

HPAC Co-chairs' Work Group Guidance

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Co-chairs' Guidance

HPAC Co-chairs have developed the following general guidance for work group chairs and members. The objective of the guidance is to set expectations for HPAC members and provide transparency to stakeholders on the process by which housing production issues are analyzed, recommendations developed, and participants included in the process.

Work group chairs will meet monthly with HPAC Co-chairs in advance of monthly Council meetings. These meetings will focus on coordination between work groups and work planning. This guidance will be updated as needed by the Co-chairs and subsequently made available to HPAC members and the public.

Work Group Process

Work group staffing

Each work group will be staffed by state agency staff and the Governor's Office. Staff will support the work groups in work planning, scheduling, coordinating subject matter experts, conducting or compiling analysis, and summarizing process and analysis for recommended actions going before the full Council. Work group staff are not expected to be subject matter experts on all issues being discussed but will help facilitate providing the information and individuals needed for due diligence in recommendation development.

1. Availability of Land
 - a. *Mari Valencia-Aguilar and Matthew Tschabold*
2. Land Development Permit Applications
 - a. *Mari Valencia-Aguilar and Matthew Tschabold*
3. Codes and Design
 - a. *Alana Cox and Matthew Tschabold*
4. Workforce Shortages
 - a. *Samuel Thomas and Matthew Tschabold*
5. Financing
 - a. *Elise Cordle Kennedy, Mitchell Hannoosh, and Matthew Tschabold*

Work group topic grouping

The number of topics vary by work group, but it is likely that each work group will be challenged to review every topic within the time frame established in EO 23-04. The Co-chairs recommend that work group chairs work with staff to group identified barriers or solutions to housing production from the plan framework, to the extent it makes sense and the original intent is retained. As an example, for the availability of land work group, it may make sense to establish groupings such as publicly owned land for housing, land availability within UGBs, UGB adjustments for housing development, etc. Establishing groupings may make it easier to work through all topics, and may better align topics with the standards for analysis.

Topic prioritization

Within the plan framework, the Council identified factors for prioritization to guide work groups. The HPAC Co-chairs expect that work group chairs will work with staff and work group members to apply these factors to develop work plans. This prioritization can be applied to topics or topic groupings.

The Council settled on 3 factors for prioritization that best matched the intent, context, and mandate of the Executive Order – impact potential on unit production, equity and racial justice, and feasibility of implementation. Each are described in more detail below. In addition, the HPAC emphasizes the need for urgency and significant impact to scale up overall production, given the current housing crisis.

Impact potential

Impact potential refers to the number of housing units, including affordable housing units at 80% and below, that would result from the recommended policy change and/or investment. In addition to raw number of units, this should also consider number of people who will be served by the units. As such, unit mix and type of housing are factors to consider as well (i.e., will the recommendation lead to many SRO units, or slightly less family sized units; entirely single family or a mix of different housing types).

Equity and racial justice

Equity and racial justice refer to improved housing outcomes for communities of color and other marginalized populations from the recommended policy change and/or investment. Specifically, improved housing outcomes means increased housing access, choice, and opportunity for these populations. This also incorporates business opportunities and investment that could be equitably provided to these same populations through the recommendation.

Feasibility

Feasibility refers to how feasible the recommended policy change and/or investment would be to implement and maintain in terms of cost, time, political support, and complexity. What are the easy wins versus the large structural changes that need to occur.

Adding Work Group Topics

As outlined in the HPAC Plan Framework, work groups may add topics to work plans if new barriers or solutions to housing production are identified. The process for adding topics is outlined below. The objectives of the process are to ensure full HPAC, stakeholder, and public awareness, and to facilitate any interested participation from HPAC members or subject matter experts.

1. HPAC work group identifies new topics.
2. Topics are referred to the full HPAC for ratification at the next regularly scheduled meeting (*HPAC meetings occur the 2nd Friday of each month, at a minimum*).
3. HPAC ratifies new topics as a consent agenda item unless a member(s) requests discussion.
4. HPAC work group adds topics to work plan.

Standards for Analysis

The Co-chairs have developed standards for analysis for any recommended action brought before the full Council for consideration. This is to enable continuity across work groups and recommendations, and to ensure due diligence is performed on all topics. The Co-chairs will provide an excel tracking workbook and word template document for completing standards of analysis on recommended actions.

1. Clearly describe the housing production issue that the recommended action(s) will address.
2. Provide a quantitative, if possible, and qualitative overview of the housing production issue.
3. To assess the issue and potential action(s), include subject matter experts representing all sides of the issue in work group meetings, including major government, industry, and stakeholder associations.

4. Provide a quantitative, if possible, and qualitative overview of the outcome of the recommended action(s).
5. Provide an estimate of the time frame (*immediate, short, medium, long-term*), feasibility (*low, medium, high*), and cost (*low, medium, high*) for implementation of the recommended action(s).
6. Provide a general overview of implementation, the who and how for the recommended action(s).
7. Outline the data and information needed for reporting to track the impact and implementation of the recommended action(s).
8. Identify any major unknowns, tradeoffs, or potential unintended consequences.

Subject Matter Expert Participation

As outlined in the HPAC Plan Framework, and in this guidance document, there is an expectation that subject matter experts (SMEs) participate in the analysis of topics. SMEs can be identified by HPAC member, work group chairs and members, agency staff, the Governor's Office, or major government, industry, and stakeholder associations. The Co-chairs have identified two types of SMEs with guidance for each outlined below.

1. **Participating SMEs** are SMEs who are interested or invited to provide expertise on specific topic groupings or topics included in work group work plans. Participating SMEs will need to identify the topic groupings or topics they are interested in providing expertise on, and work group chairs and staff will need to determine how to include the SME in the work group process.
2. **Observers** are individuals who represent a major government, industry, or stakeholder association, where the association has requested to observe the full work group process. Observers will be invited to each work group meeting but will not engage in the analysis and discussion on topic groupings or topics during the meeting unless invited by the work group chair. Work group staff will maintain a list of Observers to include in work group meeting notifications.
 - a. Examples of major government, industry, or stakeholder associations include (*but are not limited to*) League of Oregon Cities, Association of Oregon Counties, Oregon Home Builders Association, Oregon Smart Growth, Housing Oregon, Housing Authorities of Oregon, 1000 Friends of Oregon, Oregon Building Officials Association, etc.

HPAC Review Cycle

To manage the volume of potential recommended actions and provide opportunities to bring recommended actions to the full Council throughout the year, the Co-chairs have developed the calendar outlined below. The Co-chairs will retain the option of adjusting the schedule, including canceling, adding, or rescheduling meetings, to accommodate the HPAC objectives. The schedule includes 3 rounds of recommended actions, each occurring over 3 meetings of the Council.

In the first meeting of each round, work groups will present their analysis of recommended actions – as outlined in the standards of analysis. As much as possible, the Council will limit their discussion to identifying additional analysis that will be needed for discussion and decision.

At some point after the first meeting but before the third meeting, HPAC will provide an opportunity for general public testimony. This may occur during the second meeting, or at a standalone meeting before or after the second meeting. The Co-chairs are in the process of determining the best approach.

For the second meeting, the Council will discuss recommended actions to develop an initial sense of where the full Council stands on the recommendation. If there is Council support to proceed, the second meeting will be used to identify any outstanding analysis or work needed prior to a potential decision.

Finally, in the third meeting, the Council will take a preliminary position on each recommended action. The position will be preliminary until the full recommended action plan is adopted in December.

HPAC Meeting	Recommended Action		
	Analysis	Discussion	Decision
May	-	-	-
June	Round 1	-	-
July	-	Round 1	-
August	-	-	Round 1
September #1	Round 2	-	-
September #2	-	Round 2	-
October #1	-	-	Round 2
October #2	Round 3	-	-
November #1	-	Round 3	-
November #2	-	-	Round 3
December	-	-	-

HPAC and Work Group Meeting Schedules

1. Full HPAC
 - a. Second Friday of each month, 1:30 to 4:00
2. Co-chairs and Governor's Office
 - a. Every Tuesday, 1:00 to 2:00
3. Co-chairs and Work Group Chairs
 - a. Two weeks prior to each HPAC meeting, Tuesday, 1:00 to 2:30
4. Availability of Land Work Group
 - a. April 25, 2:30 to 4:30
 - b. May 8, 1:00 to 3:00
 - c. May 25, 1:00 to 3:00
 - d. First and third Wednesday of each month, beginning June 7, 1:00 to 3:00
5. Land Development Permit Applications Work Group
 - a. May 5, 1:00 to 3:00
 - b. May 22, 3:00 to 4:30
 - c. Second and fourth Monday of each month, beginning June 12, 3:00 to 4:30
6. Codes and Design Work Group
 - a. May 1, 8:30 to 10:30
 - b. Every 2 weeks, beginning May 16, 9:00 to 11:00
 - i. 5/16, 5/30, 6/13, 6/27, 7/11, 7/25, 8/8, 8/22,
7. Workforce Shortages Work Group
 - a. Every 2 weeks beginning May 8, 10:00 to 12:00
 - i. 5/8, 5/22, 6/5, 6/19, 7/3, 7/17, 7/31, 8/14, 8/28, 9/11, 9/25, 10/9, 10/23, 11/6, 11/20, 12/4, 12/18
8. Financing Work Group
 - a. Every 2 weeks, beginning May 3, 10:00 to 12:00
 - i. 5/3, 5/17, 5/31, 6/14, 6/28, 6/12, 6/26