



September 20, 2023

Dear Peaceful Villa CAC Members and Neighbors,

Home Forward would like to invite you to join us for **CAC Meeting #4, on Tuesday, October 3rd from 6:30 – 8:30 PM at Richmond Elementary School, 2276 SE 41st Ave., Portland, OR 97214**. A light meal and refreshments will be available during the meeting. With the loss of two key people responsible for moving our CAC sessions along, it required us to move this session into the Fall. Please know we appreciate your patience in this process.

Since we last met, Home Forward has submitted the plans for the new Peaceful Villa to the City of Portland for permits and received financial support from Oregon Housing and Community Services.

The agenda for this next CAC Meeting will focus on logistics, safety, phases and schedule during construction and property management once the new property is completed. LMC Construction and Home Forward Property Management will be presenting.

To address questions that have arisen, Home Forward has updated the attached five fact sheets:

1. Parking and Traffic Impact Concerns
2. Increasing Density
3. Preparing for Emergencies
4. Property Management and Resident Services
5. Community Engagement During the Redevelopment Process

We look forward to seeing everyone soon. Please RSVP the e-invite or send me an email.

Sincerely,

Leslie Crehan
Senior Project Manager
Leslie.crehan@homeforward.org
Cell: 503.341.4353

Parking and Traffic Impact Concerns

July 2023

Location of Parking

Current access to Peaceful Villa is primarily along SE Clinton St & SE 47th Ave, supported by on-street parking. The main “entrance” to the property management office and community room is accessed via SE Taggart St and SE 46th Ave, supported by a small parking area alongside the dead end street.

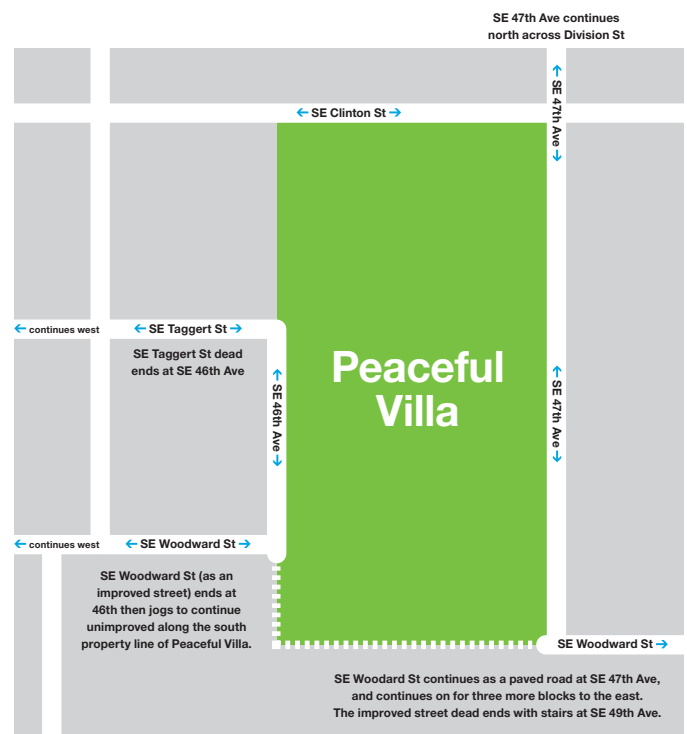
In the new development, Portland Bureau of Transportation (PBOT) will not allow for driveway access from Clinton and is discouraging any driveway access from 47th due to their respective street classifications. The slope of the existing site, as well as the mature street trees adjacent to the sidewalk on 47th, further complicates any parking access from the east. The attached site plan (as of July 2023) illustrates two on-site parking areas accessed from SE 46th in alignment with PBOT’s recommendations.

Parking Ratio

Developing a ratio of parking spaces to the number of units requires balancing multiple factors to arrive at what the project team considers a reasonable number given a specific site and the demographic mix of future residents. Here are some of the factors we consider:

- **Zoning requirements.** The City of Portland’s zoning code does not require on-site parking for multifamily housing. However, Home Forward recognizes the need for on-site parking to accommodate vehicle needs for many of our residents, staff and visitors.
- **Convenient access to transit.** Both SE Division and SE Powell are transit corridors with frequent bus routes. TriMet operates frequent bus services every 15 minutes. These streets are conveniently accessed by short walk or bike from Peaceful Villa.
- **Needs for outdoor spaces.** Open space areas for resident use, plus overall landscape design, are essential qualities for livability. Parking spaces decrease the amount of open spaces for resident gatherings, community

Current Street Access



gardening, and children’s play areas. The Portland zoning code also requires that 30% of the site area be landscaped and that we provide a minimum of 48 square feet of outdoor area per unit.

- **Apartment sizes for single and family households.** The number of studio and 1-bedroom apartment homes compared to the number of 2-, 3- and 4-bedroom apartment homes is a key factor in projecting needed parking spaces. The new development’s ratio of studio/1-bedroom to 2-, 3- and 4-bedrooms will be approximately 50-50. Home Forward’s experience demonstrates approximately 76% of the residents in studios and 1-bedroom rental homes tend to be seniors and people living with disabilities, a majority of whom do not own vehicles. Similarly, many residents at the lowest income levels at our properties cannot afford to own a car.

Unit Count	On-site parking spaces	On-street parking spaces	Ratio on-site to unit count	Ratio on-street to unit count	Combined ratio
180 units estimated August 2022	45 spaces	Estimate 45 spaces	.25 spaces per unit	.25 spaces per unit	.50 spaces per unit
166 units June 2023	62 spaces	Estimate 45	.37 spaces per unit	.27 spaces per unit	.64 spaces per unit

Increases to the Parking Ratio

With an early projection of 180 apartment homes, the estimated parking ratio started at .5 space per unit (.25 on-site plus .25 on-street). However, our current Peaceful Villa residents and nearby neighbors expressed concerns about existing pressures with on-street parking conflicts. Taking these concerns seriously, the design team looked for ways to increase on-site parking while also reducing the demand.

As of September 30, 2022, the design team reduced the unit count to 166 apartment homes which allowed room to increase the area for on-site parking. To meet all design and zoning codes for the building, the current parking has resulted in 62 on-site parking spaces as of June 2023. When combined with potential on-street parking, this results in .62 spaces per unit. Listening to residents' concerns about not having enough ADA parking spots, we increased the ADA parking from 4 spots to 6. **These changes are summarized in the table above.**

Traffic Impacts on Neighboring Streets

Although a traffic impact study is not required by the City of Portland's permitting process, Home Forward recognizes the concerns of neighbors about this degree of change on their neighborhood streets. Home Forward hired Studio Davis to complete a Transportation and Parking Study of the new area and impacts of the new development on the neighborhood. In Studio Davis's February 2023 report it determined that, although the new development will have an impact on the neighborhood, the surrounding streets have a low enough volume to "absorb this additional traffic without compromising the quiet and low-volume culture that currently exists on these streets." We anticipate a large number of our residents will be dependent upon bus transportation for the majority of their trips. Richmond is a very walkable and bikeable neighborhood with many daily amenities within a short distance.

Specific Improvements Required on SE Woodward Street

At an early assistance meeting with staff from various City bureaus, Portland Bureau of Transportation (PBOT) staff indicated that improvements would be required on SE Woodward Street (at the south side of Peaceful Villa). SE Woodward is an unimproved landscaped area.

Since various options would directly impact the adjacent property owners, the design team has convened a specific workgroup comprised of these five households. As of July 2023, the workgroup has met numerous times to discuss the impact of the new Woodward Street. We will continue to meet to address the PBOT requirements and to achieve the best solutions for all parties.

The City of Portland Bureau of Transportation is requiring Home Forward to build a 20ft wide two-way roadway with a sidewalk on the north side of the street and no street parking. The new Woodward Street will provide a connection between SE 47th and SE 46th streets. ■

Site Plan as of July 2023

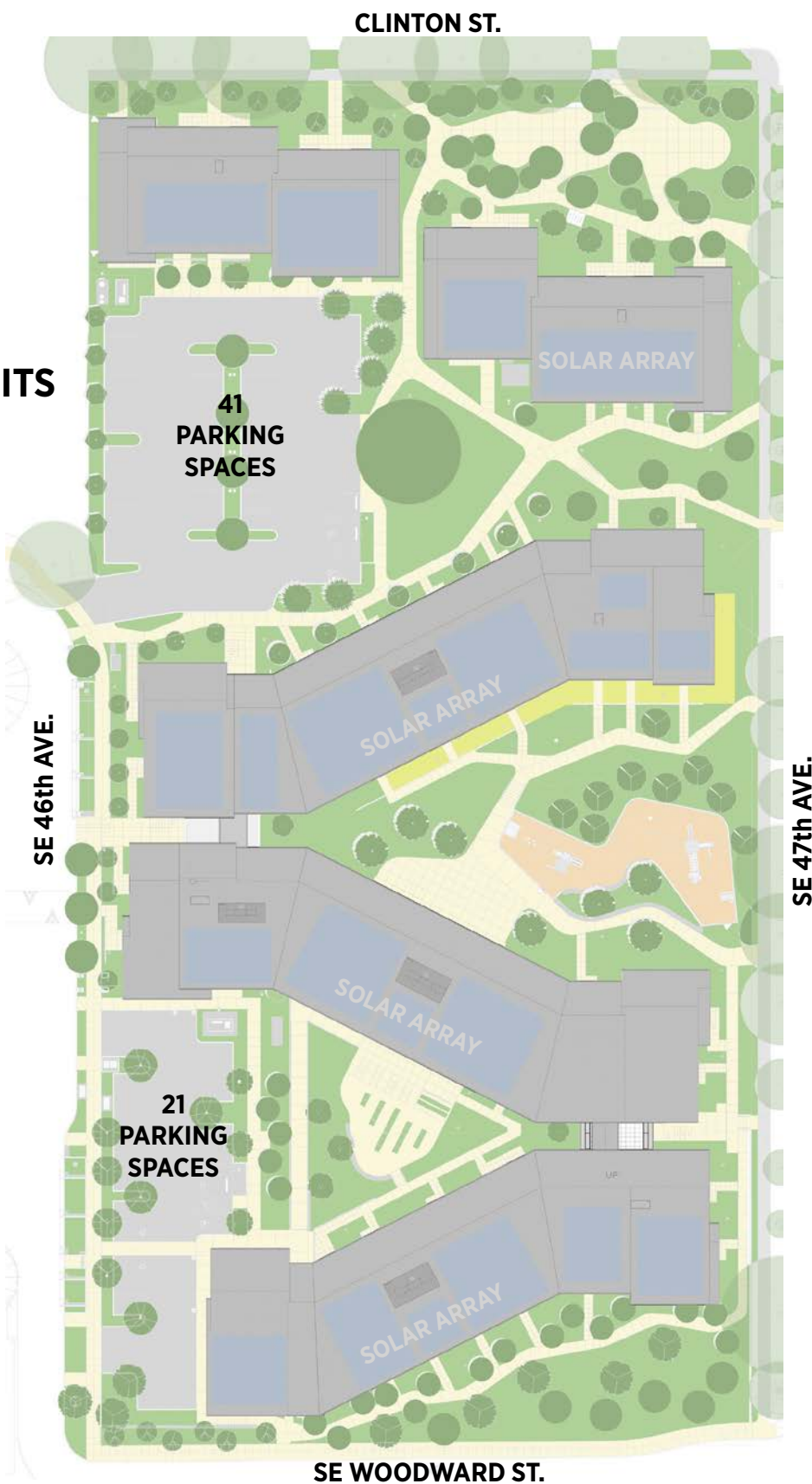
UNIT MIX:

STUDIO	14
1 BEDROOM	61
2 BEDROOM	53
3 BEDROOM	34
4 BEDROOM	4

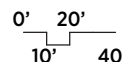
GRAND TOTAL = 166 UNITS

TYPE A (FULLY ACCESSIBLE) = 17

TYPE B (ADA ADAPTABLE) = 149



BORA | **PLACE**





Increasing Density: Balancing Needs to Find A Sweet Spot

July 2023

Home Forward's primary goal

Portland's affordable housing crisis continues to be more visible in recent years and the increasing need for safe, stable housing is a day-to-day reality for thousands of individuals and families. Portland voters and those throughout Metro's three-county region approved funding measures to help: Portland's 2016 affordable housing bond (www.portlandhousingbond.com) and Metro's 2018 bond measure (www.oregonmetro.gov/public-projects/affordable-housing-bond-program) have already provided essential design and construction resources allocated to other developments. As a public corporation and privately governed housing agency serving the region within Multnomah County, Home Forward strives to increase housing opportunities by working closely with jurisdictional partners.

The agency's strategic plan, soon to undergo a five-year update, will continue to highlight needs for construction of new affordable homes. There is not a specific metric stating a number of homes that Home Forward's development department will achieve in any given year. We currently have four major redevelopments under construction and four major projects in the pipeline at various stages of design and financing. In addition, large scale maintenance projects are continuously underway to ensure current properties remain healthy places to call home.

Balancing needs for increased housing within primarily single-family neighborhoods

Change is often hard for most of us and change in density that includes new multifamily apartments can be difficult. This is especially true in neighborhoods that view themselves as primarily single-family in character. Yet Portland's zoning code has anticipated increased population needs for greater housing density throughout the city. The Peaceful Villa site is zoned in a way that could accommodate about 500 apartment homes. Home Forward has never proposed building at the top of this allowable range.

A complex balancing of factors goes into our discussion of density and there is no simple formula. In addition to zoning code provisions, factors may include:

- Site characteristics such as overall acreage, slope, and other physical constraints
- Cost-effective design and construction savings
- Cost-effectiveness for property management and resident services to provide supports
- Availability of funds and requirements by funders

Site characteristics and community engagement

Given recent redevelopments of relatively similar sizes, the design team began with an estimate of between 160-200 units as a reasonable density for this four acre site.

- Our initial design included 187 units; the current design has been downsized to 166 units.
- This 11% reduction in the number of affordable homes results in over 40% more on-site parking spaces.
- Based on feedback heard in community sessions we have reduced the areas where there are 4-stories on 46th Ave and softened the ends of the Clinton Street buildings with 2-story sections. The remaining 4-story sections are built into the slope which reduces the profile to the surrounding neighborhood.

Although a difficult decision to reach, we have listened to the concerns of our current Peaceful Villa residents and nearby neighbors to address fears about availability of on-site parking (**see Fact Sheet #1 – Parking and Traffic Concerns**).

Each of the two on-site parking areas have been expanded to add 17 more on-site spaces. This was accomplished by sacrificing 21 affordable homes and corresponding open space for future residents. The outdoor areas still provide livable spaces for residents.

- The architectural and landscape design intentionally reduce the building scale in a variety of ways along street frontages and abutting properties. Along Clinton Street the building steps down to 2-story height near neighbors and pedestrian paths. It also steps back from Clinton, visually reducing the building height while creating a public open space. The building similarly steps back along Woodward Street, creating resident-centered green space. The shorter ends of the building face onto 46th and 47th Avenues, maximizing visibility to open green space. Lastly, no units face into the adjacent neighboring properties at the NW corner of Peaceful Villa.
- Shadow studies (solar orientations) have been completed to show that in spring, summer and fall, when we experience the vast majority of direct sunlight, the shadows from Peaceful Villa do not impact neighboring properties.
- The new site design as of June 2023 is attached.

Design and construction savings

As with most construction, the concept of “economies of scale” applies to affordable housing developments. Costs to gear up for a construction project are similar for a mid-sized project or a larger one. Community spaces, resident amenities, property management offices, garbage rooms, mail areas, maintenance areas, and other non-unit spaces need to be built regardless of a total count 200 units or 160 units. Therefore, construction is more cost-effective when developing more units.

On-site management and resident services

A larger apartment development is more cost-effective for staff to manage. Peaceful Villa’s existing 70 units could only afford limited, part-time staff for property management and resident services. The current operations budget for the new development includes a full time manager, a full time assistant manager, maintenance staff and resident services to support the number of families that will be living on site. **(See Fact Sheet #4 – Property Management and Resident Services)**

Requirements of Funders

Depending on the source of funding, a requirement may include a particular cost per square foot calculation that is more cost-effective when spread over more units. Although the financing plan for Peaceful Villa is still in development, the following are examples of program requirements:

- **Oregon Local Innovation Fast Track (“LIFT”).** The LIFT program requires construction and architecture costs to be within a range of costs associated with similar project types around the state, and by increasing the density – as mentioned above – there is an opportunity for cost savings when considering economies of scale in construction.
- **Low-Income Housing Tax Credits (“LIHTC”).** The LIHTC program is the primary source of funding for affordable housing nationally. These are federal tax credits administered through individual state allocation processes. The development of affordable housing is not the same as major public works projects such as bridges, roadways, parks, or schools. Affordable housing projects are privately owned by limited liability partnerships, rather than by public entities such as the city, county, or state. Home Forward, as a public corporation, retains a role as the primary partner and typically becomes full owner after approximately 15-years.
- **Competitive funding cycles versus tax dollars.** Financing for affordable housing comes from competitive application rounds for funding availability rather than directly from a pool of taxpayer dollars that is set aside for maintaining and building roads, schools, bridges, etc. As such, there are distinctly different regulations and codes that apply to affordable housing projects during the development and planning stages than to traditional public works and public planning projects, including but not limited to, public engagement, public access, and environmental review thresholds. **(see Fact Sheet #5 – Community Engagement).** These competitive funding cycles also look for cost-effective ratios and economies of scale to ensure funds are benefiting the highest number of households.
- **Federal housing subsidy.** The US Department of Housing and Urban Development (HUD) provides revenues for each unit built. These revenues help to leverage the amount that can be borrowed in a bank loan to pay for the construction costs and permanent loan. The on-going subsidy for tenant rents is built into the pro-forma and additional units add to the project’s financial health and services.

HUD funding requires an environmental review process. Richmond Neighborhood Association will receive notification of the public review comment period. ■

Site Plan as of July 2023

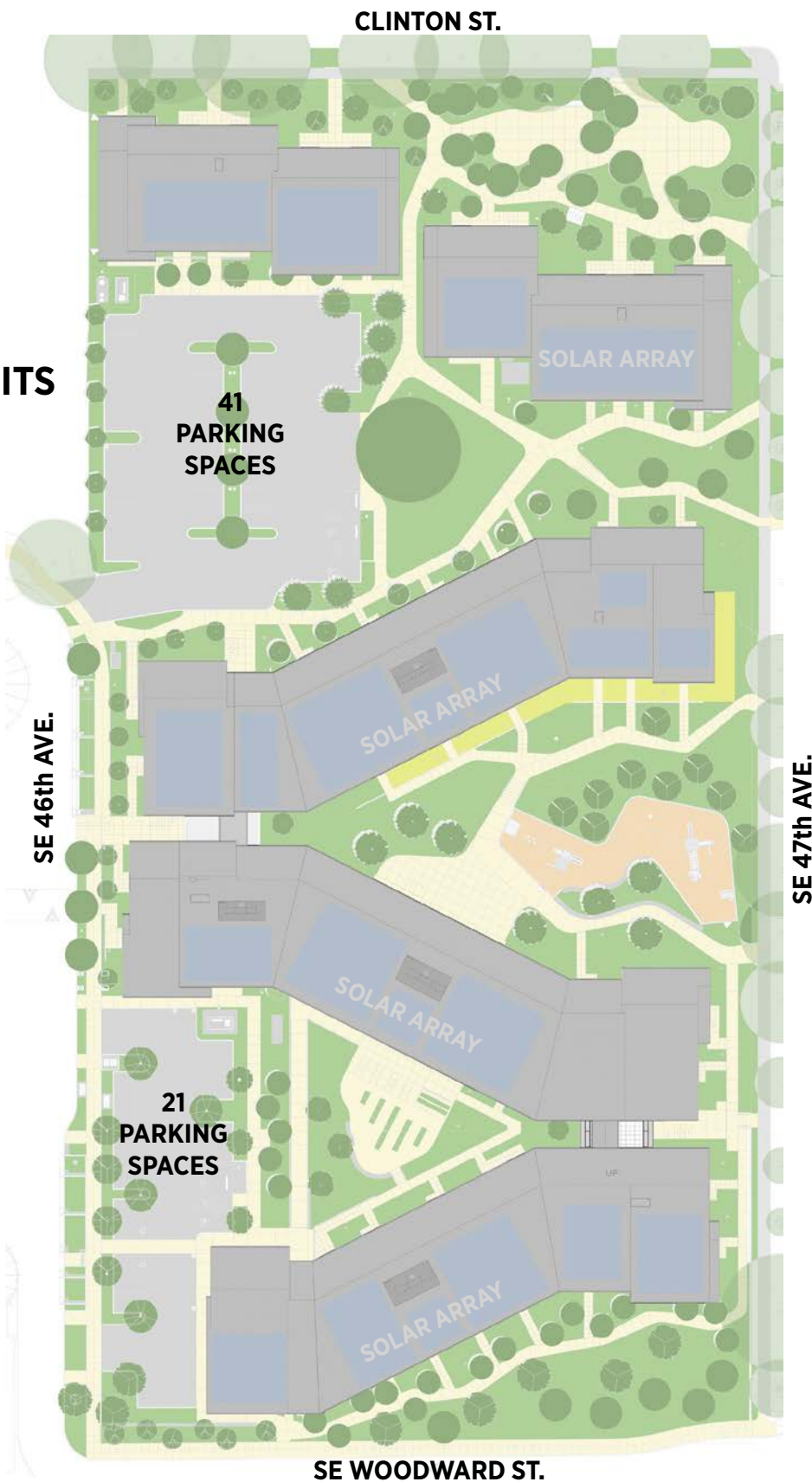
UNIT MIX:

STUDIO	14
1 BEDROOM	61
2 BEDROOM	53
3 BEDROOM	34
4 BEDROOM	4

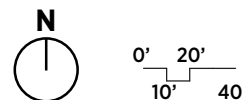
GRAND TOTAL = 166 UNITS

TYPE A (FULLY ACCESSIBLE) = 17

TYPE B (ADA ADAPTABLE) = 149



BORA | **PLACE**





Preparing for Emergencies

July 2023

Many of our current Peaceful Villa residents have lived in their one-story homes for many years. With the new development proposing a three- and four- story design, some residents have expressed fears about safety during emergencies such as earthquakes and fires. The design team takes safety very seriously and will ensure that all building code requirements are fully addressed.

In addition, Home Forward is committed to increased safety trainings for all residents living in Home Forward managed properties. The newly launched agency website has a major new section addressing “Safety” (www.homeforward.org/)

Building features that address occupant safety

■ Safe exiting during emergencies

- **Strong and resilient structures.** The buildings’ structural systems are being designed to meet and/or exceed the current Oregon Structural Specialty Code, a model building code that is updated every three years to improve safety and incorporate advances in technology.
- **Stairs for safe exiting.** The width of the exit stairs in each building greatly exceeds code minimum and therefore allows for faster and easier emergency egress.
- **Emergency power.** In the event of an electrical outage, emergency back-up power — supplied via generator — will be provided to illuminate exit paths and exit signs and to operate the elevators (when it is safe to use again after an event).
- **Units at grade.** The current design provides over 50 dwelling units at the ground level, most with direct access to the exterior via walk-up entrances. Those residents not wishing to live on the second or third floor will have options to request a home on the ground floor.

■ Specific measures related to fire safety

- **Construction rated for fire resistance.** Per current Fire Life Safety code, our units, corridors and exit stairways will have fire-rated floors, ceilings and walls to provide safe exiting in the event of fire, explosions, etc. The enclosures around the elevators and exit stairs are designed to provide a minimum of 2 hours of fire resistance to enable ample time for evacuation.
- **Fully sprinklered buildings.** We have specified a comprehensive, commercial-grade fire sprinkler system that provides more protection than a typical residential-grade suppression system. Fire sprinklers will be installed in all units, corridors, common areas, and even attic and closet spaces.
- **No natural gas lines.** Our all-electric building systems eliminate the need for natural gas lines on our site and inside the new buildings. Thus we are able to remove a hazardous, combustible substance that is particularly dangerous during natural disasters.

Resident education: preparation prior and resilience after potential events

- **Home Forward trainings.** At other Home Forward properties, Resident Services staff have assisted with resident organizing for preparation activities. This is often accomplished by residents choosing to coordinate efforts by floor or specific sections of a building. In addition to pre-planning and development of personal emergency kits, neighbors helping neighbors is often the key to resilience after an emergency.
- **Coordination with Richmond NET members (Portland’s Neighborhood Emergency Teams).** Similar to other neighborhoods throughout the region, planning efforts will be coordinated with the trained NET members. These nearby neighbors are often first responders prior to emergency officials (ambulance, police and fire) being able to arrive on the scene after a major event such as an earthquake.

Property management supports

- **Coordination with first responders.** Staff from Home Forward will reach out to Portland Fire officials to confirm messaging to residents about what to do during specific types of emergencies. For example, in some buildings local fire marshals may recommend “sheltering in place” as the best option when a fire alarm goes off. In other buildings, residents may be encouraged to safely exit the building immediately.
- **Purchase of safe exiting equipment for people with mobility issues.** Home Forward’s “high-rise” buildings (typically 4-stories or more) are being equipped with special carry devices to assist those with mobility concerns to exit via stairwells. We anticipate this discussion to be part of the resident meetings in the future. ■



Property Management and Resident Services

July 2023

Although the new buildings will not be available for occupancy until 2026, both property management and resident services staff have been involved in early planning for the new development.

Budgeting in a project pro forma

Prior to financial closing, lenders will require a detailed budget outlining costs for on-going operations. As this budget takes shape, we currently anticipate on-site staffing levels may include the following Full Time Equivalent (FTE) staffing positions:

- 2.0 FTE property management staff
- 1.0 FTE maintenance staff
- 1.5 FTE resident services staff
- Additional management and supervision support from regional coordinators.

Property management goals

Staff in property management wear many hats. While they have the duty to ensure strong regulatory compliance, they also work closely with residents to problem solve and ensure their housing stability. Typical goals include to:

- Provide high quality community-oriented property management services

- Support and provide resident education related to housing stability and resident retention
- Utilize trauma-informed approaches and an equity lens during all interactions
- Proactively work with Resident Services to ensure a strong team approach in supporting residents and community building activities.

To accomplish these goals, typical property management staff duties are to:

- manage waitlists and process applications
- welcome and provide orientation for new residents
- process and monitor rent payments
- ensure tenant privacy
- conduct lease compliance and problem-solve (including coordination with Resident Services)
- provide routine and preventative maintenance
- conduct annual unit inspections in compliance with funding source requirements
- ensure compliance and reporting for multiple funding sources
- communicate and problem solve with neighbors while ensure tenant privacy

Housing Stability	Economic Opportunity	Sense of Community
<ul style="list-style-type: none"> ■ Mutual accountability ■ Lease engagement ■ Eviction prevention ■ Housekeeping ■ Crisis intervention ■ Advocacy & education 	<ul style="list-style-type: none"> ■ Coaching ■ Education & training ■ Employment ■ Income ■ Asset building ■ Health 	<ul style="list-style-type: none"> ■ Relationship ■ Community ■ Leadership ■ Partners ■ Safety

Resident services goals

Services and activities on-site are coordinated by a Resident and Community Services Coordinator (RCSC).

The goals of our Community Services Department include three major areas: housing stability, self-reliance, and sense of community as outlined in the preceding table. Developing partnerships with local organizations, especially those that provide culturally appropriate services, are essential to resident success.

Residents are encouraged to sign up for additional Home Forward services such as the GOALS program. GOALS participants are able to save funds for use in attaining their personal goals ranging from a new career to home ownership.

Home forward is currently reaching out to other resident service providers to create potential partnerships that could further support the residents at Peaceful Villa. Information will be shared at future resident meetings later in the process. ■

Greater Opportunities to Advance, Learn, and Succeed

- Nationally known as FSS (family self-sufficiency program).
A HUD program to help public housing residents and section 8 participants increase their earnings, build assets and financial capability.
 - Employment focused
 - Five year voluntary contract that may be extended for up to two years by Home Forward for good cause.
 - Each participating family is assigned a Goals Coordinator, to coach and assist in helping find resources and supportive services that enables GOALS.
-



Community Engagement During the Redevelopment Process

July 2023

Community Advisory Committee (CAC)

Home Forward has successfully utilized a CAC model in five major development projects over the past decade. During each process the goal has been:

- 1. **To hear input and concerns** from diverse stakeholders PLUS
- 2. **To bring stakeholders together** in order for them to hear each other and begin the process of community-building.

In order to ensure our agency goals to increase equity and racial justice throughout our practices, a third goal has risen in importance:

- 3. **To center the voices of current and future residents** who are most impacted by redevelopment

during the community engagement processes.

Given the importance of timing and the financial constraints inherent in affordable housing development, Home Forward is committed to “CONSULT” with community stakeholders. We also strive to move further along the continuum to the “INVOLVE” on the International Association of Public Participation (IAP2) spectrum below. The following continuum is adapted from the IAP2 spectrum of increasing levels of engagement.

CAC process is not a regulatory requirement

It’s important to remember that this model of engagement is a choice made by Home Forward to involve stakeholders early in the development process. It is not a regulatory requirement by any of our funders.

Home Forward’s Commitment to Community Engagement

Increasing Level of Public Impact →



During the City of Portland’s land use review process, there are mandatory meetings with Neighborhood Associations required by code. As of June 2023, Home Forward has met three times with the Richmond Neighborhood Association. The design team has also convened a specific workgroup numerous times with the SE Woodward Street property owners. The City’s requirements for street improvements to the currently unimproved section of Woodward Street’s right-of-way to the south of our site has required this discussion (see Fact Sheet #1 – Parking and Traffic).

Who are the CAC members?

Prior to convening the CAC, multiple resident meetings were held to ensure current residents were contacted first and to hear about their most pressing concerns. In addition, two focus groups were held with the design team to shape their work from the very beginning. One focus group included current residents and the other included Spanish-speaking and Arabic-speaking individuals to represent potential family households.

In May 2022, a Community Newsletter was mailed to neighbors and businesses within approximately three blocks of the site. This first issue of the newsletter described the redevelopment and provided contact information to recruit for the CAC.

The approximately 18-20 member seats for various types of stakeholders are outlined below:

- 10 community members from initial outreach (including focus groups) who have lived experience of or need for affordable housing
- 5 representatives of service providers (culturally appropriate organizations and those serving diverse populations)
- 5 local community neighbors
 - 3 adjacent neighbors
 - 1-2 Richmond Neighborhood Association and local business association member(s)
 - Due to the level of interest from adjacent neighbors, four members were included (and the local business association was unable to send a representative). In addition, guests are invited to attend the meetings

Key areas of concern after three CAC meetings and one Richmond Neighborhood meeting as of June 2023

CAC members have expressed concerns about the overall density of the redevelopment and the resulting parking constraints on the surrounding neighborhood. There have been concerns about the need for increased property management and resident services on-site plus concerns about overall safety for residents in the new buildings. Please see the following Fact Sheets for more information about how the project team hopes to address these concerns:

- Factsheet #1 – **Parking and Traffic**
- Factsheet #2 – **Density**
- Factsheet #3 – **Safety during Emergencies**
- Factsheet #4 – **Property Management and Resident Services**
- Factsheet #5 – **Community Engagement**

Community input has informed design

The design team has listened closely to the input from the current residents, focus groups, CAC and Neighborhood Association members about the overall layout of the buildings. The list below indicates the input that has informed the current design:

Design impacts from initial focus groups:

- Minimize building scale along all street frontages.
- Orient building to reduce heat gain and maximize daylight.
- Provide private entry stoops at ground floor units to mimic the existing access to outdoor “yard” space.
- Design for universal access, exceeding required ADA codes.
- Focus on resident comfort by avoiding toxic building materials and reducing noise between adjacent apartments and outdoor spaces.
- Provide distinct outdoor spaces that are both active and reflective, such as welcoming outdoor play spaces and areas of quiet for all households.
- Provide a variety of indoor amenity spaces, both for gathering and solace, that increase livable area while allowing for social interaction.
- Include private laundry hook ups in apartments where possible.

Design impacts from CAC discussions:

- Design team is voluntarily applying the PDX Main Street Design Guidelines to support an architectural and site design response that is based on high levels of previous community input. This includes the use of pitched roofs, vertically-oriented stacked windows, pedestrian-scaled materials (shingles and wood-textured planks), and appropriate façade widths.
- Mid-rise and courtyard apartments within SE Portland were studied and reinterpreted to help create welcoming entries and a contextual streetscape while also providing visual greenspace to neighbors and minimizing units that face existing houses.
- Building massing was articulated to feel more “residential”, stepping the buildings in height and vertical plane so that there are 5 different building masses across the site.
- Adjustments were made to the site plan to assure an openness to neighbors (community plaza at NE corner) without jeopardizing resident privacy along the pedestrian connection from the intersection of Taggart-46th to 47th.
- When the Clinton street frontage increased from 2 to 3 stories in height the building was stepped back from the street to visually reduce the height and create a community plaza. The ends of the buildings were held at 2 stories to mimic height of neighboring residences.
- Reduction in height and density so that as the natural grade gets steeper the building in most areas maintains a 3-story height rather than increasing to 4-story.
- Prioritization of resident-centered sustainable strategies such as roofs designed to maximize solar panel arrays, building orientation designed to reduce excessive heat gain and thus reduce resident energy bills, occupiable roof terraces and covered outdoor areas to assure year-round access to nature and visible stormwater management that helps to support a dynamic, native landscape.
- Resilience and climate-safe strategies such as fossil-fuel free, all-electric building systems, resident gardening, emergency exiting that exceeds code minimum widths and back-up power systems to serve the elevators.
- Fully-secured interior trash and recycling areas to eliminate current safety concerns and management challenges of dumpsters.

Next steps

Another CAC meeting is planned for Fall of 2023 to gain input about the property management and activities planned prior to lease up.

Continue quarterly meetings with current residents to ensure their concerns are highlighted in this process. Future discussions will include development schedule, temporary relocation processes and choices to return to the new property. ■