



Portland Housing Bureau

Portland Housing Advisory Commission
Tuesday, September 11, 2012
 3:00 p.m. – 5:00 p.m.
 Portland Housing Bureau
 421 SW 6th Ave, Ste 500
 Portland, OR 97204

- ✓ = PHAC public member action item
- ▶ = PHB staff member action item

Meeting Minutes

Members Present: Marc Jolin, Carter MacNichol, Sarah Zahn, Deborah Imse, Carmen Rubio, Elisa Harrigan, Rey Espana, Andrew Colas, Shannon Singleton

Members Excused: Christine Lau, Jesse Beason

Agenda Item	Discussion Highlights	Outcomes / Next Steps
Welcome & Review Meeting Purpose	Carmen Rubio chaired this PHAC meeting and welcomed the group.	
Review Minutes	Carmen asked the group to review the minutes. Carter said the minutes captured the conversation well and moved for approval. Sarah seconded and the minutes were approved.	
Public Testimony	Carter asked if there was any public testimony. There was not.	
Strategic Plan Report	Traci said we have developed a number system for the Strategic Plan – the copies distributed today are numbered to correspond with today’s other handouts. This is the first strategic plan for the Portland Housing Bureau (PHB). It is a three-year plan that spans fiscal years 2011-2013. The Strategic Plan is operational in nature, which makes sense for a new bureau. The next Strategic Plan may evolve to be less operational. The result of this plan is that some actions are more measurable than others. It is hard to put metric on	<ul style="list-style-type: none"> ▶ = Elisa would like the Fair Housing Action Plan to be included in Goal 2 and the status to be “Implemented in Phase I” or something similar. ▶ = Marc would like the status

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	<p>some.</p> <p>Traci pointed to the “report out” handouts given to PHAC. She said it may appear we are only reporting on some actions, but we can provide more detail one-on-one. She noted that this is in part because the Strategic Plan was written in a way that some of the actions are really sub-categories beneath larger goals; some of which are outcomes. We have tried to capture this in the reports.</p> <p>Carter added that not reporting on every goal is typical for a multi-year report.</p> <p>Traci said we will give PHAC an overview of the goals and would like PHAC to tell us if there are areas where we need to dig deeper, areas that are not reported on, or anything else PHAC would like to see in the future.</p> <p>Jacob Fox gave an overview of goal 1: Meet Portland’s need for quality, affordable homes for its residents. Jacob said we need to look more closely at the city and get better strategies for where to build housing. We are working with the Bureau of Planning and Sustainability (BPS) on the Housing Strategy. PHB has a robust partnership with BPS which will help us bring the Housing Strategy into alignment with the Portland Plan. Traci said BPS is a bridge to the Portland Plan and the Comprehensive Plan.</p> <p>Carter asked if the Housing Strategy will help answer questions about where to building housing. Daniel said yes, it is looking geographically at needs and opportunity. Carter advised including dates with the Housing Strategy. Jacob said this November will be PHB’s third strategic investment in rental housing with the Notice of Funding Availability (NOFA) process. Jacob said there are funds in the River and Convention Districts and there will be higher funding cycles. Deborah asked for specific numbers. Jacob said we will be able to be more explicit about what we want to buy, for example there could be a 4 percent tax credit project instead of 9 percent. He</p>	<p>of 3.6 to be “in progress” rather than “completed.”</p> <p>► = Elisa would like to see 3.3 and 4.12 clarified, including the status of “completed and ongoing.”</p>

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	<p>said there could be projects that include greater than 100 units. Jacob said we will be able to be more specific with the next NOFA.</p> <p>Jacob talked about preservation being a priority. We are working on 4 of the 11x13 projects. There are a lot of partners involved in that process. It is important to integrate housing with other programs. We want people to talk about how programs connect with housing. This will be important for the 10-Year Plan and the NOFA in the future.</p> <p>On the homeownership front, PHB partners with the Minority Homeowner Assistance Collaborative (MHAC), which includes Hacienda and Native American Youth Family Center (NAYA), among others. We want our investments to be intentional, such as down payment assistance for communities of color.</p> <p>Andrew said it has been hard to focus on homeownership lately because of the economy. He asked if PHB is able to set benchmarks to include projects that include homeownership.</p> <p>Jacob said PHB has had internal conversations about this. We have historically invested in condos but this is not the right approach. Traci said the Safety Net campaign has galvanized the community and we need to look at the homeownership question. Andrew suggested planning for homeownership with the 2013 or 2014 NOFA. Traci said we should have PHAC look at this issue.</p> <p>Deborah asked about goal 1.5: Shift resources to programs proven to quickly, effectively and permanently end homelessness. Is PHB working on this? Traci said this is a sub-category of the 10-Year Plan Reset Committee and we will look to them for direction.</p> <p>Jacob pointed the group's attention to page two of the Powerpoint and goal 1.10: Set clear strategies and targets for minority homeownership. Jacob said Rey has been a leader in this area and we look to our partners for next steps with minority homeownership.</p>	

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	<p>Jacob said the Short-Term Rent Assistance (STRA) results are good for ending homelessness. This year, the Request for Proposals from Home Forward was impactful. Jacob said we have an active relationship with the state and are talking about investment and foreclosure prevention. PHB is happy to funnel state funds when needed. Commissioners Fish and Saltzman are behind the program. PHB is using these programs and investments to work with the county and leverage resources.</p> <p>Daniel gave an overview of goal 2: Ensure equitable access to housing. PHB is getting a good goal process for equity. We will be able to measure outcomes soon. We have developed the Equity Agenda to include process and procedure and help guide us through what we will do differently.</p> <p>We are accomplishing the removing barriers goal through our fair housing work. We are working to implement the goals of the Analysis of Impediments. Oregon Opportunity Network (OON) and Metro Multi-Family Housing Association have both developed best practices documents. The Fair Housing Advocacy Committee meets regularly and a subcommittee is working on how to get education out to the public.</p> <p>One of the sub-goals is to ensure equity for underrepresented populations in city-supported housing programs. Daniel said we are working with contractors to establish equity goals to include in contracts. We are setting up this process to have measurable goals and to collect information for outcomes. Daniel told the group about the OON equity forum that was held today (September 11) in coordination with PHB. The group discussed rental development and increasing participation by minorities. PHB has worked with OON on the NOFA scoring process which includes equitable participation beyond construction. Who is in the workforce? Who is in professional services? What about fair housing? We are looking at the Affirmative Fair Housing Marketing Plan. The scoring process also looks at sponsors—board and staff and the need to serve communities of</p>	

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	<p>color more equitably. Scoring will look at their equity activities and location. This is an ongoing operational project that includes property management, vendors, and many others.</p> <p>PHB is proud of the work we have done in collaboration with OON and is trying to make this a data-driven conversation. We want our baseline rooted in reality. We will continue to look at how we can measure results. We will update our dashboard and will ask partners to be clear about who they are serving and with data collection. Traci is focusing on cross-functional teams to meet these goals which results in a great cross-fertilization of ideas.</p> <p>Elisa suggested adding the Fair Housing Action Plan as another status in the Strategic Plan report out documents. It is being implemented now but it might make sense to say it is in “Phase I” to be more clear that there is a lot more work to do. The work is not completed yet.</p> <p>Andrew thinks this is good work and we can try to take it to the next level. It can be hard to measure outcomes. He asked about having quarterly reports on the construction side. We could start there. Andrew said there has been improvement to equity in the construction industry since PHAC started. He asked if PHB can share any data. Daniel said PHB has been working on this over the summer. We will be poised to deliver a report with Section 3 data.</p> <p>Jacob said PHB has implemented new software. It will be easier to record and manage data with the new software. Andrew said he sees a lot of improvement, including people in his industry competing on equity.</p> <p>Rey said the city adopted a Community Benefits program. It took a long time to get there. He wants to thank everyone for getting this passed and wants to celebrate that the community believes in it. He said transparency is important. Rey is looking forward to announcing new projects soon now that he is back at work.</p>	

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	<p>Traci gave an over view of goal 3: Develop, leverage and allocate housing funds to meet needs, sustain our assets and strengthen the housing industry. A lot of the progress under this goal has been due to the work of the Safety Net campaign. It has become a platform for resource development. Commissioners Fish and Kafoury have identified this as a priority. PHB is having resource development talks. One goal of the 10-Year Plan Reset Committee is to identify need and gap. PHB wants to wisely spend money for long-term return. This will come out of the Reset process and the advocacy of program development. We are looking at homeownership in terms of what is the most cost-effective way to spend money.</p> <p>Traci mentioned the third item under the third goal: Give top priority to programs that have the most lasting effect on most critical housing needs. She said PHB puts the most work into this one. Jacob spearheads the effort to manage existing housing stock. Traci pointed to goal 3.10: Develop a long-range management plan in collaboration with the housing industry to assess current stock of affordable rental housing. PHB has invested in 10,000 units and are doing asset management review.</p> <p>Last year, we methodically reviewed how to maintain public investment. Outcomes includes revising underwriting guidelines and looking at tools to leverage and maintain funding. We will go to Council in November to ask to revise our tools—to look at how loans are structured and be able to charge-off if that is effective. We could leverage private funding or stabilize public housing this way. Some of our most important work is related to what public money is invested in. Traci said we have been most productive with preservation and our stewardship of public investment. Sarah said maintaining partner and sponsor strength is important. This helps sponsors maintain their units. This helps sustain at the organization level.</p> <p>Marc asked about 3.6: Base decisions about cost-effectiveness on long-term research. What is the relationship of this to the dashboard? Is there ongoing research? Daniel said the dashboard</p>	

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	<p>tracks investment priorities. Investments track against long-term priorities. Marc suggested not saying this section is completed but that we have made progress. Traci agreed. Carter asked why this goal in the Strategic Plan. Is it a goal or an aspiration? Traci was not fond of this being in the Strategic Plan but Daniel found a way to add structure to it by adding the dashboard. Traci said this goal implies we are doing research when we are not. Carter said he is concerned with “cost-effectiveness.” What is this based on: number of units? People served? Amount invested? Etc. Rey said there are existing community standards that are used to make decisions regarding how to invest money. Cost-effectiveness analysis is already occurring today. Marc said we started this conversation when we talked about “What makes a good rental housing investment.” We should review our own investments against cost-effectiveness and self-evaluate. Traci said cost-effectiveness should be and is used to determine how we make funding decisions. Jacob said PHB did not inherit a good system for data. Our new software will make it possible to look back to 2008 and review data and make comparisons.</p> <p>Traci gave an overview of goal 4: Build a strong, dynamic Housing Bureau that provides the highest level of leadership and service to our customers, stakeholders, employees and the community. Traci acknowledged the difficulty in merging pieces of the Portland Development Commission with the Bureau of Housing and Community Development to form PHB. 50-60 staff people produce a lot of work. They have the skills and need support. It is a priority to pay attention to employees and make sure things go well. Staff worry about downsizing. Traci said thankfully there was no layoff this last year. She acknowledged PHB’s first union contract which will help bring stability. She also acknowledged the importance and value of the cross-functional team work at PHB. Jacob shepherded PHB through the software update as well.</p> <p>Elisa asked why the fourth goal is presented in a different format than the rest. Traci said she would restructure it and add more specific goals. Goal 4 is more of a macro overview. The handouts</p>	

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	<p>given to the group today contain more actionable tasks.</p> <p>Elisa mentioned 4.12 (Highlight Portland’s housing needs, best-practice programs and projects, and investment successes via traditional and social media) in comparison to 3.3 (increase public understanding of the city’s housing needs and the benefits new revenue will bring). She is not sure if this work is done or not done. Daniel said PHB’s new Public Information Officer will work on this. She will tell our story and get media hits. The outcome should be resource development. Elisa said we should clarify the contradiction between 3.3 and 4.12. Traci said we can rewrite these.</p> <p>Traci asked the group if they had any further questions or thoughts. The Strategic Plan was a big part of last year’s PHAC retreat and this may be something we want to think about. Marc asked if there is an audience for it other than PHAC. Traci said it is internal for now. Daniel said it is an operational plan. Elisa asked if we will report out to Council. Carter suggested sending Council the memo that was presented to PHAC today. Daniel said the housing section of the Portland Plan reflects our Strategic Plan. We will report through the lens of the Portland Plan. Andrew said the memo is solid. He likes that we are addressing some of the goals. The Strategic Plan is ambitious. He likes seeing the report out documents but really likes the memo. Carter said Commissioner Fish could decide if it is something to share with Council. Traci said PHB will be in front of Council several times in the near future. We may be able to get this into the conversation. Elisa said PHAC members can also talk to Council or could present a PHAC update.</p> <p>Rey asked to what extent the Coalition for a Livable Future (CLF) equity report was involved. He asked if it was released yet and Elisa said no it has not been. Rey said the right people signed off on it. It is another part of the conversation and a standard to help move the community forward. Elisa said the CLF summit is in October so it should be released then or soon after. Daniel said the CLF report will inform PHB’s Housing Strategy. Rey said PHAC should hear from CLF</p>	

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	before our budget season.	
Budget Advocacy Committee	Traci said we will want to discuss the function of the budget advocacy committee at the October meeting. Previously the team was Brian and Marc. PHAC is the budget advisory committee for PHB. Last year PHAC worked in depth and detail. We could create a subcommittee to do the detail work and its subject matter experts could then report out to PHAC.	
Member Recruitment	<p>Daniel reminded the group we are in need of recruiting two new PHAC members. She would like PHAC members to volunteer to help in the recruitment and make recommendations. We will still have to go through the Office of Neighborhood Involvement application process, but PHAC should think about what new perspectives we need to add. Daniel asked for a few hours of commitment from PHAC members to help in the process.</p> <p>Andrew asked if Daniel wants PHAC to provide names. Daniel said yes, she would like members to perform outreach. Andrew volunteered. Traci said Brian's perspective included affordable housing development and had many contacts. Toby had national experience. Deborah would like to be involved in the process and Rey said he will help Andrew. Marc asked if he can send recommendations if not at meetings and Daniel said yes. Marc volunteered as well.</p>	✓ = Andrew, Deborah, Rey, and Marc volunteered to help with recruitment.
Retreat Date	Daniel said we need to think about the PHAC retreat. Last year it was all-day and was in November. Carter asked what we will do at the retreat this year. Daniel said we can work on a tangible framework for the PHAC work plan and asked the group what they would like to work on. Andrew asked how soon we will get new members because they should be at the retreat. Daniel agreed. Shannon said Wednesdays do not work for her. Traci said it does not have to be a full day, and Andrew suggested a half day. Marc said he wants to meet somewhere that has cell phone reception. The group agreed	

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	<p>they would like the meeting to be off-campus. Andrew would prefer to meet on a Thursday or Friday. Marc would like the dates to be circulated asap. Rey said the new members need to get to know us. Marc suggested meeting from 9:00-3:00.</p>	
<p>Meeting Wrap-Up and Planning for Next Meeting: Legislative Agenda</p>	<p>Carmen told the group next month's topic is the legislative agenda. Daniel said we want to bring in legislative experts to give us an overview. Commissioner Fish will attend the meeting. Daniel would like to have federal and state housing experts at the meeting. She asked if anyone wanted to be part of the planning. Elisa asked if members can have background reading materials prior to the meeting to get context. Shannon and Carmen volunteered to help plan the agenda.</p> <p>Carmen asked if there were any further comments and adjourned the meeting.</p>	<p>✓ = Elisa and Shannon volunteered to help plan next month's agenda.</p>