



Portland Housing Bureau

Housing Bureau Advisory Body Realignment

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Advisory Body Review Timeline

Spring/Summer 2023

- Housing Commissioner, Civic Life Commissioner direction to review, assess, and make recommendations regarding bureau advisory bodies
 - Charter transition provides opportunity to streamline work
 - Citywide efforts underway to evaluate advisory body program
- PHB considered all advisory bodies
 - Bond, N/NE Oversight Committees are project specific with sunsets
 - PHAC, FHAC, RSC are in perpetuity, subject matter overlap
 - Determined PHAC, FHAC, RSC need further analysis

PHAC – *Portland Housing Advisory Commission*

RSC – *Rental Services Commission*

FHAC – *Fair Housing Advocacy Committee*

Advisory Body Review Timeline

Fall 2023

Due to increasing challenges facing the three advisory bodies, PHB paused convening of meetings to allow staff to focus on assessing their structure and function

Although paused, representatives were invited to participate as bureau's Budget Advisory Committee for FY23/24

Winter – Summer 2024

- Complete a comparative analysis and draft recommendations
- Host opportunities for feedback with current members and the public
- Present recommended changes for Council action

Evaluation Process

Examined peer cities for
housing related
community advisory body
practices

*Seattle, San Francisco,
Denver, Minneapolis*

Consulted with Civic Life
Advisory Body Program

City context
Best practices
Setting scope of work
Group structure

Internal Comparison and
Analysis

Scopes of work
Membership
Advising structures
Challenges for members
and staff

National Scan and Peer Cities

Peer Cities
Seattle
San Francisco
Denver
Minneapolis

Organized around themes

- **Singular project** – Scope, purpose clearly defined
 - *Bond and N/NE Oversight Committees*
- **Comprehensive** – Multiple issue areas centered around topic
 - *Encompassing scopes of PHAC, FHAC, RSC*
- **Community population** – all issue areas that impact a specific population, e.g., renters
 - *Encompassing scopes of PHAC, FHAC, RSC*
 - *Also includes transportation, health, ec dev, etc.*
- **Quasi-judicial** – Not applicable to PHB

Consultation with Civic Life

Civic Life Advisory Bodies Program is responsible for establishing best practices on community engagement and recruitment and providing training materials for new members.

Program **centers the experience of the members** themselves, not specifically the function or purpose of the advisory body as a whole.

No city code, resolutions, or formal guidance for setting scope or structure due to varying needs of each bureau, authority, or subject matter

Every advisory body **must have bylaws that govern operations**, meeting frequency, term limits, quorum, etc.

Internal Comparison

PHAC, FHAC, RSC Scope of Work

PHAC 12 – 15 members	FHAC Up to 19 members	RSC 7 – 13 members
Advise on housing policy, planning, and program development	Review fair housing best practices	Advise on landlord-tenant policy, programs, and regulations
Advise on public/private partnerships	Review fair housing enforcement data	Monitor PHB landlord-tenant programs
Support Bureau in identifying resources	Support coordination of public information campaigns	Recommend performance goals for PHB landlord-tenant programs
Function as Bureau Budget Advisory Committee	Advocate for resources	Advise on budget for Bureau's landlord-tenant programs

Internal Comparison

PHAC, FHAC, RSC share key similarities

1. Discuss topics related to renters, property owners, and management companies
2. Include expertise covering the spectrum of the housing industry: landlord, tenant, developers, financiers, policy, regulations, etc.
3. Advise same Bureau and City leaders with some additional stakeholder specificity
4. Provide a space for public input
5. Required to reflect the community it represents
6. Must set aside individual interests, focusing on the community holistically

Internal Comparison

Internal – reoccurring concerns from members

- Uneven representation of expertise and community background
- Scope of work is too broad
- Difficulty developing work plan within scope of committee or bureau
- Purpose, role, and impact is unclear
- Duplication of work products from prior years
- Perception that recommendations are not read or considered
- Lack of clear direction and support

External

- Absence of legislative champions
- HUD fair housing planning requirements altered by changing administrations

Stakeholder Feedback – Questions from PHB

Members of public, current/recent PHAC, FHAC, RSC members

- **Scope of work** – underscored the importance to be clear about what the group can and does not influence
- **Skills and experience** – not enough seats to get all experience desired; balancing will be difficult; 15 seats is a good, more than that won't work; preservation and production overlap a lot (could save on spaces); support for youth seats
- **Facilitation/leading group** – attended by Deputy, Chair to facilitate; need strong facilitation skills so group stays on track
- **Removing participatory barriers** – provide stipend, childcare, translation, food, offer day and evening meetings
- **Name** – keep reference to Portland; use “committee” rather than “commission”

Stakeholder Feedback – Additional Comments

Members of public, current/recent PHAC, FHAC, RSC members

- The reform that is really needed is to explicitly state *how* the group exercises its responsibilities – to make clear that **this group's value comes in its broad representation and community-based perspective as a collective**, not just as a grouping of individuals.
- Worry around losing the focus on tenant protections. Should have **more tenants/tenant advocates**
- PHB advisory bodies **skew too much toward tenants**
- Need commitments and actions on a **feedback loop** – from the bureau to the committee and from the bureau/committee to the public
- **Need stipends** to attract and retain spectrum of backgrounds
- Onboarding will be important, everyone will start in a different place

Apply Lessons Learned + Stakeholder Feedback

A single body can **provide perspective across** intersecting policies and programs

Establish clear scope of work that incorporates core features of each body

The community at large needs a **central platform** to bring housing issues and concerns



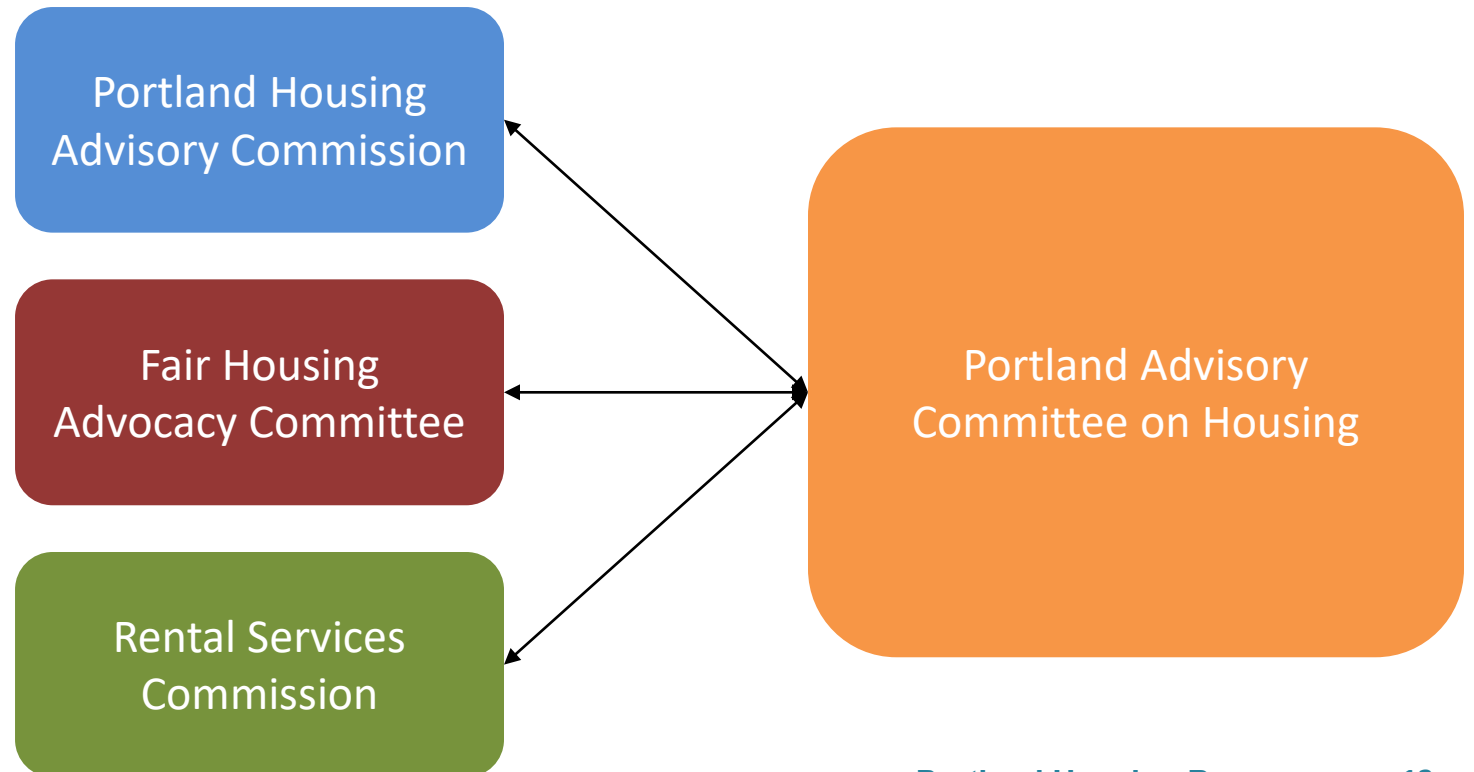
Include members with **professional and lived experience** across work areas

Work plans **organized around themes** that include policy and program intersections

Leadership support adds validity and accountability

Recommendation

- **Single advisory body** to encompass fair housing, rental housing, homeownership, and policy without limiting the Director from convening topic and industry specific work groups
- Membership should balance **professional and lived experience first**, followed by **youth representation**, then **geographic/district representation**



Portland Advisory Committee on Housing

Goal: Elevate the importance of housing stabilization in our communities

To achieve goal: provide comprehensive advice to Housing Bureau Director, Mayor, Deputy City Administrator, City Administrator, and City Council

The Housing Commission will:

- Advise Bureau on housing policy and planning priorities, including those faced by Portland community members, landlords, tenants, and homeowners
- Periodically review and recommend updates to the Bureau's Strategic Plan, Consolidated Plan, Fair Housing Plan, and adherence to Affirmatively Furthering Fair Housing mandate
- Reinforce Bureau's commitment to racial equity in all facets of work
- Provide the forum for the community to comment on needs and priorities
- Work organized around themes: production, preservation, protection

Total Seats: 10 – 15 (*2 seats for youth representation – aged 16 – 24*)

Next Steps

September 18, 2024: Council adopts ordinance to consolidate PHB advisory bodies

Oct – Dec 2024: Application, recruitment, and appointments

Winter/Spring 2025: Training and onboarding members

Spring/Summer 2025: Work plan development