



Portland Housing Bureau

Portland Housing Advisory Commission
 Tuesday, April 1, 2014
 Steel Bridge Conference Room
 421 SW 6th Ave
 Portland, OR 97204

Agenda

<i>AGENDA TOPIC</i>	<i>LEAD</i>	<i>ACTION</i>	<i>TIME</i>
Welcome & Review Meeting Purpose, Review Minutes	Jesse Beason	Approve	3:00 – 3:05
Public Testimony			3:05 - 3:15
Fair Housing Month <ul style="list-style-type: none"> • Portland Fair Housing Action Plan – key 13/14 accomplishments and priority 14/15 Strategies • Section 8 Housing Choice Legislation – Implementation Update 	Kim McCarty; Deborah Imse	Presentation and Discussion	3:15-3:45
PHAC Retreat Follow-up <ul style="list-style-type: none"> • Housing Audit & Cost of Affordable Housing 2.0 – Update & Discussion • 14/15 Contracting <ul style="list-style-type: none"> ○ Contractor Progress Supports ○ RFP Opportunities ○ Access & Outcomes Reports to PHAC • Annual Calendar • Membership Matrix & process 	Traci Manning Leslie Goodlow Traci Manning; Kate Allen	Discussion	3:45-4:45
Other Business Follow-up <ul style="list-style-type: none"> • Interstate URA \$20 million • PHB Budget 	Traci Manning	Discussion	4:45-4:55
For the Good of the Order	Jesse Beason		4:55 – 5:00

Materials for all meetings will be posted on PHB's website:
www.portlandonline.com/PHB/PHAC.

Upcoming Public PHAC meetings: May 5th

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Portland Housing Bureau

Portland Housing Advisory Commission
Tuesday, February 4, 2014
 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, Andrew Colas, Carter MacNichol, Elisa Harrigan, and Sarah Zahn.

Members Excused: Carmen Rubio, Colin Rowan, Deborah Imse, Jesse Beason, Rey Espana.

Staff Present: Traci Manning, Paul Stewart, David DiMatteo, Kim McCarty, Jaymee Cuti, Javier Mena, Lisa Oreskovich, Mike Johnson and David Sheern.

Agenda Item	Discussion Highlights	Outcomes / Next Steps
Welcome & Review Meeting Purpose, Review Minutes	Marc Jolin opened the meeting. There were no minutes to review because a quorum was not reached.	✓ Review January minutes at next meeting.
Public Testimony	<p>Bobby Weinstock, Northwest Pilot Project, wanted to bring to everyone’s attention that there is new housing inventory data. He had been working with Ben and Antoinette at the Portland Housing Bureau on this data project. At 51-80% MFI there is a surplus of 44,000 apartments. At 0-30% MFI there is a deficit of 22,000 apartments. The plea is for public funding, for example the NOFA, to take into account this data and deficit. This surplus is determined by how many households with certain incomes are within the City of Portland and the number of apartments available to them at that MFI. An average of 29,000 households rent at the 51-80% MFI.</p> <p>Carter MacNichol: Are there are measures of this shift?</p> <p>Bobby: We are seeing more and more availability at the 51-80% MFI. The biggest shift is at the 31-50% MFI where there used to be a surplus and now households to apartments are</p>	

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	<p>about even.</p> <p>Traci: Are many of these people being rent burdened?</p> <p>Bobby: Roughly 69% of income for those with the lowest income households are put towards housing. The plea is to help these types of households and those that are in serious need. This data comes from the American Community Survey. The data lags behind about 3-4 years and, therefore, this problem is probably even worse. The specific data we are working from comes from 2006-2010.</p>	
PHAC Items Follow-up	<p>February Legislature:</p> <p>David Sheern discussed any updates to legislature. The Housing Alliance document handout refers to the Emergency Housing Account (EHA) and State Homeless Assistance Program (SHAP). The request is for \$1.5 million to EHA and \$.5 million to SHAP to help keep at risk families in their homes.</p> <p>Carter: How much of the \$1.5 million goes to the County?</p> <p>David: I'm not sure, but a big chunk because the funding distribution is based on homelessness.</p> <p>David provided brief updates on the other Housing Alliance bills highlighted in the handout. Specifically, the bill around support for residents to purchase manufactured home parks has long, ongoing conversations around the process of the sales of these parks.</p> <p>Elisa Harrigan noted that she believes this bill includes floating homes, as well.</p> <p>Budget:</p> <p>Leslie Goodlow provided a quick budget update. The budget is on time. We will receive questions back about what we submitted by the end of next week. The budget work sessions are the end of March to the beginning of April. The Mayor's budget will be out in April and the vote on the final budget will be June 19th. We still need to submit our equity document and program summary by February 18th.</p>	

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	<p>Traci: We were given three budget priorities which came from the Portland Plan categories – Homelessness and Hunger, Emergency Preparedness, and Complete Neighborhoods. We kept these priorities in mind when we submitted our decision packages. Traci asked Elisa to discuss the decision package regarding Fair Housing and Title VI Programs.</p> <p>Elisa discussed how Community Alliance of Tenants (CAT) currently provide resources to renters such as the Renters Hotline, but that the services do not run deep or provide a lot of support and planning. This decision package would allow them to pilot a program that provide clinics to renters help provide counseling, help with requesting reasonable accommodations from landlords, translation services, and letter writing. It would be a pre-step to legal support by helping provide alternative solutions to eviction.</p> <p>Traci discussed the final package for \$3 million General Fund One-Time Funds. These funds can be used citywide. This gives us the flexibility to use the funds where most needed. We are hoping that for every \$1,000,000 invested that we can leverage \$4,000,000 in other funds.</p> <p>Carter: This funding request of \$3,000,000 is bigger than what was asked of before?</p> <p>Traci: Yes, this is the one-time only funding. I believe you asked for a bigger number so I followed through with your request. This is straight up funding so a larger amount would be nice.</p> <p>Carter: Are the add packages on this handout prioritized?</p> <p>Traci: Yes, by ongoing asks and one-time asks.</p> <p>NOFA Section 108:</p> <p>Traci provided a quick update on the progress of the Section 108 NOFA. No applications have been submitted as of this date and there has not been a lot of interest yet.</p> <p>Javier Mena noted that they are expecting two applications – one from Hacienda and the other on the Rosa project. The funding for the latter pulled out and they are not looking for new funding.</p>	

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	<p>EPIC:</p> <p>Traci pointed out that without a Director of Equity, Policy, and Communications (EPIC), it is a good time to look at the EPIC department and its functions as it evolves. Independent contractor Kate Allen will be stepping in to help on policy projects in the meantime.</p> <p>Fair Housing Testing:</p> <p>Traci switched focus to the Fair Housing testing currently being performed. The Fair Housing Advocacy Committee (FHAC), which is Portland in conjunction with Gresham and Multnomah County, has been contacted about this testing and has been asked not to discuss the testing being performed because it could affect the results. It is taking longer to perform the testing because of lower vacancy rates and they need these vacancies to accomplish the testing.</p> <p>Conflict of Interest Form:</p> <p>Leslie asked people to complete the annual Conflict of Interest form and to return them to Lisa Oreskovich. The reference section of the form does not need to be completed.</p>	
Governance/Joint BAC	<p>Amy Trieu, Commissioner Saltzman’s Office, follow-up up with PHAC about the joint BAC mentioned at January’s meeting. She discussed the purpose of governance. HUD has a good definition of this. Better connections can be made with Gresham and Multnomah County if we had a stronger system. The Mayor and Commissioners are looking forward to adopting a framework of governance by Spring.</p> <p>One piece of the joint BAC which excites Saltzman is having citizens from each jurisdiction meet together to discussion common issues and best practices. The first vision of the joint BAC mentioned in the last PHAC meeting is not working as thought. Currently, budgets are being presented in multiple places such as CCEH, PHAC< and the CBAC citizen group. At this point there are different budget interest groups that review the budget and the concern is to try to get everyone on the same page.</p> <p>Home Forward is in a different sphere altogether and we are trying to find ways to include them. We are hoping to have an earlier start to this join BAC group for next year’s budget.</p>	

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<p>Equity Focus</p>	<p>Marc moved the conversation to Equity Focus and asked that the focus be about equity on the contract development side and bring a larger discussion on equity to the PHAC retreat.</p> <p>Javier Mena provided everyone with PHB’s project data which included specific MWESB data and said they are constantly trying to improve on these numbers.</p> <p>Andrew Colas: Can you add a column to this project data sheet that lists the prime contractors on these projects? It would be nice to see if any of the prime contractors are MWESB contractors, as well.</p> <p>Javier: That is the next phase. We want to begin to look deeper into the subcontractors for that information. We do not have it at this time.</p> <p>Andrew: It would be nice to see who is regularly used on these projects.</p> <p>Carter: Are the majority of MWESB firms used as subcontractors? Also, I would like to point out there is a typo in the MWESB data for the 1200 Building project.</p> <p>Andrew: This chart provides good information. You just need to add that prime contractors column. It would be nice to state who the developers are to see if they are adhering to MWESB.</p> <p>Carter: What is your MWESB stated goal?</p> <p>Javier: We have adopted 20%. The Strategic Plan has a target of 25%.</p> <p>Marc: It looks as though the prime contractor or developer might be what is listed as “Project Sponsor” on the first chart provided.</p> <p>Carter: I worry about apprenticeships and workforce development with MWESB firms. If they are not getting as much work and experience then it is hard for them to be picked to contract or subcontract on projects.</p> <p>Andrew: It is hard to build capacity if you are only given small jobs or few jobs. People look at productivity rates when hiring and you need consistent work to help boost them. Minority companies are having difficulty with this.</p>	

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	<p>Carter: Part of the issue is that minority companies are given one-off jobs and that doesn't help, or do much for equity. That type of behavior does not build a system.</p> <p>Javier: We want to look deeper into these MWESB numbers to understand them and not let contractors cheat the system.</p> <p>Marc: Small projects seem to use MWESB companies more.</p> <p>Sarah: I agree that these numbers need more evaluation.</p> <p>Nate McCoy: It has happened before where you un-layer this data you see some uncertified work. There are some concerns with cheating the system.</p> <p>Andrew: The numbers can be misleading. You need to start tracking the data better and see which companies are growing and can be leaders.</p> <p>Carter: You could give different scoring to MWESB because they don't get as much experience.</p> <p>Elisa: Can you assess the risk of experience? Treat it like a case study?</p> <p>Sarah: The developers take on a guarantee risk when hiring subcontractors. This is why they like companies that come with a lot of experience.</p> <p>Carter: I'm not sure this bureau is responsible for technical assistance in that area. We need to define our role.</p> <p>Nate: This matter is already being talked about.</p> <p>Traci: We could ask different experts to come in and talk on these topics and answer any questions you might have.</p> <p>Karl: This is a great discussion. I deal with profession services, contractors, and vendors. I can tell you that contractors are good about wanting to meet our goals. There is funding, big and small, out there to be used.</p>	

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	<p>MULTE Follow-Up:</p> <p>Javier provided a quick follow-up on MULTE. We consider this an indirect process. We have less influence on this type of program. This program is agreed upon between the County and the City. We do not have internal systems to check on MWESB component.</p> <p>Nate provided additional feedback on two of the development groups. Outreach was made to two development groups to ask about the process and MWESB. One group was difficult to talk with. The other group, Gateway, was a much easier conversation and is at an MWESB of 23% in this process. The next round of applications I'll be more involved in and will have upfront conversations with them about resources and the different MWESB contractors available to use.</p> <p>Carter: Therefore, it is not a requirement of the MULTE, but you can at least educate them on MWESB.</p> <p>Andrew: Is there an equity portion in the MULTE application?</p> <p>Javier: Yes, but it is soft. We know there is interested and we need to start taking a harder look at the detail.</p> <p>Marc: Are you not able to turn down an application if they are not committed to meeting MWESB requirements?</p> <p>Javier: Like with the NOFA, we ask that they meet PHB's equity and MWESB mission. They provide a plan with the MULTE application on how they are committed to meeting our goals.</p> <p>Carter: Can you strengthen this process and tighten that portion of the requirements?</p> <p>Traci: This is what we are working on. It is currently a three year pilot that we are testing out.</p> <p>Andrew: There is one developer in particular, Whitmore, which did not have any MWESB participation. I tried to send an email to you about then back in June to warn you about ensuring they have MWESB participation, but I did not receive a response. These developers line up contractors months in advance. At this point, it is now too late to enforce MWESB</p>	

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	<p>participation. As a member of PHAC, I am here to help you with these decisions and nobody listened.</p> <p>Javier: I understand that the ball was dropped in this specific case, and even before you tried to make us aware of that issue. We should have made MWESB demands even earlier than that. We need to go back to these developers and explain MWESB participation so they better understand our requirements and goals. We need to do it before they are even approved.</p> <p>Nate: It is a pilot which means there is room for improvement. I've been brought in to help with the MWESB criteria moving forward.</p> <p>Andrew: Looking at your equity work it looks as though Nate has a huge chunk of the work. Do you have enough time and help on this, Nate?</p> <p>Nate: I'm going to do what I can. If we need more help we will bring it in.</p> <p>NOFA Review:</p> <p>Javier explained the intention to expand the equity lens on the NOFA process and how Karl has been talking with proposed developers on equity. We help a Meet and Greet for last year's NOFA and will be doing the same for this year. The date of the Meet and Greet is March 12, 2014. We believe that Home Forward might have something for the Section 108 NOFA, as well.</p>	
PHAC Business	<p>Traci reviewed the need for scheduling the PHAC Retreat. It was noted that Friday is the best day for this meeting. Lisa will send out dates for late February and early March. 9am-3pm worked for everyone last year. Everyone liked last year's location Humboldt Gardens and we will try to hold it there again this year.</p> <p>Traci noted PHAC membership will be discussed at the PHAC Retreat.</p> <p>PHAC reviewed Commissioner Dan Saltzman's response letter to PHAC's letter regarding Hacienda using the Section 108 loan program.</p>	
For the Good of the	<p>Marc noted the January minutes will be reviewed next meeting.</p>	

Agenda Item	Discussion Highlights	Outcomes / Next Steps
Order	The meeting was adjourned.	

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Portland Housing Bureau

Portland Housing Advisory Commission
Friday, March 14, 2014
 9:00 a.m. – 3:00 p.m.
 Northwest Health Foundation
 221 NW 2nd Ave, Suite 300
 Portland, OR 97209

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

Retreat Meeting Minutes

Members Present: Marc Jolin, Andrew Colas, Jesse Beason, Elisa Harrigan and Carter MacNichol.

Members Excused: Carmen Rubio, Colin Rowan, Deborah Imse, Rey Espana, Sarah Zahn.

Staff Present: Traci Manning, Kim McCarty, Jaymee Cuti, Javier Mena, Lisa Oreskovich, Leslie Goodlow, Kate Allen, Antoinette Pietka, Paul Stewart and David Sheern.

Agenda Item	Discussion Highlights	Outcomes / Next Steps
<p>Welcome, Introduction and Warm-up</p>	<p>Kate Allen, Facilitator, welcomed everyone to the Retreat. Everyone at the table introduced themselves and gave one interesting fact about their upcoming weekend. Kate thanked Northwest Health Foundation for hosting the location of the retreat.</p> <p>Traci Manning provided updates on the budget schedule. They are not asking for a BAC member to speak at the table. The schedule was just announced. The work sessions with Council are being arranged by priority area. Homelessness and Hunger are up first on Monday, March 31st at 2:15pm. Council discussion should primarily be about decision packages since everyone provided a stabilization budget. PHB will be at the meeting on Tuesday when Equity is discussed. The City Budget Office did not recommend any of our decision packages. They are focusing on stabilization items that are more about infrastructure instead. The next step is to wait for the Mayor’s budget to be released. Section 108 – Commissioner Saltzman put in a revision surrounding the language of the NOFA. A clarification of the prior ordinance. This makes the Hacienda CDC office project now eligible. The NOFA deadline will be clarified so Hacienda will bring their project in through the existing NOFA.</p>	

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	<p>In response to a lot of activity going on and community input in Inner NE and the Interstate Corridor, PDC and the Mayor have announced they will be allocating \$20million over the next five years. There is a lot of planning that has happened in these areas over the years and they need to be honored. The community has a sense of what priorities are and where affordable housing might want to go. There is a strong sense that people that were displaced need to be reached out to for community involvement.</p> <p>Marc Jolin: Is that investment conditional on whether Trader Joe's comes back?</p> <p>Traci: No.</p> <p>Andrew Colas: We think it is a good thing. We put together a request at NAMAC (National Assn. of Minority Contractors of Oregon) asking for more affordable housing in the Interstate URA. I felt that the Mayor's meeting on Monday was very positive. I think it will be good for housing. It was good to see the Mayor responding in the way that he did in regards to the Trader Joe's proposal. Trader Joe's backed out because they saw they were not wanted in this community. NAMAC wanted to take a big position on this whole topic because we see it as an opportunity to bring in more income to this community, not just with construction, but long term jobs for its residents.</p> <p>Jesse Beason: There is some history regarding displacement so you don't have to start over, but look into what was done in the past. The Bureau has to hold its partners accountable and you need to make sure you monitor who is actually gaining access to the affordable housing that has been developed.</p> <p>Javier Mena: We're looking at the right balance between housing development, access, and affordability. In the NOFA that is coming out, we definitely want to make sure the partners are paying attention to the communities they want to serve.</p> <p>Question: Is the 20 million coming to PHB to manage or will it be a collaboration between PDC and PHB?</p> <p>Traci: To be Determined.</p>	

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Retreat Framing Questions	Kate discussed the agenda for the Retreat and launched into the two framing questions. She asked for everyone to review the questions and keep them in mind during the retreat. (See framing questions provided in the PowerPoint presentation)	
Equity	<p>Internal HR & Equity Committees:</p> <p>Leslie Goodlow provided a PowerPoint presentation on PHB’s internal HR process.</p> <p>Jesse: The salary provided in the Workforce Demographics graph is what staff is making or the top of the scale within the pay range?</p> <p>Leslie: The salary listed may not be what staff is making, but the top of the pay range.</p> <p>Jesse: Is BHR providing you the hiring data, or do you track it?</p> <p>Leslie: It is a combination of both. Stella and I track these statistics ourselves to ensure we are being equitable.</p> <p>Kate invites PHAC to ask questions during any point in these presentations.</p> <p>Elisa Harrigan: With hiring with HR, are there benchmarks for the Bureaus to aim for when it comes to diversity?</p> <p>Leslie: Legally we cannot have a benchmark to meet quotas. I am shooting for at least 20% of applicants to be people of color during a hiring, but that is my internal number.</p> <p>Jennifer Chang and Paul Stewart provided information regarding the Citywide Equity Committee (CEC) and the PHB Equity Council. Jennifer provided background on the CEC which was formed by ordinance in 2012. The mission is to coordinate efforts across bureaus to remove racial barriers. About 50 city staff went through a two and a half day training on systemic racism.</p> <p>Paul discussed the internal PHB Equity Council which was launched about the same time as the CEC. Internally, we want to support each other in educating ourselves on equity and help one another “walk the walk”. We created an anonymous equity survey that about 80% of staff responded to. We will be analyzing this data and working with OEHR to help us</p>	

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	<p>develop a work plan. Paul discussed Equity Committee challenges and opportunities outlined in the PowerPoint presentation.</p> <p>Jesse: Does the CEC have a regular input vehicle for staff to provide feedback for what does and does not work?</p> <p>Jennifer: Each bureau has liaisons that can provide information to the rest of the staff of their bureau about efforts of the CEC. They can, also, go back to the CEC and provide feedback from their Bureau.</p> <p>Jesse: If there is a way for people to provide feedback it might help generate more ideas. Marc: Do you discuss accessibility for staff with disabilities?</p> <p>Jennifer: The Committee’s focus is on racial equity and the emphasis is on that. Internally, we are aligned with the overall CEC equity agenda.</p> <p>Subcontracting:</p> <p>Traci: My priorities and something I am interested in pursuing more is about who accesses the housing units that PHB regulates, and the other area is the City’s secondary focus in equity which is moving into disability. The work of the Homeless Team in particular around working with individuals with mental health concerns is where we are thinking more.</p> <p>Traci Reeve, Portland City Attorney, introduced herself to PHAC. Kate provided background about Traci Reeve’s role in PHB’s work around contracting and equity.</p> <p>Traci discussed how she gets to support equity throughout the Bureaus and the legal aspect. The US Supreme Court has been chipping away over the last 20 years at race conscious action. Race conscious action is subject to a legal standard called strict scrutiny.</p> <p>In the minority contracting arena, the City recently did a disparity study to look at the availability of minority contractors. We have found that it is legally risky to end a contract with a provider for not meeting your equity goals unless the findings are so significant that you can prove that they are serving too small of the minority population within the community that they serve. It is easier to hold these providers accountable and ensuring they make good faith efforts to serve these minority populations and meet PHB’s equity</p>	

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	<p>goals.</p> <p>Leslie provided a PowerPoint presentation on the Equity Agenda and Guiding Principles.</p> <p>Antoinette Pietka asked that PHAC look at the access data provided in their Retreat packets. It compares the first two quarters of FY2012-13 to the first two quarters of FY2013-14 since you always want to analyze years within the same time frames.</p> <p>Marc: Has this new contract language been included for one year or two years? Antoinette: It has been two years now.</p> <p>Jesse: The overall goal is for providers to track everyone that comes through their doors to and this data shows an improvement upon serving communities of color?</p> <p>Leslie: Correct, and some communities are doing better than others.</p> <p>Andrea Matthiessen provided a PowerPoint presentation about the Neighborhood Housing Program.</p> <p>Andrew Colas: Funding wise how do you feel your program is? I would like to start looking at putting more funds towards homeownership because it is the biggest way to start building wealth within these communities of color. Long-term wise it would have a huge impact.</p> <p>Andrea: The funds are limited and we serve only 40 new homebuyers with our assistance. DPAL (Down Payment Assistance Loans) are truly the funds that help households at 80% MFI and below. We are struggling most with the market. We want to be good stewards of these resources, and \$60,000 in DPAL sounds like a lot of money, but it is not. 50% of these new homebuyers are people of color.</p> <p>Jesse: One of the issues with rentals is that we are building too many studios. We need to look at who we are serving and the families that we are trying to help. Sometimes it's not about rental vs. homeownership, but the needs of these communities and what they are asking for.</p> <p>Andrew: What kind of rates are they getting on the assistance?</p>	

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	<p>Andrea: It is zero percent over 15 years, but it will become 30 years soon. We currently have a 20% repair requirement because it is TIF (tax increment financing).</p> <p>Elisa: The goal is to help raise the value of the home. I have used a program like this when buying my home. You want to think about it, hopefully, as an asset. Do you track how long it takes these individuals to go from education to buying a home?</p> <p>Andrea: Yes, we have been looking at mortgage readiness and what the indicators are. It helps to track a household over time.</p> <p>Elisa: Rent in some of these areas is just as expensive as a house payment. We are hearing a lot more from tenants that they are really thinking about buying. We see a lack of confidence or lack of funds right now with these individuals.</p> <p>Sally Erickson provided a PowerPoint presentation on the Housing Access & Retention Team (HART).</p> <p>Kim McCarty provided a PowerPoint presentation on Fair Housing programs.</p> <p>Kate asked PHAC to review the two framing questions and begin thinking about them over lunch.</p> <p>Traci invited Tracy Reeve to discuss Affirmatively Furthering Fair Housing. She mentioned how impactful it has become and seems to be following on the heels of Title VI. We're just getting up to speed in the Attorney's office on AFFH.</p>	
<p>Framing Questions - Discussion</p>	<p>Leslie Goodlow began a conversation around the framing questions. She discussed the Equity Agenda, now in its third year. We're beginning to look at outcomes in our work within communities of color. Are we able to show that the people of color are doing as well as the White population?</p> <p>Traci mentioned that Leslie manages the contract managers and discuss how they can improve their numbers within these communities of color. How do we guide our contractors in doing a better job? Next year will be a lot about outcomes and we will be anticipating the needs there.</p> <p>Javier asked for PHAC's feedback to help them achieve their outcomes. He asked for wide</p>	

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	<p>open conversation to help continue this momentum. Based on the challenges that have been seen, what are your ideas? We have specific goals to start measuring the outcomes, and how we are allocating our resources.</p> <p>Tracy Reeve mentioned how she starts to feel nervous when conversation flows to outcomes. It's a great idea to discuss populations served and those in poverty, but a Court would not say it is a direct enough condition to take race conscious action. It is a meaningful statistic and measurement point, but it is not the kind of data point that would explicitly support race conscious action. Therefore, you would not be able to terminate a contract based on your data. I think that you can require them to do things, but then if they do not follow through you can terminate their contracts. It was interesting to learn more about disparate impact in lending practices.</p> <p>Leslie: Tracy, if in two years we are looking at our data and we see that as an organization we are failing to provide sufficient support intervention service to a specific ethnic group, can we do an RFP that somehow can do culturally specific work that is laid out within the conditions of the RFP?</p> <p>Tracy: The Court says you cannot do that. You cannot do balancing based on populations. It has to be tied to demonstrable discrimination – that is the hurdle. I tried to find something specific to housing and not just contracting, but I couldn't find anything. In contracting context they have required that statistical analysis. I do not think that is what you have here.</p> <p>Javier: What we have been trying to do is track those activities and the success of them. Therefore, we can measure them. We can then track them within specific groups.</p> <p>Tracy: It's fine to say you want your contractor to demonstrate cultural competency. Language capacities are great. These "proxies" are much more legally safe.</p> <p>Kate: Paused Staff comments and turned the floor over to PHAC Commissioners.</p> <p>Jesse: I think for me any contractor's work is similar to the work that PHB is doing. As someone who has worked for a provider of PHB it is less about form and more about the type of language you use, your activities. You need bolder advocacy.</p>	

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	<p>Carter arrived at the PHAC retreat.</p> <p>Carter: Have you looked at other City’s as a resource or example?</p> <p>Kate Allen: We did connect with Seattle and a couple of other jurisdictions we were pointed to. We received the same answer we often get which is “We always think of Portland as leading innovations”. Seattle and King County had some leadership work around the Equity Lens.</p> <p>Carter: I have been thinking about this – what if I am a private developer, how does this relate to what I am doing? What does it mean to me and how do I implement it? If I have the best of intentions, how do I make it happen?</p> <p>Jesse: Today, I think we are focusing on the contract work of PHB and not the construction side.</p> <p>Traci: We’ve talked about MWESB and the NOFA. As we work on the work plan for PHAC we will talk more about access to units.</p> <p>Elisa: Going back to cultural competency, where do you go to get technical training? One of the things that the County did was contract specifically with culturally specific organizations to help train their communities. We need expertise on the cultural competency component. Specifically the language component is huge.</p> <p>Kate: So this keys right in on a question that comes up a lot within PHB. Who should be doing that? That resource doesn’t live within any of our budgets. If you think of how stretched PHB’s dollar is, who can do this? Who should be managing this bigger picture of resources to improve cultural competency. COCC is starting to do some of these types of trainings, but it does take a budget.</p> <p>Tracy: For a lot of different reasons I would love to see Portland have a “Civil Rights Office”. We have all of this overlap with ADA, Title VI, etc. It is true of interpretation and translation and we do not have a great capacity to investigate other Civil Rights issues. I think long-term it would support the goals of the City.</p> <p>Marc: I think for some organizations you can just tell them they need to provide these</p>	

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	<p>specific services, and ask how they are going to achieve that. Some of these organizations have the budget, or can make the budget. You leave it to the contractors to explain how they are addressing these issues. There is an opportunity there to shift to be more prescriptive. I would hope, like CAT and JOIN have done, that contractors can provide examples to you of what they have done.</p> <p>Jesse: I think it is okay for PHB to have a general response. It will always be an opportunity to say there is not enough money to do that particular type of work. You need to tell them that they need to do the work if they want the contract. I don't think you have to apologize for moving forward on the equity agenda. There has always been the excuse that it is not the right time.</p> <p>Marc: That would be really cool if the bureau was buying access to that service. If you could say we cannot give you the money, but we know how much it will cost you. If you can provide access to cultural competency training.</p> <p>Traci: I think what I am hearing is that if an organization is having trouble with technical assistance that they need to begin by looking at themselves internally.</p> <p>Jesse: Yes.</p> <p>Marc: I think it may be too early to write into contracts that a provider is not meeting a certain goal and putting into the contract what they should do to reach it. I think it is okay to say that it has been noticed that they are not meeting a requirement and we require you to provide us steps on how to improve upon this. I am focused on how to up the ante for contractors to help keep the momentum.</p> <p>Javier: It is always good to revisit what we do on a regular basis. We always should be asking ourselves if we are getting the outcomes that we want. We have been doing a lot of contracting on an individual basis with providers and we have decided to try something different. We try different strategies and maybe we will see better results.</p> <p>Elisa: Is there any concern that it may limit risk taking options that some of these people might take if it is only a one year contract?</p> <p>Leslie: At the County, we used to RFP every three years. We could see if we had new</p>	

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	<p>outcomes, goals, or providers coming through. This way contractors know what our expectations are for those three years.</p> <p>Javier: Our contracts are for one year. (but in many cases are renewed year after year without competition)</p> <p>Elisa: I have heard from others that it can be tricky to have to compete year to year for funds. It makes me wonder what risks someone might take if it is limited to one year. It might limit some people’s motivation to take risks particularly regarding diversity.</p> <p>Leslie: I agree with Elisa that it is difficult to prove yourself with only a one year contract.</p> <p>Marc: You are investing in their potential and you want to give them a shot.</p> <p>Jesse: Is it true the City of Portland does not pay recording fees? Carter: No, we pay.</p> <p>Kate: How can we start aiming these discussion points towards the PHAC work plan? Do you want to hear more about RFP’s?</p> <p>Elisa: I think it is important regarding deploying funds within the RFP’s. People do pay attention to what we are doing. It would be important for PHAC to know what the talking points are in case we are asked about this.</p> <p>The Cost of Affordable Housing</p> <p>Traci discussed affordable housing. She mentioned in the early days it was all about the cost per square foot. Now it encompasses many outcomes beyond construction costs, code, location, etc. We’re spending a public dollar and what is the community getting for that dollar? It is healthy to look periodically at how we do things and if those are the best practices. What are PHAC’s thoughts?</p> <p>(see handout in materials packet)</p> <p>Carter: Are these still the right outcomes to buy, is that what you’re asking?</p>	

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	<p>Traci: Yes, when you talk about what it costs to build the Bud Clark Commons, which was really expensive, you have to think about all aspects of the construction. The Ramona was even more expensive than that in terms investment of PHB funds. I think it's all about the outcomes that we're buying.</p> <p>Marc: I think if the market is shifting we need to be open to the conversation. Private developers are building micro-lofts and it seems expectations are changing around housing. What if we took that concept and built them in 85 unit buildings for low income residents.</p> <p>Carter: Units are becoming a lot smaller these days. It is now becoming acceptable to the market and if people are okay with it then it seems to be okay. Affordability is one thing, and at the top of the list.</p> <p>Elisa: I have to say we need to remember who we are building for.</p> <p>Jesse: We can't think of it as building temporary homes for families. They need permanent homes.</p> <p>Elisa: I don't know whose role it is, maybe its PHB's, but someone needs to rebuild the public image of affordable housing. Whatever our outcomes there have to be this paired component of public media. We need to get people on the same page across the board.</p> <p>Carter: Obviously, there are costs that are associated with some of these outcomes. Maybe we eliminate some of these outcomes to fit in the budget.</p> <p>Javier: How strong do you feel about those components? Does it add value even if it is increasing the costs?</p> <p>Jesse: It feels like dollars don't get cheaper, only more expensive. Housing in the future will be more expensive. I feel like 60 years from now we still won't have solved this problem. We have other neighbors and homeowners to consider when we build these units because those people want properties that fit into the neighborhood.</p> <p>Carter: You can't just change requirements based on the problem. Maybe he'll get innovation points that I won't get.</p>	

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	<p>Jesse: Maybe the question is what are you paying per unit per year of affordability?</p> <p>Carter: I do think the management costs are a material part of that. How people manage and take care of the building factors in – costs over time.</p> <p>Elisa: There is, also, the social benefit. You have to think of who is building and who is contracting. We have been working really hard and we are still trying to get to a higher level of equity.</p> <p>Traci: Peter Korn asked why we are piling these requirements on poor people’s backs. I don’t necessarily agree with the argument, but that’s what he said. PHB policy sets a minimum requirement for green building, but we do not require a maximum. Nowadays, you can probably do silver(LEED) without much of a premium.</p> <p>Carter: We will have to have a diverse set of solutions. There is not a cookie cutter that solves all.</p> <p>Marc: There is such a range between 75,000 and 250,000 per unit cost. The simplicity of financing if you did not have deals with ten lawyers it could speed the process along and save money.</p> <p>Carter: This circles back around to our Commissioner and what he wants. He says he wants workforce housing. It makes me wonder if he cares about what we are doing here. What is the outcome of this conversation? It is used to inform the work you do.</p> <p>Marc: this code conversation is a really interesting one. Do you do a modified set of safety standards?</p> <p>Traci: The caveat is that it is almost impossible. A lot of that stuff is universal building code and it will take years to change that standard.</p> <p>Carter: It is a non-starter and a waste of time. I would not mess with it.</p> <p>Jesse: I think we could benefit of a little bit of history. We should talk about the market changes on how affordable housing started. People should know about these tax credits and the cost it has had on affordable housing.</p>	

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	<p>Carter: It is a PR strategy, or messaging strategy about the conversation.</p> <p>Kate summed up the conversation at hand. Traci is trying to move the conversation from reactive to proactive. We can provide more information on the established fixed cost of affordable housing. That may give us the ability to take a look at for certain programs and equity outcomes.</p>	
Look Back	<p>Kate asked PHAC to start forecasting their 2014 Work Plan. She asked if PHAC would like to include some of today's questions and topics in the bigger picture. We want to move from the defensive to proactive.</p> <p>Marc: If there is some background information that PHB can do to feed into this bigger conversation I would think it would be a good conversation to have to keep us engaged as a Commission.</p> <p>Kate: Out of everything you have heard today what would you like to have come back as future PHAC meeting topics?</p> <p>Marc: Commissioner Saltzman's agenda and what he envisions for this bureau. It would be helpful as a PHAC member.</p> <p>Jesse: The PHAC Executive Team can go to him first to have a conversation and then invite him to come to our space to speak.</p> <p>Traci: The work plan for April's PHAC needs to involve (Home for Everyone) Governance which is important. In May we have the Action Plan.</p> <p>Kim: We have on several occasions joined the Action Plan Hearing with the PHAC meeting. I am asking if we can do this in May because we need to submit the Action Plan in July and if approved by City Council in June. Do you want to participate, or do you want it to fall after the meeting? I have received feedback from the community that they would like to have it after work hours so that they can attend.</p> <p>Marc: Is this the one we've done at JOIN the last couple of years?</p>	

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	<p>Kim: Yes.</p> <p>Jesse: I have no strong opinions.</p> <p>Traci: PHAC does not have to be there.</p> <p>Marc: I like the community based settings for these events.</p> <p>Elisa: I heard that Rose City Café was harder for people to hear and that people prefer having it at JOIN.</p> <p>Marc: You are welcome to hold it at JOIN and I thought we moved it away from PHB’s conference room to get the community more involved.</p> <p>Kate asked that Kim and Marc work out the logistics offline to allow for more time to discuss work plan topics.</p> <p>Elisa: It felt like last time when we brought Janet in that it was so late that things were already set. If you want PHAC to have a voice on priority setting for the Housing Alliance Agenda I would like for you to bring it to us earlier.</p> <p>David Sheern: There is the City’s Legislative Agenda and the Housing Alliance Agenda. The City asks us for our suggestions in late November/early December. The Housing Alliance asks us for help with agenda setting in September. Our crucial piece would be if we want the Office of Government Relations to lead on a certain legislative item then we need to have it identified early on so they have enough time to build it in.</p> <p>Marc: Have we seen the final Strategic Plan?</p> <p>Traci: No, the Strategic Plan and PHGOA report have been stalled a bit because certain staff members working on them no longer work for us. We are hoping to have Kate help pick those back up while she is working for us.</p> <p>Membership discussion:</p> <p>Our Executive Team has re-upped for another term. Elisa Harrigan had previously agreed to</p>	

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	<p>come back for another term, but she needs to check with her new place of employment first. We do not have to vote on membership renewals. Sarah Zahn has, also, agreed to renew.</p> <p>Marc: Do we have term limits? Can you renew twice?</p> <p>Traci: You can only renew once for a two year term.</p> <p>Kate presented the Membership Matrix exercise for PHAC members to look at the Race/Ethnicity, Location, and Skill Sets that each brings to the Commission. This way it helps PHB see the roles that need to be filled when recruiting for the empty seats.</p> <p>Traci: PHB did a really good job of originally advertising PHAC and received a lot of really great applicants. We did not have such a great response this last time. We will be increasing our advertising again this time around. We will be looking for you to help recommend and recruit, as well.</p> <p>Kate solicited words of wisdom in the final minutes. Traci thanked Jesse Beason and the Northwest Health Foundation for hosting.</p>	<p>►Membership Matrix will be sent around via email.</p>