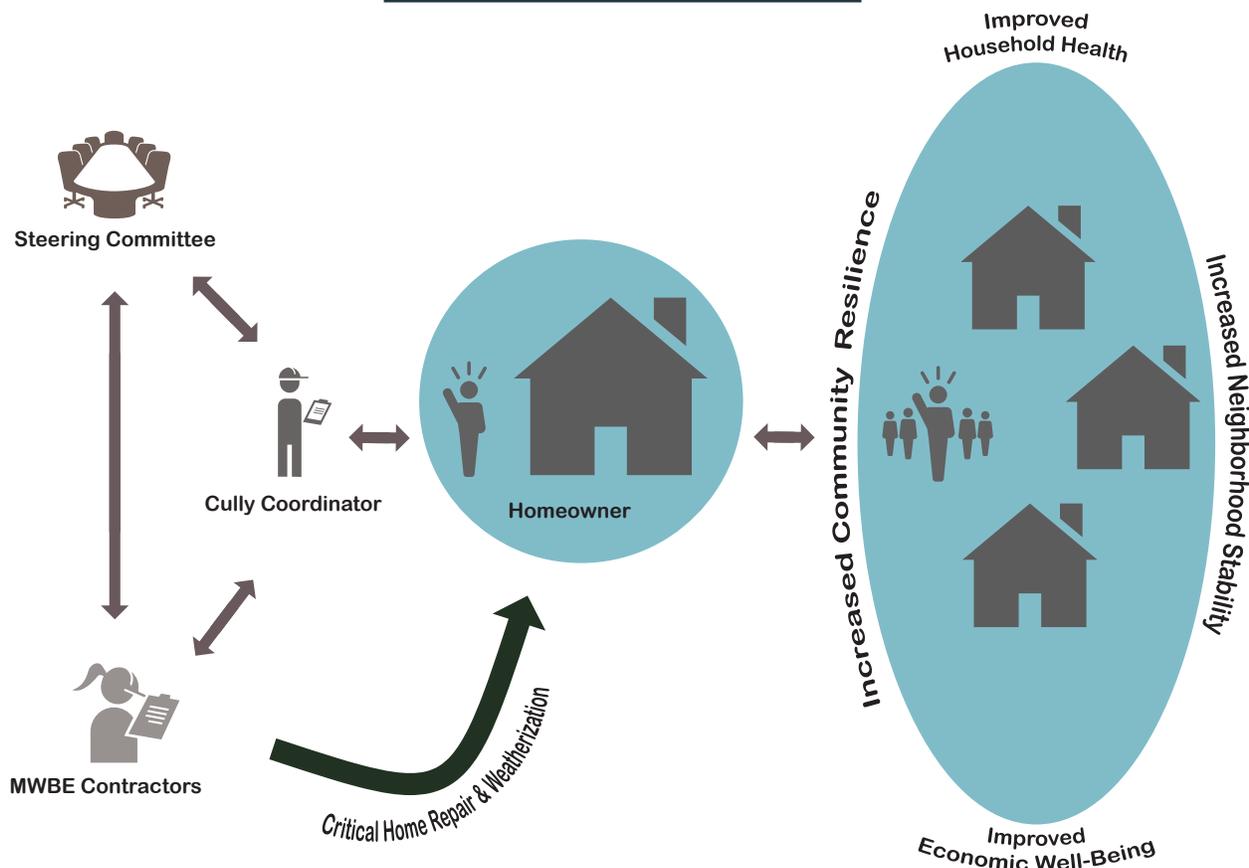
The project began in December 2013 with initial planning conducted by a Steering Committee comprised of interested and relevant stakeholders. The group crafted a shared vision of the project, a service delivery model (below), project goals, projected funding needs, and a structure for implementation.

Subcommittees were formed and included: Outreach and Service Delivery, Evaluation, Contractor Management, and Funding. Each shared responsibilities through a volunteer chairperson who organized the meetings and

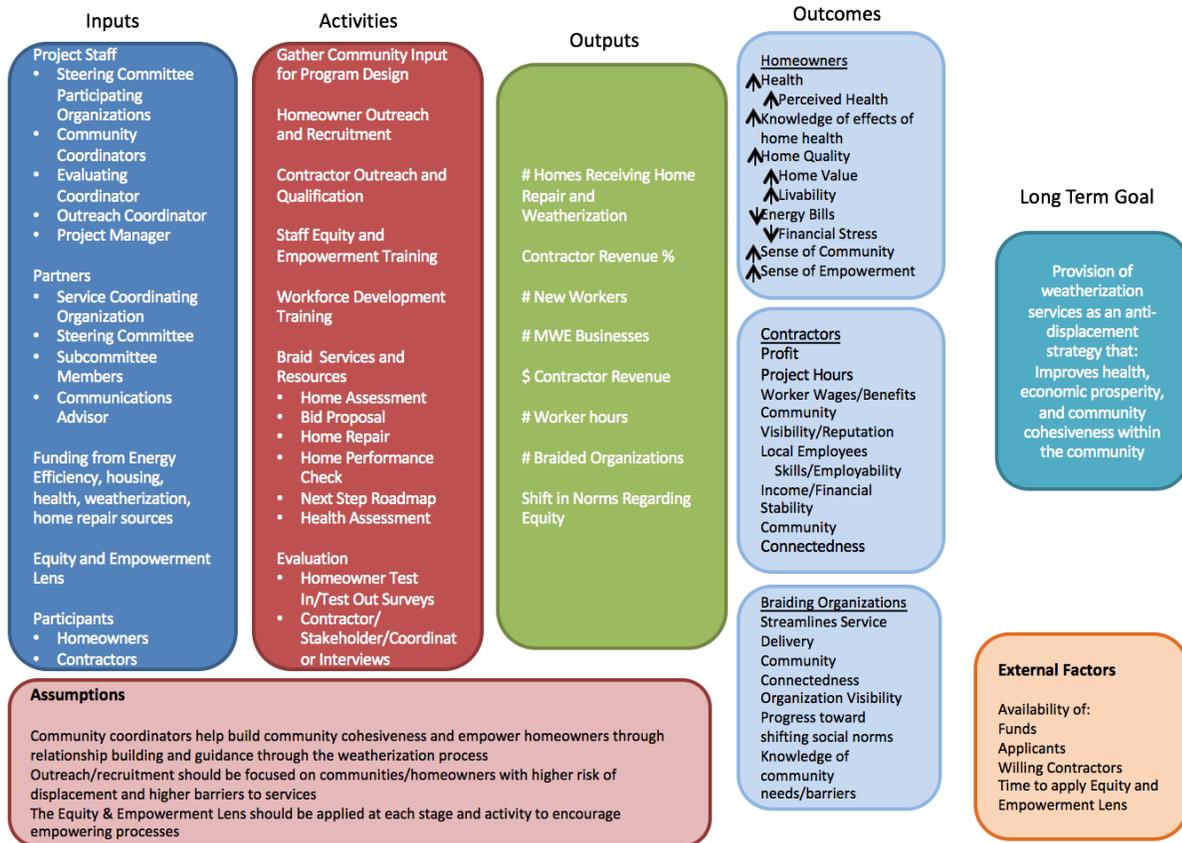
reported back to the Steering Committee with their developments to move the project along. The logic model (p. 13) shows the inputs and activities with potential outcomes and outputs associated with the project.

The main source of funding that materialized for the project in FY 2014-2015 was critical home repair funding from the Portland Housing Bureau. This was awarded Summer 2014 and helped launch the implementation of the project.

SERVICE DELIVERY MODEL



PROGRAM LOGIC MODEL



During the Fall of 2014 the group worked on qualifying and approving a list of residential construction contractors to participate in the project, with an emphasis on our equity goals, selecting contractors who could perform on quality work as well as pay family-supporting wages with benefits, commit to hiring from the community and utilize minority and women owned businesses.

The group also worked creatively to outreach to diverse homeowners with a limited budget. Partners were able to collect demographic data of the neighborhood makeup and use this to canvass, send direct mail, and work with referral organizations to sign up eligible homeowners.

Home assessments started in December 2014 and continued through Spring 2014. Coordinators attended each assessment along with the contractor and conducted participant surveys, radon and indoor air quality tests.

Contractors then worked with the Coordinators to develop the final scopes of work for the homes and scheduled and performed the repairs and weatherization.

Coordinators and Enhabit staff then conducted all quality work verification and final post-project surveys with the homeowners.

Project Limitations

Please note that the Vision, Mission, Commitment to Equity and Goals all continue to be intact as the overall vision of what this effort is committed to accomplishing. Given funding and capacity limitations, the ability of the group to fully implement all desired components of the project design was limited and some aspects could not be executed in the 2014-2105 round of homes.

For example, the project wants to have a more comprehensive outreach strategy with community workshops to better serve and empower residents in this project. Additionally, this project intends to add community members to the Steering Committee with a stipend to compensate them for their time. These goals and tactics are still a part of this project and will be implemented when funding allows.



PROJECT RESULTS

Measuring Equity

Measuring equity and empowerment can be done qualitatively and quantitatively. The Cully Wx 2.0 pilot evaluated both how we did what we did (process) and the results of our intervention (outcome). The outcome results are quantitative, assessing the effectiveness of the project in advancing equity based on measured indicators, which were developed by the Steering Committee to measure the success of the project.

The process results present data and findings related to how the project developed, its structures, its communication among members, its commitment to equity and empowerment, and other ways the project goals and impacts were achieved. More detailed results with data collection tools, such as surveys and informational interview testimonials are available in the full evaluation report.

Outcomes

Below are the quantitative results of the 29 indicators collected from the Enhabit IT platform and homeowner surveys, presented by Indicator Category: Demographic, Economic, Environmental, and Health and Safety. The project was able to positively impact many of the indicator areas listed. The homeowners served were majority low-income and people of color in the Cully neighborhood. Additionally, most were elderly and disabled; those most vulnerable to instability.

The economic opportunity in this project was most accessed by historically disadvantaged populations. 100% of the prime contractors participating were women and minority owned companies (MWBE), 50% of total revenue was earned by MWBE firms. Over 50% of the

EQUITY SPOTLIGHT

What does it mean to be “all in” regarding equity?

The Steering Committee explored the question “What does it mean to be ‘all in’ as it relates to equity in a project?” both at project initiation and close. The top ten responses they felt had been achieved over the course of the year were:

- Showing up in an honest, courageous way
- Talking about equity as an ongoing part of the dialogue, not a check box
- Serving people who need it versus people who want it; that we serve the people who don't normally get access
- Not being risk averse, being comfortable with flexibility and ambiguity
- Showing equity results and not just outcomes
- The project improves physical infrastructure, but also builds social cohesion
- To be vulnerable and honest in communicating with families
- Team members show up not thinking it's going to be hard, but committed to possibility thinking
- Improving overall livability
- Making something that is replicable

work hours were performed by women and people of color, with an average wage of over \$25 per hour. Given the small amount of homes served this round, there were no reported new hires, but over 300 work hours were performed by existing workers.

PROJECT INDICATORS

Demographic

Race/Ethnicity	40% People of Color
Gender	71% Female
Annual HH Income	\$23,337
Age	70% Elderly
Disabled	50% Disabled
Average HH Size	3
Average # of Years Living in Cully	10+ Years
% of People who have a Decrease on Utility Bills	TBD
% of People who are still in Cully Neighborhood and Stable Housing	TBD

Health & Safety

Health Status of Applicant	61% Good/Excellent 39% Fair/Poor
# of Persons with Healthcare/Ability to Access Providers	Did not ask this round
% of People who Believe Their Housing has an Issue that Makes them Sick	15% agree 46% uncertain 39% disagree
Average Measures Needed/Measure Installed	5.35/3.78
# of Houses with Asbestos	6
# of Houses with Moisture Issues	6
# of Slips, Trips and Falls	Did not ask this round
# of People with Asthma in Home	54%

Economic

Average Worker	\$25.29 per hour
% Dollars Earned by MWBE Firms	\$52,877.00 Total 50% Dollars Earned by MWBE
# New Hires	0
% Work Hours Performed by People of Color	46.2% Work Hours
% Work Hours Performed by Women	8% Work Hours
% Hours Performed by Various Job Classes	Door and Window: 18.86% Electrician: 9.96% Roofer: 27.98% Weatherization Worker: 43.19%
# People Hired from Cully Neighborhood	0
% of Work Hours Performed by Veterans, Persons with Disabilities and Formerly Incarcerated	0%
% Workers with Health Insurance	100%

Environmental

Average Energy Savings Per House	8%
Average Energy Performance Score	76

The environmental indicator area was more challenging to impact due to the lack of weatherization work performed on this set of homes. Many of the homes needed a lot of critical home repair, which left little to no funding for energy efficiency upgrades. Given that, only five homes saw energy savings, with an average of 8% modeled savings. Additionally, the Energy Performance Scores¹ (EPS) generated have similarly small results. On average, the Cully homes tested with a final EPS of 76, with an average decrease of only 3.3. This is due to the lack of energy measures that were installed in the majority of homes served. On a positive note, the pre-existing EPS of these homes were well below the average for a similar Oregon home, which is 91.

The health and safety indicator area captured the health and safety issues for homeowners as they relate to their housing conditions. These indicators were inspired by common Healthy Homes factors, including moisture issues and trip/fall hazards. Unfortunately, the project wasn't able to provide full comprehensive data on all indicators, but did gather information around perceptions of participants' health status and some structural conditions. Most homeowners felt that they were in good or excellent health. Most participants didn't know whether or not their housing might be contributing to health issues, but 15% did think so.

Findings on Process

The project's process evaluation looked at equity - how are we ensuring everyone has shared leadership and power in our decision making, for example - and empowerment - do people feel valued, respected, heard and do they have control over decisions affecting their lives, for example. Some questions we asked during the project were:

- What does it mean for you and your organization to be fully committed to implementing equity in this project?
- How are we and can we be empowering in our meetings? In what ways can we create shared leadership?

- What does it mean for you to feel valued, respected and heard in this project?
- When looking into the future as it relates to this project and the Cully community, what are your hopes?
- In what ways is this project giving you a greater sense of meaning?
- How much control did you feel you had in making the decisions about what happened to your home?
- How comfortable did you feel with project staff?

HOMEOWNER SPOTLIGHT



Before



After

Name: Jim McClure

Household Size: 1

Ethnicity: White

Annual Income: \$8,652

Work completed: Roof, Mold removal, Kitchen upgrade, Shed renovation

Jim bought his home in 1988. He is a Veteran and is on disability after being in a car accident several years ago. He had no intention of moving out of his home but was aware of the alarming health and safety issues in his home. He couldn't afford to turn on his furnace so he used a space heater in his living room, which is sealed off with plastic. His leaking roof was causing a serious mold issue.

This project utilized critical home repair funds for roof repair and layered community resources to address and remove the extensive mold from the interior.

Total investment: \$10,050

¹ EPS is an energy performance scoring tool that rates a home's energy consumption, energy costs and carbon footprint. The lower the score, the more efficient the home. Accessed at: <https://energytrust.org/residential/eps/existing-homes-eps.aspx>

Steering Committee

Steering Committee members participated in two work sessions around equity during the project period. An initial discussion of equity and empowerment was held in August 2014 as a part of a short training on equity. Committee members were asked “what is equity” and generated the following responses:

- Equality assumes a level playing field, when there’s not
- Equity is a way of intentionally addressing disparities, focusing on a desired result that closes a gap; It’s not ok to be equal if communities are falling behind
- Equity creates permanence, stability; Equity is both a process and an outcome

Contractors

The focus group involved all 3 contractors that participated in the 2014 round. Contractors voiced a strong desire to continue with this work, as they found it very rewarding and enjoyed getting to know the customers. They did, however, find that the size of these projects was extremely limiting given the amount of work they saw needed in the homes. They found through their home assessments that at least \$10,000 was needed to truly address the structural, health/safety and weatherization needs of the homes they visited. They said the level of disrepair in the homes they saw at times kept them up at night. One contractor said the project she is most proud of came from Cully.

Homeowners

Test-in and test-out surveys were collected from 14 homeowners who received critical home repair and weatherization services. 50% reported they were “very satisfied” with the work that was done on their home, with the other half saying they were “satisfied”. A majority of the homeowners found the application process “easy” to navigate, five found it “very easy”, and three found it “not very easy”.

Generally, the majority of homeowners reported high levels of satisfaction with program staff and comfort throughout the project, with the lowest levels occurring during service delivery. Despite a majority reporting feeling a high level of control during the first three phases of the project, levels of perceived empowerment was always lower.

HOMEOWNER SPOTLIGHT



Name: Rachel Ferdaszewski

Household Size: 4

Ethnicity: Native American

Annual Income: \$12,000

Work completed: Roof repair, windows, mold removal and home repair

This home is a younger Native American family where both parents recently lost their jobs. The home had several cracked windows and multiple leaks, which caused mold and moisture issues, especially in the children’s bedroom. Rachel was using bleach on the windowsills to clean the mold issues. Layered funding was able to address the needed work by repairing the flashing on the roof, repairing the moisture effected areas, and replacing damaged windows. Once these repairs were complete, Cully 2.0 staff coordinated services with Multnomah County Weatherization to address the home’s energy efficiency and ventilation needs.

Total investment: \$9,422



CONCLUSION

The successful braiding and leveraging of resources is a key indicator of successfully coordinating multiple organizations towards a common goal. Funds from various sources were weaved into one location and made accessible to homeowners to select from for critical home repair and weatherization services, as applicable. This was achieved through de-siloing efforts by finding creative ways to be more flexible with the available funds. An important component that also contributed to this successful braiding was the relationship building with funding sources that took place, which was supported not only through similar equity ideology, but also reinforced through demonstrated success at the end of the project.

This project is the beginning of implementing a model to stabilize neighborhoods and communities through critical home repair and weatherization services with low-income homeowners. When designed well, these activities also produce real economic opportunity, build wealth, and address potential health issues connected to the home. By working with 14 initial homeowners, this project has shown positive initial results to accomplish what we set out to do. If we can scale this and increase the number of homes served while preserving the framework, these results can increase and further evolve to broaden our impact.

This program uncovered ways in which systems can be more flexible to better serve community members with existing resources. By better coordinating, this project was able to go deeper in each home. But more needs to be done. Equity results are possible when built into the project design from the beginning and measured for performance.

LESSONS LEARNED

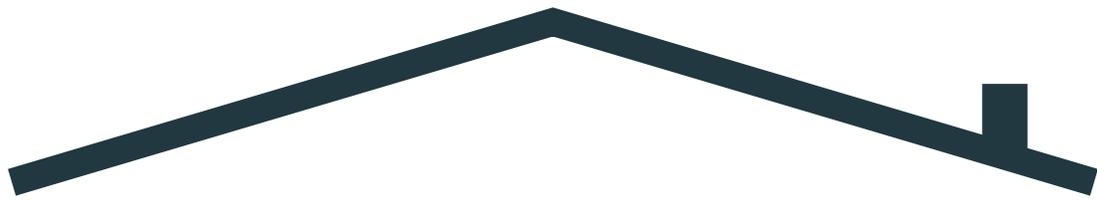
- **Providing home repair dollars and/or affordable financing for home repairs to low income homeowners is a must;**
- **Successful homeowner empowerment requires streamlined systems** where the contractors and agency staff have clear roles and are able to provide a seamless experience for the client;
- **Weatherizing and providing energy upgrades to low income homeowners cannot be done when there are significant home repair and public health issues present;** mitigating the immediate maintenance issues and environmental health hazards are critical before any energy-related upgrades can happen;
- **Contractors are committed to the social benefit of working with low income homeowners.** However, in order to support business wealth and operations and to comprehensively address the needs of the homes, \$5,000 is not enough. Most homes required a range of \$10,000-\$20,000 to address the needed repair, weatherization, health and safety work;
- **Organizations are interested in working together to address inefficiencies in the current delivery systems.** This program uncovered ways in which systems can be more flexible to better serve community members with existing resources. By better coordinating, this project was able to go deeper in each home. But more needs to be done.
- **Equity results are possible when built into the project design from the beginning and measured for performance.**



RECOMMENDATIONS

In an effort to expand this project's impact in Cully and throughout Multnomah County, we recommend the following:

- **Invest in the Cully Wx 2.0 model to address the housing crisis throughout the City and County.** Through the program model, the anti-displacement and equity results achieved set a new standard in the community for critical repairs and energy efficiency and high impact for neighborhood and household stabilization. This is scalable and replicable in other neighborhoods.
- **Cully Wx 2.0 results need to inform better coordinated funding decisions.** Our experience and first hand observations confirmed there are fragmented policies that prevent adequate support for stabilizing homes and addressing serious housing conditions in the community. Along the continuum of housing-related issues, supporting the ability for homeowners to stay in their homes needs to be considered as an important community priority alongside the other housing emergency programs.
- **Explicitly address health issues when engaging with homeowners who need critical home repair and weatherization.** Early results imply that housing conditions affect health. Funding for the public health issues of deferred maintenance and poor housing conditions for low-income residents needs to be established and aligned with existing resources to better serve the community. This focus will result in safer and healthier dwellings that will contribute to healthier households.
- **Improve procurement practices responsive to community goals and embed accountability for high equity results.** Equity results should be built in as an expectation and success measure of program partners.
- **Employ more effective and deeper community engagement through culturally specific outreach strategies.** This will result in improved community cohesion and access to available resources that promote household stability. Best practices for desired results could include integrating a community health worker model that supports families with access to available community services and resources, workshops and trainings.
- **Establish a chapter of the Green and Healthy Homes Initiative supported by Multnomah County and the City of Portland.** This will elicit improved housing policy with equity, environmental and health concerns that can achieve reduced housing displacement through healthy and safe homes.



CULLY WEATHERIZATION AND HOME REPAIR PROJECT 2.0

