



## Agenda/Notes

Office of Governor Tina Kotek  
RJC Housing and Homelessness Committee

June 20, 2025 – Zoom  
2:30 – 4:00pm

### MEMBERS

E	Chris Bonner		Jimmy Jones		Melinda Bell
	Cameron Herrington	X	Kim McCarty	X	Nathan Teske
	Cathryn Murray	X	Marisa Zapata	X	William Miller
	Jackie Follis	X	Maria “Meg” Guerrero		

### OTHER ATTENDEES

	Andre Bealer	X	Svetha Ambati	X	Matthew Tschabold
X	Javier Cervantes	X	Yasmin Solorio	X	Kimberly Taylor, HDC
				X	Magdalena Ruiz, Evolve

Topic/Lead	Notes/Main Points	Decisions/Action Items
Understanding the Need for New Housing Developments and Training (20 minutes) <ul style="list-style-type: none"><li>• Workforce Needs</li><li>• Culturally Responsive Practices</li><li>• Property Management</li></ul> ○ Presented by Guest Speakers Kimberly Taylor, Housing Development Center and Magdalena Ruiz, Evolve	<p><i>Meg commences meeting at 2:35pm, introduces Kimberly Taylor, Housing Development Center, and Magdalena Ruiz, Evolve Workforce.</i></p> <p><i>Magdalena and Kimberly provide informational presentations to the committee and screen share presentation slides.</i></p> <p><b>Meg:</b> Kimberly, the cost you were seeing before the annual operating costs – how much has increased since after the pandemic.</p> <p><b>Kimberly:</b> In 2018-19 the benchmark was \$650,000 on average. Now we are close to \$850,000 to \$900,000 per year. Contributors are wages, insurance, and security concerns at properties, utilities, and property management is requiring more fees.</p> <p><b>Marisa:</b> Things are more complicated. Can you expand?</p> <p><b>Kimberly:</b> It’s more complicated, more so for the smaller non-profits who don’t have funds or can’t borrow more upfront. Each funding stream has its own requirements and complexities.</p> <p><b>Meg:</b> Magdalena, why are you not doing more training if you see the need out there?</p> <p><b>Magdalena:</b> We want to be more intentional; we need</p>	Magdalena and Kimberly to share slides with Yasmin. Yasmin to add to minutes.

	<p>more financial support in order to have these trainings.</p> <p><b>Meg:</b> How do you sustain these programs?</p> <p><b>Magdalena:</b> We fund them through grants and contracts.</p>	
<p>Update from Legislative Session and Ways &amp; Means Committee (Matt/Svetha) (70 min)</p> <ul style="list-style-type: none"> <li>• Discussing and Prioritizing Agencies and Programs</li> <li>• Begin process of crating future priorities in preparation for short session.</li> <li>• Creating a bucket list of agencies to hear from of crating future priorities in prep</li> </ul>	<p><b>Matt:</b> We are winding down for legislative session.</p> <ul style="list-style-type: none"> <li>• HB 2316: utilizing state land for first time home buyers and other housing development middle housing, low density, multifamily, and single unit housing it's still in Ways and Means.</li> <li>• SB51 it's a bill that came out of the policy committees and was referred to Ways and Means it allocated around \$7Million for asset management, property management work including the culturally responsive property management that just got worked. Amount of funding was reduced, they did remove the culturally specific property management provision and they reduced the overall allocation.</li> <li>• HB 2138 which makes policy changes around middle housing, passed on the House floor, now back in the joint Ways and Means committee.</li> <li>• HB 2258 otherwise known as "Oregon Homes" which establishes statewide pre-approved land use and building plans and similarly that passed the house and it will be having a vote in the Senate next week.</li> <li>• Governor's priority bills: <ul style="list-style-type: none"> <li>○ HB 3031 which is her infrastructure for housing program. Assigned to the capital construction, subcommittee of Ways and Means. We don't yet know if that will move forward the bonding decisions but as proposed it is \$100M of lottery backed bonds for water sewer stormwater and transportation infrastructure for housing. Bonding decisions tend to be the final decisions of the legislature, so we don't know yet what will happen with that bill.</li> <li>○ SB684 which is mixed income construction revolving loan funds, passed out of the Ways and Means subcommittee on capital construction. There's not funding associated with it.</li> <li>○ HB 3145A which is a \$50M set aside of lift funds for affordable modular housing development, sitting in capitol construction.</li> <li>○ SB 829 passed the Senate.</li> </ul> </li> </ul>	<p>Matt and Svetha to develop one-pager for committee priority selection re: HHC workplan</p>

- HB 3644 is the governor's bill around establishing a state shelter program passed out of Ways and Means and is scheduled for a house vote next week.

Given the reduced revenue forecast, the legislature and the Ways and Means committee has been reducing some of the funding asks from the GRB. I think across the housing and homelessness budget there's roughly \$830M of general fund asks across multiple departments. Housing and homelessness budget asks in total are about 44 POPs across close to a dozen agencies. A lot of POPs designed to address adults in carceral settings or youth leaving youth authority facilities or foster care or veterans did not move forward, as well as a number of pops on the housing production side around systems and process improvements across major agencies that process housing permits and things like that and address wetlands.

**Marisa:** Why do you think the legislature did this in terms of the budget and what do you think the odds are to it coming back?

**Matt:** I don't have the answer to those questions.

**Kim:** Can you break down that \$1M, where it would go?

**Matt:** Governor did not specify where that number would go. In the end it's a decision for W&M to break down.

**Javier:** This may be a time to look at the workplan and make adjustments.

**Matt:** We can give you information on what passed. In August would recommend that you have your priorities for your committee workplan.



**Javier:** When we get this in writing from Matt. We have people respond to everyone's top items and have it ready to go by August.

**Marisa:** I will look at it but might not have as much meaningful to say.

**Nathan:** Disappointed that the culturally responsive property management got cut out.

**Meg:** What I heard was there was some very heavy

	<p>opposition from some legislators.</p> <p><b>Marisa:</b> Can we get a letter out?</p> <p><b>Javier:</b> Given our process, it may not make it in time. Though individual advocacy is still possible.</p> <p><b>Kim:</b> Agree with Marisa and others, encourage you to share sentiments with leadership. When I think of the future, I want to do an evaluation of all the decisions that have been made and educate the legislature to inform them of how harmful their decisions are.</p> <p><b>Javier:</b> Governor has been very committed to her GRB and been vocal.</p> <p><b>Marisa:</b> You want to take away Preschool for All? The disproportionate impact of color is insane. Coupled with rent assistance going away, really hope you can communicate her comments were deeply problematic.</p> <p><b>Kim:</b> Thanks everyone, please get out there and advocate for homelessness prevention.</p> <p><i>Committee will be returning to bi-monthly meetings, next meeting is August 15<sup>th</sup>. RJC and Committee recruitment opens July 18<sup>th</sup>. Meeting concluded at 3:57pm</i></p>	
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<b>Meeting Materials</b>	 Magdalena, Evolve T.E.A.C.H. Presentations	 Kimberly Taylor - Housing Developer
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### Zoom Chat

- 14:37:16 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:  
Housing and Homelessness Agenda June 20, 2:30-4:00 PM
- Understanding the Need for New Housing Developments and Training (20 minutes)
    - o Workforce Needs
    - o Culturally Responsive Practices
    - o Property Management
  - ☑ Presented by Guest Speakers Kimberly Taylor, Housing Development Center Magdalena Ruiz, Evolve
  - Update from Legislative Session and Ways & Means Committee (Matt/Svetha) (70 min)
    - o Discussing and Prioritizing Agencies and Programs
      - ☑ Begin process of creating future priorities in preparation for short session.
      - ☑ Creating a bucket list of agencies to hear from.
- 14:38:17 From kt - hdc (she/her) to Hosts and panelists:  
Javier, what is my stop time?
- 14:39:12 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:  
2:20 is the end time for you and Magdalena total.
- 14:39:28 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:  
apologies 2:50
- 14:39:44 From kt - hdc (she/her) to Hosts and panelists:

Thank you

14:40:07 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:

Sure

14:58:50 From Marisa/Mariesa Zapata to Hosts and panelists:

I think it was just what I needed lengthwise

15:29:18 From Kim McCarty to Hosts and panelists:

I am very encouraged by the Governor's request.

15:34:00 From Will Miller (he/him) to Hosts and panelists:

+1 to Nathan's comments. I agree!

15:47:01 From Matthew Tschabold to Hosts and panelists:

Brb, one min

15:47:29 From Marisa/Mariesa Zapata to Hosts and panelists:

I have one thing connected but not directly about housing for the governor's staff.

15:55:33 From Marisa/Mariesa Zapata to Hosts and panelists:

Yes staff! Thank you for hanging in with the leg this session. I know it's brutal!

15:56:03 From Svetha Ambati (she/her), Governor's Office to Hosts and panelists:

<https://olis.oregonlegislature.gov/liz/2025R1/Committees/JWM/Overview>

15:56:07 From Matthew Tschabold to Hosts and panelists:

<https://olis.oregonlegislature.gov/liz/2025R1/Committees/JWM/Overview>

15:56:18 From Matthew Tschabold to Hosts and panelists:

Oh, Svetha beat me to it :)





I'm grateful to have the opportunity  
to speak with you about our

**Training for Equity and Accountability in  
Community Housing  
(T.E.A.C.H.) Program**

**Let me start with a question:**

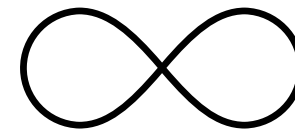
How can we improve the lives of low-income and BIPOC communities through jobs and housing?

That's exactly what we'll explore today.

# Our Story

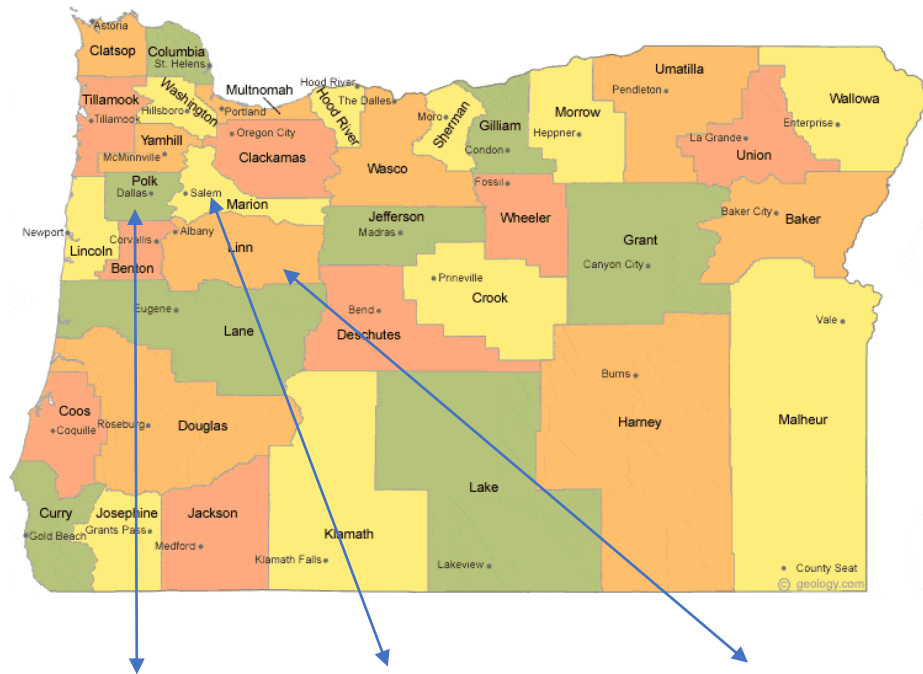


**FHDC**  
A Home is Just the Beginning



# Communities we Serve

## Counties



Polk

Marion

Linn

## Cities

- Woodburn
- Independence
- Salem
- Sublimity
- Lebanon
- Stayton
- Silverton







## Mission

Our mission is to improve the lives of low-income and BIPOC communities through people driven **workforce development** and **affordable real estate management services**.

Founded in 2016 by FHDC and its Board of Directors

As a **strategic response** to the **growing need for equitable housing and workforce development**.

## Core Operations

### Property Management

#### 1. Daily Operations

Rent Collection  
Record Keeping  
Tenant File Compliance  
Financial Reporting  
Maintenance  
Hiring & Training Site Staff

#### 2. Workforce Development

TEACH program  
nonprofit career training  
Property Management  
Workforce  
Nonprofit Careers  
Community Building  
Staff Professional Development  
1-on-1 Coaching  
Training



### Common areas:

#### 3. Tenant & Site Services

Tenant Relations  
Providing Services  
Crisis Management  
Respect for Residents  
Site Security  
Legal Compliance  
Public Relations

**ALLIANCE**



### Main Functions

#### Strategic & Asset Management

Annual Budget  
Capital Planning  
Asset Management  
Portfolio Planning  
Property Objectives  
Retention / Sale /  
Refinancing



# Tracking Success: T.E.A.C.H. KPIs (After the self assessment)

## Training in affordable housing property management:

- ❑ **Training Completion Rate** – **76%** of participants who finish the program.
- ❑ **Assessment Scores** – Average score **80 - 89%** (B range | Good above average) post-training tests.
- ❑ **Turnover Reduction in Evolve's PM team: Change in staff turnover after training.** The training program has **influenced staff retention** by comparing the average turnover rate over the **6 months prior** to training with retention outcomes over more than **2 years following** implementation.

 **volve WORKFORCE**  
& MULTIFAMILY HOUSING SERVICES

**T.E.A.C.H.** PROGRAM

Today we know

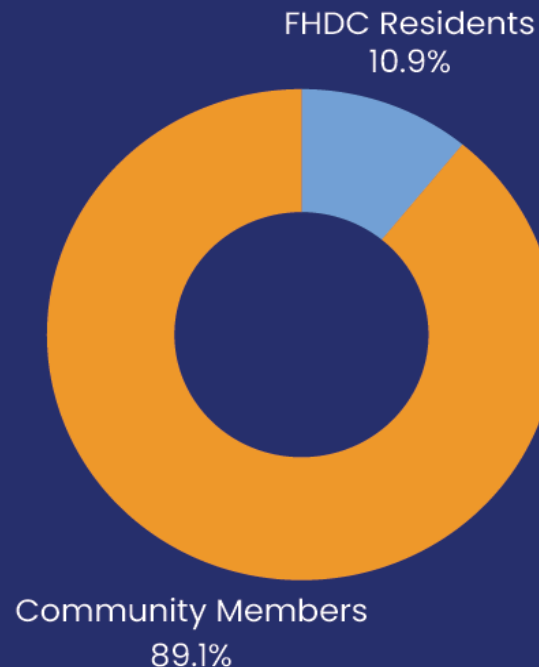
## Key Performance Indicators

### TEACH AGES



Survey results indicate that the individuals we serve range in age from 19 to 56, with an average age of 36

### Percent of participants who are FHDC Residents



### IMPACT



**4.56**

TEACH workshops have a satisfaction rate. ★★★★★

**89%**

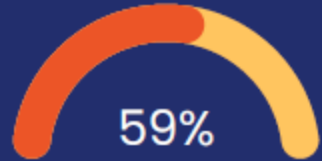
Reported they are better employees after the TEACH workshops

**204**

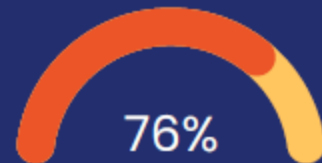
Community members impacted

## PARTICIPANT RATES

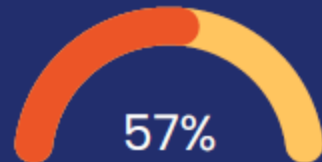
Accepted Rate



Overall Completion Rate



Men Completion Rate



Women Completion Rate



\*Source: Participants tracking sheet

## By the Numbers: Participation, Completion & Gender Stats in the PM Workshop Series



# Evaluating the Effectiveness of This Cohort Model

## Evolve's Workforce Solutions for an Affordable Housing Crisis

With over **35,000 agricultural** workers and a growing **affordable housing shortage**, **Oregon** faces an urgent need for a **skilled workforce** to ensure equitable, accessible housing—especially for communities historically impacted by housing injustice.

Provides jobs

Internships

Investment into the next generation of affordable housing and real estate management professionals

Create career pathways in a stable, growing industry.

We've developed a reliable pipeline that aligns with the organization's evolving needs.

Hundreds of participants have completed the series.

85% of Evolve trainees identify as BIPOC.

Promote long-term economic mobility for low-income individuals and residents.



# Our Training Program's Role in Oregon's Housing Solutions

## Initiatives and Goals

Oregon is actively addressing the housing crisis through statewide initiatives and leadership.

### Statewide Housing Plan:

- OHCS aims to fund 1,000 permanent supportive housing units.
- Goal to triple affordable rental housing pipeline to 25,000 homes.

### Governor's Executive Orders:

- Governor Tina Kotek set a target of **building 36,000 new housing units** annually over the next 10 years.

These combined efforts show Oregon's strong commitment to improving housing stability and affordability.

**We believe that property management training programs like T.E.A.C.H. are essential to supporting state housing stability goals.**

**Primary Industry:** Real Estate / Property Management

**Key Sub-industries:** Affordable Housing, Community Development, Public Housing.

**Core functions are operational:** leasing units, managing tenant relationships, enforcing housing program rules (e.g., LIHTC, Section 8, HUD, HOME, USDA Rural Development), maintaining properties and ensuring compliance with Fair Housing laws.

**Skills:** that can be observed during the 10-practicum hour shadowing period: Data entry, rent collection, lease tracking, work order management, and financial reporting.

Include essential soft skills like communication, conflict resolution, cultural competency, and more.

# Curriculum designed for entry-level positions in the affordable housing property management industry



# AFFORDABLE HOUSING PROPERTY MANAGEMENT SERIES

## Community-Based Workforce Training

We aim to offer services to our community, including farmworkers, individuals with low income, and those facing systemic barriers.

Tailored to meet the hiring needs of organizations and the nonprofit sector.



## Bilingual Curriculum in English and Spanish

- 8-week hybrid model (in-person and online)
- 2 sessions per week, each lasting 2 hours (total: 32 hours)
- 10 hours of practicum for on-the-job training
- Immersive approach integrating participants into the property management environment and existing staff
- CPR certification included
- Additional training components included





Our objective is to support their exploration of new career opportunities in fields such as property management, non-profit organizations, and construction.



**Gaining confidence and tools to become effective advocates and leaders in their communities.**



# Property Management Cohort Series

## Unlocking Impact

**Fostering a Culturally Responsible Workforce  
Combat Burnout and Improve Retention**

### **Comprehensive Property and Resident Support Team:**

Property Managers

Assistant Property Managers

Leasing Agents

Maintenance Technicians

Resident Services Coordinators

### **Local Housing and Workforce Ecosystem Partners**

Local Housing Authorities

Nonprofit Housing Developers

Community-Based Organizations

Community Colleges

Workforce Development Boards

### **Scaling Up: Building a Better Data Platform for Growth**

NEW: Online platform

Improve: Data record keeping

## Video testimony



[LINK: Frame.io](https://frame.io)

Time: 5.30 minutes



# Key Partnerships and funders



# Current Employment Landscape

Recent job postings in Oregon reflect the growing need for property management professionals:

**Community Manager** in Portland: Oversees daily operations of affordable housing properties, ensuring compliance with regulations and fostering tenant relations. [lhh.com](http://lhh.com)

**Assistant Property Manager** in SE Portland: Assists in property management activities, including tenant relations and lease administration, with a focus on affordable housing.

**Affordable Property Manager** in Happy Valley: Manages a 90-unit low-income housing tax credit apartment community, handling marketing, resident screening, and rent collection. [jobs.recruiter.com](http://jobs.recruiter.com)

These roles highlight the diverse opportunities available in the sector, ranging from entry-level positions to senior management roles.

Presented by

Magdalena Ruiz

Workforce Development Manager

Email: [Magdalenaruiz@evolvemanagement.org](mailto:Magdalenaruiz@evolvemanagement.org)

# Affordable Housing & the Need for Investment in Oversight

Presentation for the Racial Justice  
Council – Housing &  
Homelessness Committee  
June 2025

Housing  
Development  
Center



# ABOUT HDC

*Our mission: Centering those who have been historically oppressed, HDC collaborates with its partners to envision, develop, and sustain affordable homes and community places.*

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- Founded in 1993
- 501(c)(3) nonprofit
- Governed by a volunteer board
- Led by Executive Director Traci Manning and a 4-person management team



TRACI  
MANNING



KIMBERLY  
TAYLOR



MEREDITH  
BOWIE

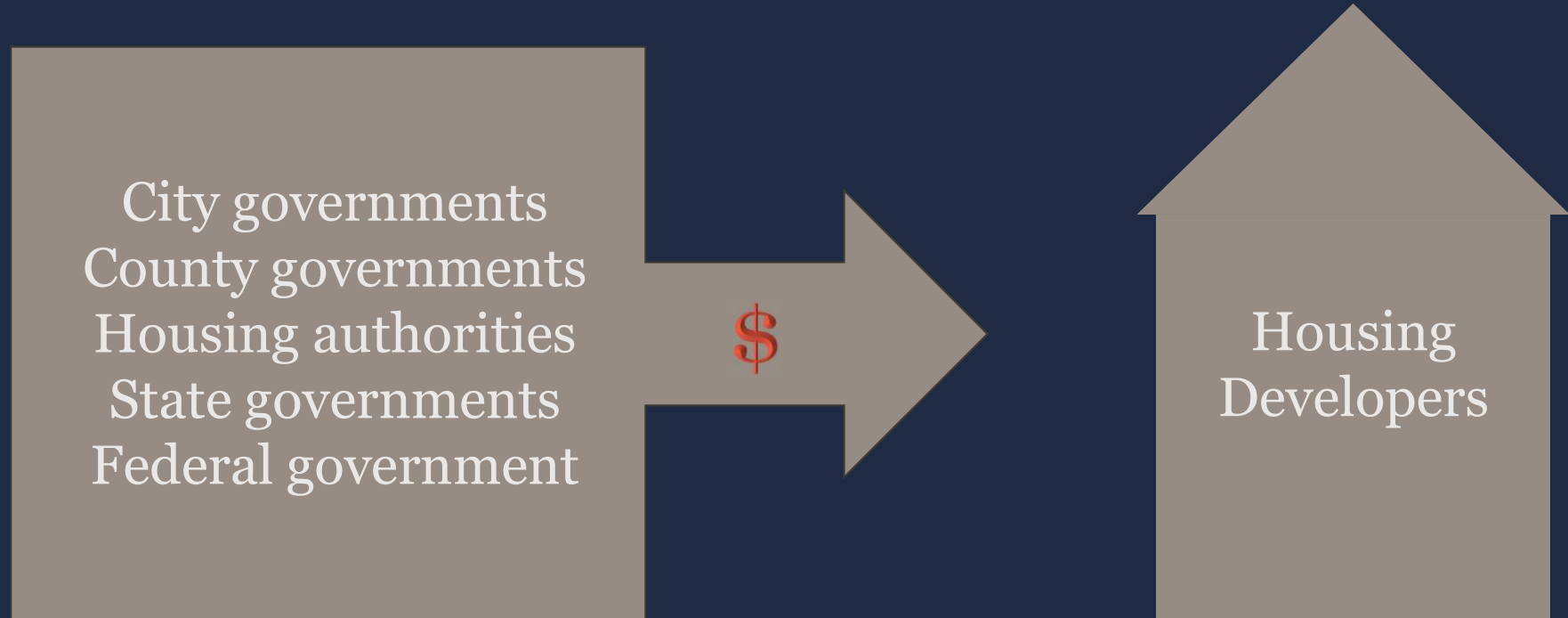


TRAVIS  
PHILLIPS



JULIE  
PROKSCH

# WHAT IS AFFORDABLE HOUSING?





# Project Life Cycle



# Affordable Housing Oversight



## **Monitor financial performance**

Ex.: Project property performance over 20 years based on financial data



## **Monitor physical condition**

Ex.: Order a Capital Needs Assessment (CNA) on an aging property



## **Ensure regulatory compliance**

Ex.: Report to the investor after a property was damaged by fire



## **Oversee property operations**

Ex.: Work with property management to correct non-compliance after a unit was rented to an over-income tenant



## **Strategically position portfolio for success and manage owner risk**

Ex.: Bring in rent vouchers to a property to refinance the mortgage and perform a rehabilitation

## PROPERTY MANAGEMENT

### **Day-to-day operations**

Turn and lease units

Complete compliance reports

Fix leaky faucets

Pay bills and issue financial statements

**Pursue goals through operations**

### ***Areas of collaboration***

*Market units for rent*

*Complete compliance reports*

*Identify capital needs*

*Evaluate and manage expenses*

***Monitor progress towards goals***

## ASSET MANAGEMENT

### **Long-range outlook**

Review effectiveness of leasing practices

Maintain relationships with funders

Seek funding for building rehabilitation

Assess property financial performance

**Evaluate operations to set goals**

# Industry and Asset / Property Management Challenges

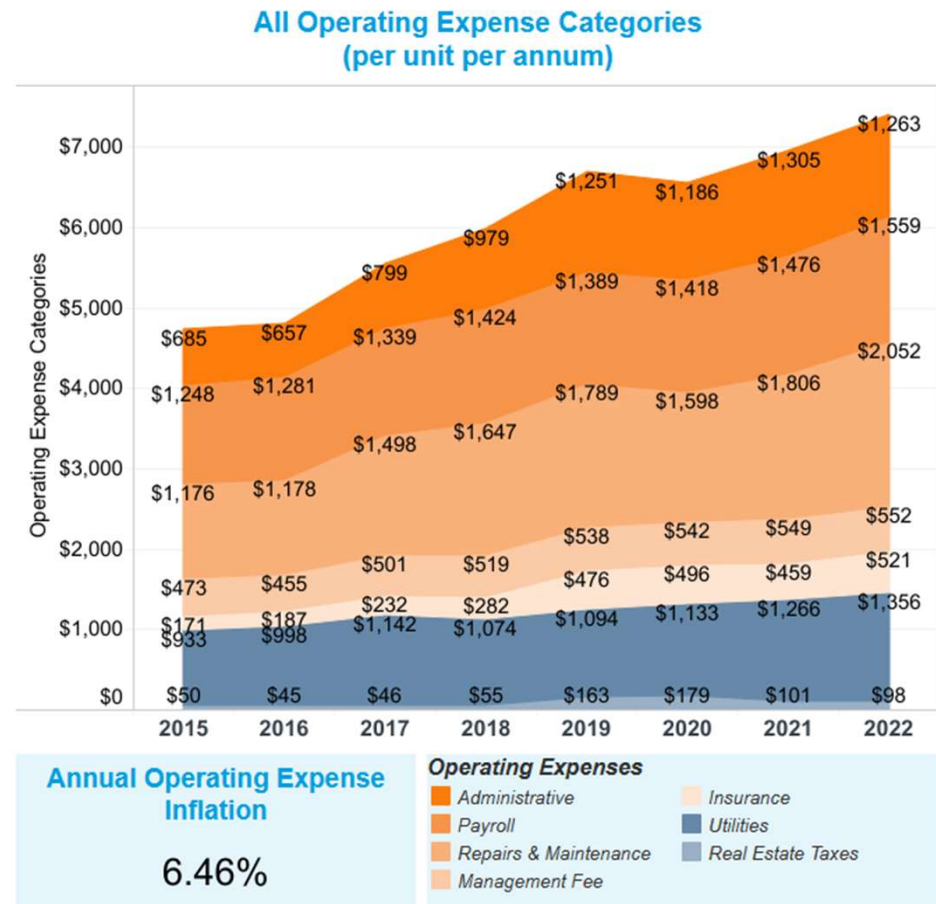
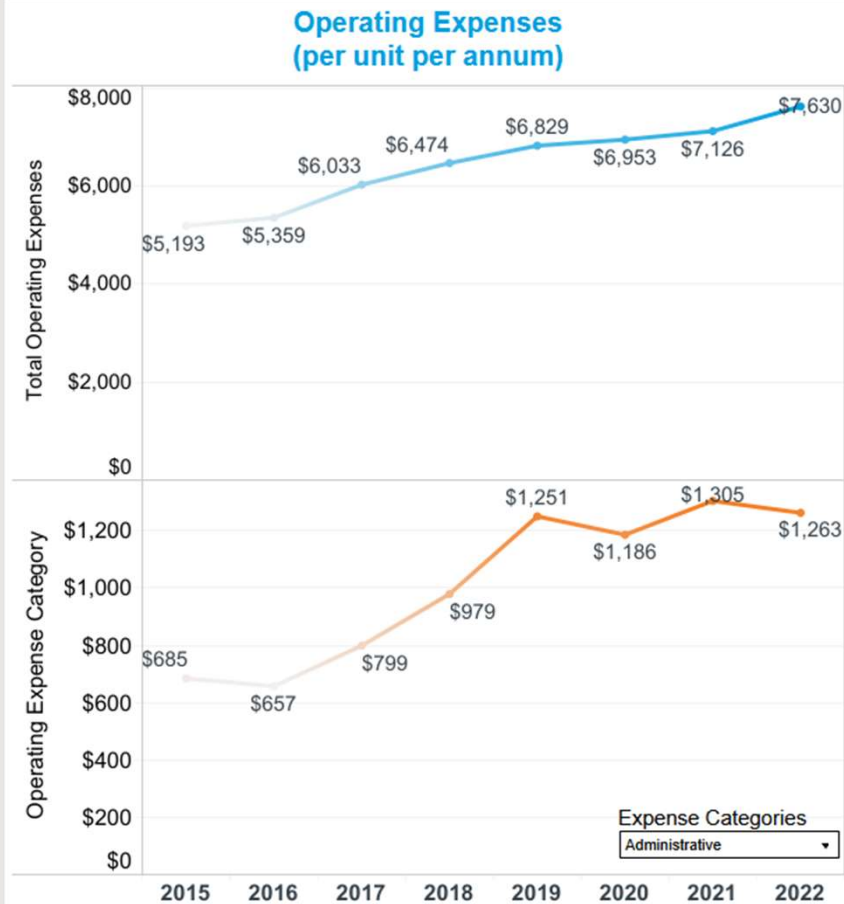
- Increasing operating costs
- Third-party property management challenges
- Revenue and collections issues
- Resident acuity of needs greater than anticipated
- Lack of housing preservation funding
- Underwriting standards do not reflect current operating trends

# Common Themes

1) Across the board, asset managers express concerns around **increased operating costs**:

- Escalating insurance costs
- Rent collection issues
- Need for security
- Increased resident needs, especially in PSH
- Lack of trained property management staff, and higher wages
- None of these costs are Replacement Reserve eligible

# Portland-area OpEx Trend 2015 - 2022

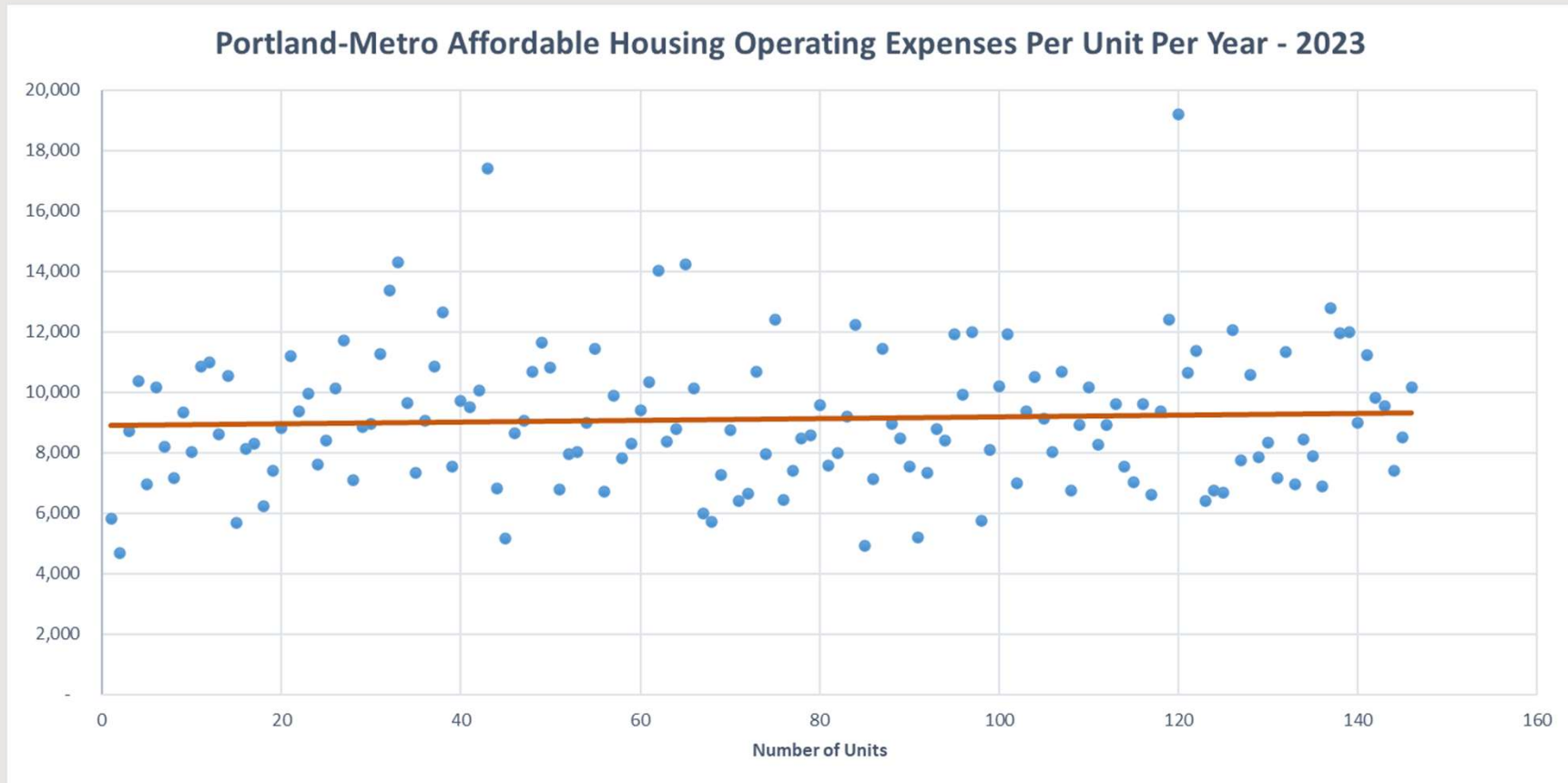


Multnomah County data from CohnReznick's 2023 Affordable Housing Credit Study and Credit Tool

Housing  
Development  
Center



# 2023 Operating Expense Analysis for Metro



# Common Themes

## 2) Most portfolios are also dealing with third-party **property management challenges**:

- High staff turnover in management and onsite
- Properties have less revenue to pay PM and living wages
- Property mgmt. not culturally responsive
- In many cases, property mgmt. is not doing essential property mgmt. tasks
- Property books are inaccurate and/or not sent in timely manner
- Complex project funding creates compliance issues
- Not enough PM staff training/support
- Lack of property management options

# Impacts to Affordable Housing Organizations

## Impact at the Project Level

- Financial instability for properties and residents
- Minimal control over property improvements
- Decreased quality of operations: maintenance, compliance, financial covenants to funders

## Impact at the Owner/Organization Level

- Cash flow projections not met
- Services cost more to deliver than is paid in fees
- Reduced sponsor liquidity and balance sheet ratios
- Decreased ability to develop future projects

## In Summary

- Affordable housing properties have complex financial structures, with capped revenue and escalating expenses beyond what has been projected, leaving many properties with inadequate funding to pay for asset management oversight, skilled property management, and competitive/living wages for property site staff.
- Oregon's affordable housing properties, specifically for our non-profit organizations who work primarily with marginalized communities, require more oversight, not less.

***Investment in capacity and training dollars for this oversight is more important - and urgent - than ever!***

A black and white photograph of a modern office interior. The office has large windows on the left side, letting in natural light. A blue rectangular overlay is positioned on the left side of the image, partially covering the windows. In the background, two people are working at a desk. A man is walking in the foreground on the right side, blurred. The ceiling has a grid of recessed lighting. The floor is carpeted. The overall atmosphere is professional and bright.

Thank you!