

January 17th, 2019

Housing Authority Board of Commissioners
Clackamas County

Members of the Board:

Approval of an Intergovernmental Agreement between the
Housing Authority and Metro for the Clackamas Heights Master Plan

Purpose/Outcomes	Approval of an Intergovernmental Agreement between the Housing Authority and Metro for the Clackamas Heights Master Plan.
Dollar Amount and Fiscal Impact	\$220,000 of grant funds from the Metro 2040 Planning and Development program.
Funding Source(s)	Funding sources for the Clackamas Heights Master Plan is provided through the Metro 2040 Planning and Development grant award to the Housing Authority.
Duration	The Master Planning process with kick off in July of 2019 after consultant teams are procured, with an anticipated duration of one year (7/31/2020).
Previous Board Action	The Board approved submission of the grant application to Metro on April 5 th , 2018.
Strategic Plan Alignment	<ol style="list-style-type: none"> 1. Sustainable and affordable housing 2. Ensure safe, healthy and secure communities
Contact Person	Chuck Robbins, HACC Executive Director (503) 650-5666
Contract Number	Contract #9134

BACKGROUND:

The Housing Authority of Clackamas County (HACC), a Division of the Health, Housing and Human Services Department, requests approval to enter into an Intergovernmental Agreement with Metro for the funding and completion of a Master Plan for the Clackamas Heights Public Housing community, a sixteen (16) acre site located in Oregon City, OR.

HACC was awarded funding from Metro in July 2018, in the amount of \$220,000. The scope of work for the Master Plan is to complete the following deliverables that will lead to the vision for the future of the site:

- Outreach/Communications (public involvement) Strategy
- Detailed site analysis
- Development capacity and market analysis
- Preferred Concept Design
- Financial Feasibility and Pro Forma Analysis
- Financing Plan for Federal, State, and local funding applications
- Economic Impact Analysis for job creation and economic opportunities
- Health Impact Analysis

The expected development outcomes from the completion of the Master Plan for the Clackamas Heights public housing community are the construction of a mixed use, mixed income community that preserves and rebuilds existing affordable housing at the site, while creating opportunities for expanded housing choice and different types of housing (e.g. multi-story apartments, single family units, duplexes).

Additional development outcomes include improved pedestrian and transit access on the site, potential for commercial uses such as the HACC administrative headquarters, and other uses.

HACC will use the Master Plan to leverage federal, state and local funding opportunities including the Rental Assistance Demonstration (RAD) program for Public Housing properties, Low Income Housing Tax Credits (LIHTC), and New Markets Tax Credits (NMTC). Each of these funding programs require significant site planning, community engagement, and financial feasibility modeling in order to be competitive.

The Intergovernmental Agreement with Metro outlines the responsibilities for each party under the grant award.

No County General Funds are involved.

The attached forms include the Intergovernmental Agreement, and the Request for Qualifications for consultant services to complete the Master Plan and Health Impact Assessment.

RECOMMENDATION:

Staff recommends the Board approve the Intergovernmental Agreement with Metro for the Clackamas Heights Master Plan.

Staff also recommends the Board authorize Chuck Robbins, HACC Executive Director, to sign the IGA on behalf of the Housing Authority of Clackamas County, and Richard Swift to sign on behalf of the Housing Authority Board of Commissioners.

Respectfully submitted,

Richard Swift, Director
Health, Housing and Human Services

**2040 PLANNING AND DEVELOPMENT GRANT
INTERGOVERNMENTAL AGREEMENT
Metro – Housing Authority of Clackamas HACC
Clackamas Heights Master Plan**

This 2040 Planning and Development Grant Intergovernmental Agreement (this “Agreement”) is entered into by and between Metro, a metropolitan service district organized under the laws of the state of Oregon and the Metro Charter, located at 600 Northeast Grand Avenue, Portland OR, 97232 (“Metro”), and the Housing Authority of Clackamas County, a public corporation organized under ORS 456 and located at 13930 S. Gain Street, Oregon City, OR, 97045-0510 (“HACC”). Metro and HACC may be jointly referred to herein as the “Parties” or each, individually as a “Party”.

RECITALS

WHEREAS, Metro has established a Construction Excise Tax (“CET”), Metro Code Chapter 7.04, which imposes an excise tax throughout the Metro regional jurisdiction to fund regional and local planning that is required to make land ready for development after inclusion in the Urban Growth Boundary; and

WHEREAS, the CET is collected by local jurisdictions when issuing building permits, and is remitted to Metro pursuant to Intergovernmental Agreements to Collect and Remit Tax entered into separately between Metro and the local collecting jurisdictions; and

WHEREAS, HACC has submitted a 2040 Planning and Development Grant Request attached hereto as Exhibit A and incorporated herein (the “Grant Request”) for the Clackamas Heights Master Plan (the “Project”); and

WHEREAS, Metro has agreed to provide 2040 Planning and Development Grant Funds to HACC for the Project in the amount of \$220,000 subject to the terms and conditions set forth herein (the “Grant Funds”), to be matched by a contribution of \$89,071 from HACC and the Parties wish to set forth the timing, procedures and conditions for receiving the Grant Funds from existing CET funds for the Project.

AGREEMENT

NOW THEREFORE, the Parties hereto agree as follows:

1. Metro Grant Award. Metro shall provide the Grant Funds to HACC for the Project as described in the Grant Request, subject to the terms and conditions specified in this Agreement and subject to any specific funding conditions recommended by the Metro Chief Operating Officer and adopted by the Metro Council in Resolution No. 18-4902.
2. Project Management and Coordination. The Parties have appointed the staff identified below to act as their respective Project Managers with the authority and responsibility described in this Agreement:

For HACC: Angel Sully
 Housing Development Coordinator
 Housing Authority of Clackamas HACC
 P.O. Box 1510
 Oregon City, OR 97045-0510
 asully@clackamas.us
 503-650-3140

For Metro: Jonathan Williams
 Senior Development Project Manager
 Metro
 600 NE Grand Avenue
 Portland, OR 97232
 Jonathan.Williams@oregonmetro.gov
 503-797-1931

In the event HACC needs to assign a new Project Manager other than the individual named above, HACC will present in writing to Metro the qualifications and experience of the proposed new Project Manager. Metro shall have the opportunity to review the qualifications and may reject a proposed Project Manager who Metro deems unqualified.

3. Mutual Obligations of both HACC and Metro. The Parties and their respective Project Managers will collaborate to oversee the successful implementation of the Project as follows:

(a) Selection of Consultants. The Project Managers will work together to identify consultants best qualified to perform the scope of work described in the Request for Proposals, attached hereto as Exhibit B. The Project Managers and any additional reviewers selected by the Parties will jointly review proposals from consultants and select a mutually agreeable consultant team to perform the work required to successfully complete the Project.

(b) Schedule of Milestones. The Parties have agreed to a preliminary schedule of milestones for completion of the Project, which are attached hereto as Exhibit C (the "Milestones"). After the Project Managers have selected a consultant team as described in subsection 3(a), the Parties expressly delegate authority to the Project Managers to prepare a revised schedule of Milestones that will provide more detailed performance timelines for the Project ("Revised Milestones"), including specific consultant and/or HACC deliverables for each Revised Milestone, and establishing the amount of Grant Funds to be disbursed by Metro upon satisfactory completion of each Revised Milestone. The Parties agree that the Revised Milestones will replace the Milestones, and will become the final and binding Exhibit C to this Agreement ("Revised Exhibit C"), unless and until it is later amended as allowed under paragraph 10 of this Agreement. This IGA will be incorporated by reference into the contract between HACC and the consultants hired for the Project.

(c) Project Committee(s). The Project Managers will jointly determine the role of the Project steering/technical/advisory committee(s), if any, and the composition of such committees or other bodies. Metro's Project Manager will participate as a member of any such committee.

4. HACC Responsibilities. HACC shall perform the Work on the Project described in the Grant Request, attached as Exhibit A, and as specified in the Revised Milestones, subject to the terms and conditions specified in this Agreement and subject to any funding conditions recommended by the Metro Chief Operating Officer and adopted by the Metro Council in Resolution No. 18-4902. HACC shall obtain all applicable permits and licenses from local, state or federal agencies or governing bodies related to the Project.

(a) Use of Grant Funds. HACC shall use the Grant Funds it receives under this Agreement only for the purposes specified in the Grant Request and to achieve the Revised Milestones as set forth in this Agreement. In the event that unforeseen conditions require adjustments to the Project scope, approach, or schedule, HACC shall obtain Metro's prior written approval before implementing any revisions to the Project.

(b) Consultant Contract(s). After the Project Managers have selected the consultant team and completed a schedule of Revised Milestones as described above in section 3, HACC shall enter into a contract(s) with the selected consultant team to complete the Work as described in the Revised Milestones. The contract(s) entered into by HACC shall reference this Agreement, including the schedule of Revised Milestones set forth in Revised Exhibit C.

(c) Submittal of Grant Deliverables. Within 30 days after completing each Revised Milestone, HACC shall submit to Metro all required deliverables for the Revised Milestone, accompanied by an invoice describing in detail its expenditures as needed to satisfy fiscal requirements. Deliverables must be submitted to Metro separately and sequentially; HACC shall not submit additional deliverables and invoices to Metro for later milestones until Metro has reviewed and approved all prior deliverables under paragraph 5 of this Agreement.

5. Metro Responsibilities. Metro's funding commitment set forth in this Agreement shall be fulfilled solely through CET funds; no other funds or revenues of Metro shall be used to satisfy or pay any CET grant commitments. Metro shall facilitate successful implementation of the Project and administration of Grant Funds as follows:

(a) Review and Approval of Grant Deliverables. Within 15 days after receiving HACC's submittal of deliverables as set forth in Revised Exhibit C, Metro's Project Manager shall review the deliverables and either approve the submittal, or reply with comments and/or requests for further documentation or revisions that may be necessary. Metro shall have sole discretion in determining whether the deliverables submitted are satisfactory in meeting the grant objectives and requirements.

(b) Payment Procedures. Upon Metro Project Manager's approval of deliverables, invoices and supporting documents, subject to the terms and conditions in this Agreement, Metro shall reimburse HACC for its eligible expenditures for the applicable deliverable as set forth in Revised Exhibit C within 30 days.

6. Project Records. HACC shall maintain all records and documentation relating to the expenditure of Grant Funds disbursed by Metro under this Agreement, as well as records and documentation relating to the financial match being provided by HACC for the Project. Records and documents described in this section shall be retained by HACC for three years from the date of completion of the project, expiration of the Agreement or otherwise required under applicable law, whichever is later. HACC shall provide Metro with such information and documentation as Metro requires for implementation of the grant process. HACC shall establish and maintain books, records, documents, and other evidence in accordance with generally accepted accounting principles, in sufficient detail to permit Metro or its auditor to verify how the Grant Funds were expended, including records demonstrating how HACC matching funds were expended. Metro and its auditor shall have access to the books, documents, papers and records of HACC that are directly related to this Agreement, the Grant Funds provided hereunder, or the Project for the purpose of making audits and examinations.

7. Audits, Inspections and Retention of Records. Metro and its representatives shall have full access to and the right to examine, during normal business hours and as often as they deem necessary, all HACC records with respect to all matters covered by this Agreement. The representatives shall be permitted to audit, examine, and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls and other matters covered by this Agreement. All documents, papers, time sheets, accounting records, and other materials pertaining to costs incurred in connection with the Project shall be retained by HACC and all of their contractors for three years from the date of completion of the Project, or expiration of the Agreement, whichever is later, to facilitate any audits or inspection.

8. Term. Unless otherwise terminated under paragraph 9, this Agreement shall be effective on the last date it is executed by the parties below, and shall be in effect until all milestones and deliverables have been completed, all required documentation has been delivered, and all payments have been made as set forth in Revised Exhibit C.

9. Termination. Metro may terminate this Agreement and cancel any remaining Grant Fund payments upon a finding by the Metro Chief Operating Officer that HACC has abandoned its work on the Project or is otherwise not satisfying its obligations under this Agreement regarding the requirements of the grant.

10. Amendment. This Agreement may be amended only by mutual written agreement of the Parties.

11. Other Agreements. This Agreement does not affect or alter any other agreements between Metro and HACC.

12. Waiver. The Parties hereby waive and release one another for and from any and all claims, liabilities, or damages of any kind relating to this Agreement or the Grant Funds.

13. Authority. HACC and Metro each warrant and represent that each has the full power and authority to enter into and perform this Agreement in accordance with its terms; that all requisite action has been taken by HACC and Metro to authorize the execution of this Agreement; and that the persons signing this Agreement have full power and authority to sign for HACC and Metro, respectively.

Metro

Housing Authority of Clackamas County

By: _____
Martha Bennett

By: _____
Chuck Robbins

Title: Metro Chief Operating Officer

Title: Executive Director

Date: _____

Date: _____

Approved as to Form:

By: _____
Alison R. Kean

**HOUSING AUTHORITY OF
CLACKAMAS COUNTY BOARD**
Commissioner Jim Bernard, Chair
Commissioner Sonya Fischer
Commissioner Ken Humberston
Commissioner Paul Savas
Commissioner Martha Schrader
Resident Commissioner Paul Reynolds

Title: Metro Attorney

Signing on Behalf of the Housing Authority Board

Date: _____

Richard Swift, Director
Health, Housing and Human Services Department

Attachments:
Exhibit A –HACC’s Grant Request
Exhibit B – Request for Proposals
Exhibit C – Schedule of Milestones

Date

METRO CONTRACT 935484 - EXHIBIT A

Project: Clackamas Heights Master Plan

Funding Requested: \$ 220,000.00

Matching Contributions: \$ 89,071.00

Note to applicants: All questions and headings are to remain in their current locations in this document. In the space provided after each question, you may use text, bullet lists, tables or other formatting as desired or appropriate to improve the clarity and legibility of your response. Please be succinct; is not necessary to use all of the space provided. Please use 11 point black text, and limit your response to the space allotted for each question. Refer to the evaluation criteria on page 4 of the Handbook, also in ZoomGrants in the "Library" tab.

Clear development outcomes

1. Clearly describe the proposed project and the specific goals to help facilitate development in your community. *(Limit your response to page 1.)*

The Clackamas Heights Master Plan will provide a comprehensive redevelopment strategy for a public housing community owned and operated by the Housing Authority of Clackamas County. Located in Oregon City, OR, Clackamas Heights is home to 223 vulnerable low income residents who would have difficulty finding comparable affordable housing in the private market. This site in the current configuration is underutilized based on size, location and zoning. The goal is to replace the aged dwelling with higher quality and higher density housing on the site in a range of income levels and design typologies.

Clackamas Heights was built in the Park Place neighborhood of Oregon City in 1942 to provide temporary housing for the local workforce. The 17 acre site is the first and oldest public housing community in Oregon and includes 100 units of single family and duplex homes. Clackamas Heights presents incredible opportunity for increased housing density in a property situated near the intersection of two major highways, the McLoughlin transportation and employment corridor and downtown Oregon City.

Completion of a Master Plan for the site will provide a physically and financially viable design concept established through an extensive community process and leading to complete revitalization and transformation of the community. With the partnership of Oregon City's Community Development Department, project components such as enhanced transit and pedestrian access, economic development, and housing needs will be explored and realized.

Additional stakeholders to be involved in the planning process include the Clackamas County Public Health Department, which will complete a Health Impact Assessment in conjunction with the Master Plan; current residents of the Clackamas Heights community, and members of the Park Place neighborhood that surrounds the site.

The Housing Authority will serve as the lead project manager for the process, coordinating the consultant teams and convening community and Technical Advisory Committee team meetings. Development outcomes will include the construction of a mixed use, mixed income community that rebuilds the existing affordable housing at the site, while creating opportunities for expanded housing choice.

The Master Plan will be used to leverage federal, state and local funding opportunities including the Rental Assistance Demonstration (RAD) program for Public Housing properties, Low Income Housing Tax Credits (LIHTC), and New Markets Tax Credits (NMTC). Each of these funding programs require significant site planning, community engagement, and financial feasibility modeling in order to be competitive.

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2. Provide a high-level description of the scope of work and general timeframe to complete the project. What are the project elements, the deliverables you envision, and the outcomes you seek to achieve? (*Limit your response to page 2.*)

The Clackamas Heights Master Plan will include four areas of project deliverables to be completed by consultant teams over the course of one year. The completed plan will reflect a community vision for redevelopment of the site that incorporates an increased number of housing units and a design concept driven by best practices in health and sustainability components. Potential inclusion of nearby development sites along the Holcomb Boulevard Mixed Use Corridor will also be explored during the Master Plan process. The specific scope of work for each consultant team includes the following:

Project Element #1: *Development and Financial Feasibility Analysis and Plan* (Spring 2019-Spring 2020)

The Development and Financial Feasibility Analysis will be conducted by a development firm experienced in affordable housing redevelopment. Deliverables:

- Needs Assessment- The needs assessment will be completed in conjunction with the development of the preferred site and design plan carried out by the Architectural team. This process will involve input and preferences from the Housing Authority, project partners, residents, and the other consultant teams. The assessment will consider options for unit sizes, design and building types, unit count, site amenities, infrastructure upgrades, and phases of development.
- Project Financial Analysis – In this phase of the analysis initial costs for development of the preferred design concept will be created. Likely sources of funding will be identified and a phasing schedule recommended.
- Development Sources and Uses – The final phase of the analysis will produce a detailed and viable development sources and uses for the project that is tested against funding constraints and opportunities.

Project Element #2: *Architecture and Engineering: Preferred Site Plan and Design Concept* (Spring 2019-Spring 2020)

The Architecture and Engineering (A&E) scope of work for the Master Plan will be completed by a qualified firm with residential Master Planning experience. Deliverables:

- Site Survey and Assessments Determination of site boundaries and features, assessment of conditions including residential buildings and infrastructure. Preliminary zoning and land use analysis. Recommendations for alignment with City of Oregon City's affordable housing development goals.
- Program Investigation and Preliminary Project Goals Launch community engagement and Technical Advisory committee to explore program goals and development options.
- Design Workshop Conduct 1-3 workshops with residents and the community to refine design and development priorities.
- Develop Preferred Concept Plan Combine information and input from tasks 1-3 to develop preferred concept plan for the site. Final identification and recommendation of zoning change and land use process.

Project Element #3: *Health Impact Assessment (HIA)* (Spring 2019-Spring 2020)

The HIA will be completed by Clackamas County Public Health as a partner in the Master Planning process. Deliverables:

- Screening (identifying plan, project, or policy decisions for which an HIA would be useful)
- Scoping (planning the HIA and identifying what health risks and benefits to consider)
- Assessment (identifying affected populations and quantifying health impacts of the decision)
- Recommendations (suggesting practical actions to promote positive health effects and minimize negative health effects)
- Reporting (presenting results to decision makers, affected communities, and other stakeholders)
- Monitoring and evaluation (determining the HIA's impact on the decision and health status)

Project Element #4: *Sustainability/Energy Efficiency Assessment* (Fall 2019- Spring 2020)

A Sustainability/Energy Efficiency Analysis will be conducted to determine the annual savings, cash incentives, and overall sustainability solutions generated through implementation (construction) of the Master Plan preferred concept.

METRO CONTRACT 935484 - EXHIBIT A

3. How will you know if the project is successful? *(Limit response to top half of page 3)*

Success for the Clackamas Heights Master Plan will be evaluated by several aspects of the planning and implementation phases of the project. Key outcomes that will demonstrate success include:

Comprehensive Public Engagement

Public engagement for the planning process will consist of resident and community meetings, design workshop(s), a Technical Advisory Committee (TAC) and a Public Advisory Committee (PAC). Additional outreach and engagement strategies may be utilized including online or in person surveys, focus groups, and interviews with key stakeholders. Success under these activities will be measured by the frequency and variety of engagement opportunities, the diversity and quantity of stakeholder input, and the integration of community preferences into the final design concept.

Procurement of Highly Qualified Development and Design Team

The overall success of the Master Plan for Clackamas Heights is contingent upon the procurement of highly skilled and experienced consultant firms to conduct analysis, test feasibility, and design the preferred site design concept.

Creation of a Physically and Financially Viable Master Plan

The end result of the process is a Master Plan that is achievable within the physical context of the site and surrounding areas, and that proves financially viable to accomplish in a multi-phased development scenario.

Land Use Approval – Alignment with City of Oregon City Affordable Housing Development Goals

The Master Plan for Clackamas Heights will be developed in concert with the City of Oregon City's affordable housing development goals. The City seeks to promote equitable housing through greater flexibility in zoning and design standards, increased guidance from the city and transparency in the review processes associated with the development of affordable housing. Oregon City has committed dedicated staff time to the Master Plan and will act as a partner in the process of establishing a preferred design concept.

Successful Funding Awards

The Master Plan and its related deliverables will position the Housing Authority as a competitive applicant for a variety of project funding sources.

Advances and complements regional goals and policies

4. Describe how the project will help to advance racial equity in the metro region. *(Limit response to bottom of page 3)*

The Clackamas Heights master planning process will be an opportunity to invite current and future residents of Clackamas Heights and the surrounding neighborhood to the table. Through this process, HACC will aspire to listen and respond to the community's needs in an environment where trust is established and built upon. Stakeholders will have a voice in steering the future direction of the neighborhood, and in making it a place where residents can live, work and thrive. The redevelopment goals for Clackamas Heights include the advancement of economic opportunity, expansion of affordable housing options, development of a safe and healthy community, expanded mobility/connectivity and the opportunity for meaningful community engagement. The advancement of racial equity will be included in the context of the planning process wherever possible.

In response to careful data collection and analysis of families on our site based waiting lists, the Housing Authority has established a waiting list outreach plan that targets diverse communities throughout the Portland Metro Region. Components of the plan include recognizing the broader language needs in our community, and identifying additional advertising outlets that reach underserved, minority populations when housing opportunities become available. HACC has already realized a greater proportion of housing applicants coming from diverse racial and ethnic backgrounds, and will continue to build on this in its efforts to reach underserved populations. HACC serves many households that are considered "high barrier," and will continue to offer support to those families who have the most difficulty securing housing in the private market. An appeals process and extensive staff engagement are some of the mechanisms HACC has in place for assisting these families.

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5. Describe how this project will help to facilitate development while advancing established regional planning and development goals and outcomes. Consider how the project will help to implement the 2040 Growth Concept, its alignment with the Urban Growth Management Functional Plan, and the Six Desired Outcomes stated in the Regional Framework Plan. *(Limit your response to the top half of page 4.)*

The Clackamas Heights Master Plan will lead to redevelopment of an underutilized site and provide increased density, expanded housing options for a range of income levels, and enhanced amenities. The project advances Metro's 2040 Growth Concept by exemplifying the Urban Design component of Neighborhoods. Under this component, Metro defines redevelopment occurring to better utilize vacant or under-used buildings to achieve a mix of uses and housing types.

The project also aligns with Title 1: Housing Capacity under the Regional Functional Plan, by ensuring eventual production of housing that meets the "fair-share" requirements under the plan for each city or county to "maintain or increase its housing capacity".

The Clackamas Heights Master Plan achieves each of the Six Desired Outcomes from the Regional Framework Plan in the following ways:

- 1)** The Clackamas Heights Master Plan will lay the foundation for community revitalization that will provide a range of affordable housing options in an Oregon City location with improving access to transportation and other amenities.
- 2)** Stable, affordable housing is key to economic success and educational achievement. The site is located within close access to good schools, jobs, and transit to reach other areas of opportunity in the Metro region.
- 3)** The Clackamas Heights community is a high priority redevelopment project for HACC due to the underutilization of prime residential land in an area close to major transit corridors and where transportation options are in need of expansion. TriMet currently offers limited bus runs up and down Holcomb Boulevard, with very limited service on the weekends. As part of the Master Planning process, HACC hopes to bring TriMet into the conversation and to achieve expanded service for residents of Clackamas Heights and the surrounding neighborhoods.
- 4)** The Clackamas Heights Master Plan will explore the potential of increased density of housing on the site, and lead to enhanced land utilization. Elements of sustainability in the site and building design will be emphasized as a component of the Master Plan.
- 5)** The master plan will include an analysis of sustainability features for the site including expansion of the community garden, renewable energy sources, bioswales and other ecological design components.
- 6)** The City of Oregon City faces a demand for affordable housing options that is not currently met by supply. The Clackamas Heights Master Plan will look at enhanced utilization of a valuable public asset to preserve and increase housing options that allow for equitable delivery of a scarce resource.

Aligns with local goals/maximizes community assets

6. How will the project create opportunities to accommodate your jurisdiction's expected population and employment growth? *(Limit your response to the bottom half of page 4.)*

The Metro 2040 Household Distributed Forecast for population growth in the City of Oregon City is anticipated to increase by 28% from current numbers. Clackamas County overall, of which the majority of households on HACC's housing waiting list originate from, is shown to increase by 32%.

As the demand for affordable housing is a sub-section of the population that is income-dependent, the Housing Authority relies on current waiting list data to determine levels of need for housing within the county. The current waiting list includes over 4,200 household applicants hoping to secure a unit within Clackamas County. The public housing inventory owned by HACC currently only includes 545 units.

Completion of a Master Plan for Clackamas Heights is the first step in expanding housing opportunities for a growing population seeking access to affordable housing within Clackamas County. The Housing Authority has a commitment of producing 2000 new affordable units by 2027. The Clackamas Heights redevelopment will be a key project for realizing the construction of a portion of these new units.

METRO CONTRACT 935484 - EXHIBIT A

7. Describe why you propose to take on this particular project at this time. How does the project relate to previous actions, goals, policies or strategies already identified or implemented by your jurisdiction or other project partners? *(Limit your response to top half of page 5.)*

Clackamas County currently faces a serious shortage of affordable housing. According to a recent report by the Oregon Housing Alliance, there is a need for 6,440 affordable housing units to meet the needs of low income renters in the county. Renter households in the county are highly rent burdened, with 1 out of 4 of all renters paying more than 50% of their income on rent, and 3 out of 4 renters with extremely low incomes paying more than 50% of their income in rent.

Clackamas County is taking a strategic approach at responding to this housing crisis. In recent months, housing as a jurisdictional priority has risen to the top of the Board of Clackamas County Commissioner's agenda. Together with the Health Housing and Human Services Department (H3S), of which HACC is a member agency, there have been several Board study sessions and Housing Development Goals memorialized as official objectives and draft policies by the Board.

The Housing Authority of Clackamas County's Development Objectives were approved by the Board of County Commissioners on March 1st, 2016 and includes a commitment to a 4 to 1 replacement of any Public Housing unit sold or demolished, and an increase in the number of units available to households at or below 30% of Area Median Income. The Performance Clackamas Business Plan includes a goal of 2,000 affordable housing units will be developed within Clackamas County by 2022. Of that number, the Housing Authority goal will be to provide 1,000 units affordable to households earning 60% of the area median income or less.

8. How would the project leverage aspects of the existing community fabric such as key development sites or urban form? How would it complement existing assets, facilities, or amenities such as historic districts, employment centers, natural features, parks or transit? *(Limit your response to bottom half of page 5.)*

Clackamas Heights sits on 17 acres near the confluence of the Willamette and Clackamas Rivers and within the Park Place neighborhood in Oregon City. The site is one mile from the End of the Oregon Trail Interpretive Center and Historic Site, downtown Oregon City and access to Interstate 205 – a main arterial connecting the East and West sides of the Portland Metro Area. The Willamette Falls Legacy Project in Oregon City is a valuable cultural and historical development that will also provide nearby opportunity for recreation, education and potential employment. McLoughlin Boulevard, a major transit hub and employment center, is 1.5 miles from the site, and provides easy access to Oregon City, Gladstone, Milwaukie and Southeast Portland.

The Housing Authority is in the process of testing the financial feasibility in acquiring an additional 3.4 acres adjacent to Clackamas Heights. If HACC proceeds with this acquisition, the parcels will be brought into the master planning process, which could provide additional amenities for the community. The parcel is zoned as a Mixed Use Corridor, which allows for a broader range of housing typologies and opportunity for economic development at the site.

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Team roles and capacity

9. Complete the table to clearly describe the roles and responsibilities of the applicant and each of the key project partners to accomplish the goals of the project. Also include consultant expertise needed. *(Add or adjust rows as needed but please limit table to page 6.)*

Jurisdiction or partner (include lead staff names)	Project role and responsibilities
Housing Authority of Clackamas County – Angel Sully, Lead Project Manager; Mary-Rain O’Meara, Project Manager	Project Managers will coordinate and ensure all deliverables for the Master Plan. Will issue RFPs for project consultants, coordinate project team meetings, oversee involvement by other Housing Authority staff including Resident Services and Property Management. Will lead community engagement process and serve as liaisons for the project to the public.
City of Oregon City, Community Development Department; Laura Terway, Director of Community Development; Development Project Manager; Development Services Project Engineer; Public Works Staff	<ul style="list-style-type: none"> • Ensuring that development goals align with affordable housing production and economic development benchmarks for the City; • Serving as a liaison to the broader community of stakeholders; • Participating (Planning, Community Dev, and Engineering) in the Technical Advisory committee for the project; and • Assisting with the analysis and development of plan features that impact surrounding sites, including transportation and infrastructure components.
Clackamas County Public Health; Dawn Emerick, Director; Staff coordinator, TBD	Coordinate a Health Impact Assessment (HIA) in conjunction with the Master Planning Process. Oversee HIA consultant during the planning and assessment stage, and ensure completion of summary findings.
Consultant Teams: 1) Housing Development and Finance 2) Architecture and Engineering 3) Health Impact Assessment 4) Sustainability/Energy Efficiency Assessment	Consultant teams will be procured to implement the scope of work as identified in question #2.

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10. Describe the skills, experience and availability of the lead staff person who will manage all aspects of the grant project and oversee the project team's collaboration and consultant work. (Limit your response to top half of page 7.)

The Housing Development Team at the Housing Authority is comprised of two Housing Development Coordinators, Angel Sully and Mary-Rain O'Meara. Ms. Sully will serve as the lead staff person managing all aspects of the Master Plan and ensuring achievement of project deliverables. Ms. O'Meara and/or a soon to be hired member of the HACC Development Team will assist with project coordination including procurement, community engagement, and consultant team communications.

Ms. Sully has both private and public sector housing development experience and is skilled at accomplishing multiple project deadlines and working with a variety of contractor teams. Ms. Sully graduated with a B.S. in Community Development from Portland State University in 2010.

In her previous tenure at the Housing Authority of Clackamas County, Ms. O'Meara served as the community engagement lead and project coordinator for the Master Plan of the Clackamas Heights Community from 2009-2010. She is currently serving as project lead on the Hillside Park Master Plan for Housing Opportunity in the redevelopment of a 16 acre public housing community in Milwaukie. Ms. O'Meara graduated from the Masters of Urban and Regional Planning (MURP) program at Portland State University in 2009. She received certification as a Construction and Rehabilitation Project Manager from Neighborworks America in 2015.

The Development team at HACC is overseen by the Executive Director of Housing and Community Development for Clackamas County, who brings decades of experience in development, project and property management, and policy work related to Affordable Housing.

The HACC Development Team is currently in expansion, with employment opportunities for a Development Manager and an Administrative Analyst slated to come online within the next 2-3 months. These new positions will grow the team's capacity to undertake multiple development projects at one time.

Likelihood of implementation

11. What governing bodies or private parties will have to act to ultimately implement the project, and what is the extent of their authority to make policy or commit investments? Describe the roles the key project partners will have to play over time in order to fully and successfully implement the project in order to realize the envisioned development benefits in your community. (Limit your response to bottom half of page 7.)

The main government agency stakeholder in the project is the Housing Authority itself, which holds site control and ownership of the Clackamas Heights property. The Housing Authority will be the lead in securing funding for development implementation after the completion of the Master Plan. Funding will be a combination of Federal, State and Local sources to combine a mixed-finance package for development.

The City of Oregon City will be the entity responsible for approval of any land use decisions. City staff from Oregon City's departments of Community Development and Planning and Public Works will be involved in the Master Plan process to offer guidance on a concurrent land use strategy as the preferred design concept is developed.

The Housing Authority Board of Commissioners is responsible for the approval of official direction of the Housing Authority including decisions regarding the future of Housing Authority owned property. For the Clackamas Heights Master Plan, the board will have an opportunity to weigh in on the process and the proposed plan, and the Housing Authority will request a Board Resolution to accept the Master Plan and its recommended development objectives.

The U.S. Department of Housing and Urban Development (HUD) will be the approval body for any decisions that lead to the alteration, demolition or new construction of housing on the property.

METRO CONTRACT 935484 - EXHIBIT A

12. Identify and describe the potential opportunities and threats that could affect the successful implementation of this project. *(Limit your response to top half of page 8.)*

Funding for Redevelopment Securing successful funding awards to implement the redevelopment as defined in the Master Plan will be the biggest challenge and opportunity for the project. The Housing Authority is working with HUD to identify new financing models that will grant the agency greater flexibility to redevelop public housing. One of these models is known as RAD, or the Rental Demonstration Project. RAD allows Housing Authorities to convert Public Housing units to Project Based Section 8 and still serve very low income households. The Housing Authority has been awarded RAD status for its Hillside property in Milwaukie, and has been invited to submit an application for Clackamas Heights to pursue conversion under RAD. A successful award from HUD and other fund sources (Low Income Housing Tax Credits, HOME, and CDBG) will be contingent on the feasibility for overall site redevelopment, which will be determined in the Master Plan.

Community Engagement Engaging the community and city in an effective process around the Master Plan is another key area of challenge and opportunity. Ensuring stakeholder input and involvement will be crucial in building the social and political motivation for eventual zoning change approvals at the City level.

Adjacent Site Acquisition The potential acquisition of the nearby Holcomb Boulevard parcels and their redevelopment feasibility presents another possible opportunity and challenge. If acquisition of the Holcomb parcels proves feasible, the two sites can complement one another and will present an opportunity for large-scale neighborhood revitalization, including economic development activities. A challenge will arise if HACC is unable to acquire the Holcomb parcels, and the plan is limited to strictly residential (rather than mixed use) zoning. The Housing Authority will engage with the current owner of the Holcomb parcels and the City of Oregon City to ensure involvement throughout the Master Planning process.

Public involvement

13. What community members or stakeholders will be most affected by the implementation of the project's development outcomes? Discuss how the public (including neighbors, businesses, property owners and other key stakeholders) and historically marginalized communities (including low-income and minority populations) will be involved in the project. Be specific about the practices or methods you intend to use. *(Limit your response to bottom half of page 8.)*

Residents of the Clackamas Heights community will be most affected by the implementation of the project's development outcomes. Clackamas Heights residents represent several historically marginalized communities including low-income, minority, and senior households, and people with disabilities. To that extent, current housing residents will be the first priority stakeholder group to be involved in the process. Development implementation is likely to involve temporary relocation for the residents and the Housing Authority will seek to address those concerns early on. A relocation contractor will be brought into the process as necessary to provide further information regarding potential relocation benefits and tenant rights under the Uniform Relocation Act.

The Master Plan will kick off with a community meeting for residents of Clackamas Heights to learn about the process and opportunities for engagement. Their engagement is crucial to the success of the project and their local knowledge and experience will be a key consideration for design and development options.

Resident engagement is a key aspect of the Master Planning process and several deliverables are contingent upon successful and meaningful input from current Clackamas Heights residents. In order to arrive at the Preferred Design Concept, the project team will seek information from residents regarding preferences for housing type and design features, amenities that promote healthy living, and site planning options that will improve and enhance community connectivity. Project Managers will include Resident Services staff in the early outreach efforts to utilize their internal knowledge of the resident population and methods of communication that will be the most effective.

METRO CONTRACT 935484 - EXHIBIT A

14. Identify any committees that will be engaged in the project. Describe how the committee members will be selected, the extent of their involvement and their scope of authority for making decisions regarding project goals, process, or implementation. *(Limit your response to top half of page 9.)*

The main practices and methods for public involvement in the project will be through a Technical Advisory Committee (TAC) comprised of housing professionals, designers, consultants and local public officials. In addition, a Public Advisory Committee (PAC) will be convened and will consist of residents, neighbors, businesses, and organizational stakeholders and will include resident and community meetings; resident-led site walks; and design charrettes. Additional methods of engagement may include focus groups, surveys, interviews and several smaller working groups focused on specific aspects of the project.

Recruitment for the Technical Advisory Committee (TAC) will begin as soon as an award announcement is made from Metro to the Housing Authority. Several members of the committee have already been identified, and additional outreach will be made for resident and neighborhood participation. The TAC will meet within 1 month of the project start, and will have a key role as representatives at the community meetings throughout the planning process.

Neighbors to the project including the Park Place Neighborhood Association will be engaged early on will be invited to serve on the PAC. Additional opportunities for engagement will include participation in the design workshops, site walks and community meetings.

The Housing Authority will seek housing resident representation on the Public Advisory Committee, and tailor aspects of the public participation strategy to specifically engage and empower residents to take an active role in the process.

15. Describe how the public process and both the committee and/or community input will be used to strengthen the project outcomes and increase likelihood of implementation. *(Limit your response to bottom half of page 9.)*

Several project outcomes for the Clackamas Heights Master Plan rely specifically on public input for their development and subsequent implementation of plan. In order to generate a preferred community design concept, the Architectural team will be utilizing input from resident and neighborhood stakeholders regarding their preferences for redevelopment. The Development and Financial consultants will use this preferred design concept to complete feasibility testing for finance and construction implementation.

The Health Impact Assessment (HIA) will also influence the preferred concept design and is dependent upon robust and consistent community engagement. In order to develop sound recommendations for health-focused design elements, the HIA team will ask current residents what changes or improvements to their physical environment could positively impact their health. HACC will capitalize on the opportunity to build off of the HIA being conducted as part of the Hillside Park Master Plan, and incorporate lessons learned while moving through the Clackamas Heights planning process.

In terms of project funding opportunities, the strength of the community engagement in the Master Plan process will add significant value and give the project an added competitive edge. Applications issued by HUD have strict requirements for resident engagement around planning efforts. The Master Planning process for Clackamas Heights will exceed these requirements, and will demonstrate a comprehensive and engaged approach to housing redevelopment planning.

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Jurisdiction track record

16. Describe any similar planning and development projects (CET/CPDG or other) that have been implemented in your jurisdiction in the last 5 years and how that experience will be applied to this project. How successful have these projects been in delivering the proposed outcomes? *(Limit your response to top half of page 10.)*

The Housing Authority has not implemented any CET/CPDG awards, but has recent experience with large-scale development and rehabilitation projects requiring significant planning, consultant oversight, and budget management.

Rosewood Terrace The Housing Authority of Clackamas County (HACC) is co-developer for a 212 unit affordable housing property to be built in Happy Valley. Project management duties involve coordination of a complex financing package, consultant oversight, and ensuring pre-development tasks (Environmental Review, Board Approvals, etc.) are completed on time. To date, the project has been successful in meeting its milestones and anticipated deliverables towards development of new affordable housing units.

Hillside Park Master Plan HACC was the recipient of a 2017 Metro 2040 Planning and Development grant for the Master Plan of Hillside Park, a 16 acre affordable housing community in Milwaukie, OR. The Master Plan for Hillside will involve an extensive community engagement and design process to set the vision for the future of the site. HACC Housing Development staff are leading the effort through coordination of consultant teams to ensure successful completion of project milestones. The plan is slated for completion in June of 2019, with subsequent funding applications for redevelopment to follow.

Hillside Manor Rehabilitation Planning is underway for the rehabilitation of this 9 story, 100 unit Hillside Manor public housing tower in Milwaukie, OR. HACC has applied for Low Income Housing Tax Credit financing to convert the tower using HUD's Rental Assistance Demonstration (RAD) program. The scope of work includes extensive interior renovations and limited exterior improvements. The work will require coordination of temporary relocation for residents and extensive communications to keep the project moving forward on time and on budget. This project will increase the life of the building for a minimum of 30 years, and significantly improve the livability for the residents

17. What project management lessons learned or best practices will be applied to this project? *(Limit your response to bottom half of page 10.)*

Clarity of Team Roles and Responsibilities From the beginning of the process clarity around team roles and responsibilities must be defined. This should be aligned with the overall project timeline and schedule of deliverables, and provide each party a strong sense of the expectations for their contribution to the project. A project team charter is an effective way of establishing these shared guidelines. A charter will be developed after procurement of all project team members is complete and each member will take an active role in its formation and agreement.

Project Timeline and Deliverables

A detailed project timeline will be developed in concert with the team charter, and will lay out the overall project milestones and anticipated deliverables by each project team member.

Regular and Consistent Communication

Methods of communication will be established through a communications plan developed early in the process. The plan will identify the various project stakeholders and the methods of communication that will be utilized during each month and around each major milestone of the project. A variety of communication tools will be used including email, project website, public presentations, flyers, and resident newsletters. Stakeholders will know who to contact with questions and what to expect for communications from the team early on in the process.

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18. If implementation of any prior CET/CPDG grant projects has not been successfully completed, please describe why. If your organization has never received a CET or CPDG grant, please state “not applicable.” *(Limit your response to top half of page 11.)*

The county has received past CET and CPDG grants, and they have been successfully completed.

Replicable best practices

19. Consideration will be given to applications that demonstrate best practices that can be easily replicated elsewhere. Discuss how lessons learned from the project could be applied to other projects in your community or in other parts of the region. *(Limit your response to bottom half of page 11.)*

The Clackamas Heights Master Plan will present the opportunity to apply lessons learned and best practices to future housing developments throughout Clackamas County. The Strategic Clackamas Business Plan housing production goal, coupled with HACC’s development objectives presents a target number of 2,000 new units to be produced by 2027 by the Housing Authority. In addition, a forthcoming County wide Housing Needs Assessment will provide data regarding areas of Clackamas County where new housing development should be targeted to best meet the needs of County residents.

As a potential HUD Rental Assistance Demonstration (RAD) project, the Clackamas Heights project will serve as a model for other Housing Authorities in the Portland Metro region as well as nationally for conversion and redevelopment of a physically obsolescent public housing community. HUD produces RAD “Case Studies” to help inform affordable housing providers as to the benefits of the RAD program. After successful redevelopment of the site, HACC will seek to be published as part of the HUD/RAD case studies library. In addition, staff involved in the process will serve as a resource to other Housing Authority staff seeking to undertake similar efforts with their own public housing portfolios.

Another aspect of the Clackamas Heights Master Plan which offers opportunity for replicability is the Health Impact Assessment to be conducted by Clackamas County’s Public Health department. Clackamas County recognizes that substantial improvements in the health of our residents will only occur by ensuring that health considerations are factored into projects, programs, plans, and policies in non-health-related sectors, such as transportation, housing, agriculture, and education. The intent of the Housing Authority and Clackamas County Public Health in this planning partnership is to incorporate potential health impacts, health equity, and social justice into future housing development strategies.

The team has proposed to use an HIA because it is a tool that decision makers can use to improve health equity through community design before those decisions are made. HIAs are flexible and use scientific data, professional expertise, and a stakeholder input process to determine the health consequences of programs and policies, and develop strategies to maximize the benefits, or reduce the harms, of proposed plans.

The sole purpose of selecting an HIA is its applicability to a broad array of policies, programs, plans, and projects in the future. The c will generate an HIA to be replicated and utilized as the Housing Authority takes on development at other sites beyond the Clackamas Heights Redevelopment.

The findings from the Clackamas Heights Redevelopment project will not only serve as a model for Clackamas County developments, but can be shared throughout the Portland Metro region and beyond as an example of best practices for health-focused community design.

METRO CONTRACT 935484 - EXHIBIT A

Grant leverage and project budget

Budget templates

Use the two Excel spreadsheet templates provided to outline the estimated project costs and committed matching funds for the project. Indicate estimated costs for hours of work directly related to your project for applicant personnel, consultants, and personnel of any key project partners. Also indicate other direct project expenses and overhead/indirect project costs. You may leave blank any rows that do not apply, and add more specific line item descriptors as needed.

Budget narrative

For each category of personnel costs, explain the tasks each is expected to complete (i.e. design development, construction estimates, public involvement, technical research, code analysis). Use actual salaries for staff. Use market averages or bid estimates for consultant services. Clearly describe methodologies used for estimating all other costs.

(If necessary, applicants may use up to three pages for the budget narrative, for a total of 14 pages overall. Depending on the complexity of the project and level of staffing, most applicants will likely be able to provide the requested information regarding the budget methodology in just a page or two.)

Budget Area #1 In-Kind Staff Time, Housing Authority of Clackamas County - \$33,000

The Housing Authority is contributing up to 500 hours of staff time for the Development Coordinator (lead) and the Development Coordinator (assisting) who will provide oversight and coordination of all project deliverables. The hourly rate (including benefits) for these staff members is \$66/hour. Total contribution is estimated to be at a value of \$33,000 for the Master Plan project. Specific duties of each staff member from HACC include:

Development Coordinator (lead) –

- Coordinate IGA execution between HACC and Metro
- Complete detailed scope of work for each contractor team and initiate procurement process
- Contract negotiations for project consultant teams
- Finalize contracts and procurement process with Board of County Commissioners
- Initiate first team meeting and establish project timeline with consultant teams
- Identify consultant team meeting schedule
- Complete communications plan for Master Process
- Initiate and complete recruitment of Technical Advisory Committee (TAC)
- Initiate and complete recruitment of Public Advisory Committee (PAC)
- Facilitate monthly TAC and PAC meetings
- Lead public engagement strategy and process with residents, neighbors and community
- Provide project updates to HACC Resident Advisory Board, Metro, Clackamas County Housing Advisory Board and Board of County Commissioners

Development Coordinator –

- Assist with preparation and issuance of all Request for Proposals for consultant teams
- Coordinate review and evaluation process for all RFP procurement
- Develop outreach materials such as resident letters, website, newsletter and flyer content for distribution
- Assist with community meeting logistics
- Assist with consultant team oversight including communications, meeting logistics, review of documents and findings, invoicing and contract management

METRO CONTRACT 935484 - EXHIBIT A

Budget Area #2 In-Kind Staff Time, City of Oregon City - \$22,321

The City of Oregon City is committing time by five of its staff members, including the Community Development Director, Development Project Manager, a Development Services Project Engineer and two Public Works staff. Hours for the Community Development Director total 40 at a rate of \$90.63 /hour, or \$3625 total. The Development Project Manager will provide 40 hours of in-kind staff time at a rate of \$72.42/hour, or \$2897 total. The Development Services Project Engineer will provide 4 hours of staff time at \$51.39/hour, or \$205.56 total. The two Public Works staff will provide a total of 16 hours of time and equipment at \$48.29/hour for a total of \$773 and \$14,820 in equipment and inspection services.

City of Oregon City Staff will be involved in the following project deliverables:

- Ensuring that development goals align with equitable and affordable housing goals for the City. (Representing these benchmarks at Master Plan meetings, project goal development and review, review of preferred concept plan to ensure alignment.)
- Serving as a liaison to the broader community of stakeholders. (Representing the project at City of Oregon City Council and other community meetings, providing information to the citizens of Oregon City and neighborhood associations.)
- Participating (Planning, Community Development and Public Works) in the Technical Advisory Committee for the project. (Provide guidance on land use, connecting other City staff members with the project as necessary serve as technical experts during the planning process.)
- Assisting with the analysis and development of plan features that impact surrounding sites, including transportation and infrastructure components. (Provide zoning, code, development and transportation analysis and recommendations.)

Budget Area #3 In-Kind Staff, Clackamas County Public Health - \$7750

Clackamas County Public Health has committed up to 117 hours of in-kind staff time at a rate of \$66/hour toward the Master Planning process. The key duties for the Public Health staff member will be the procurement and oversight of the Health Impact Assessment consultant. A staff member of Clackamas County Public Health will also participate in the Technical Advisory Committee for the project.

Budget Area #4 Consultant Fee Match, Housing Authority of Clackamas County - \$25,000

The Housing Authority is committing up to \$25,000 in cash match toward consultant fees for the Clackamas Heights Master Plan. This is anticipated to be used for the Health Impact Assessment (HIA) consultant who will work with Clackamas County Public Health and the Housing Authority to complete the health outcomes portion of the plan. The amount of \$25,000 was provided by the Director of Clackamas County Public Health, who has been involved with multiple HIA processes and has an understanding of accurate consultant costs.

The scope of work for the HIA Consultant will include:

- Screening (identifying plan, project, or policy decisions for which an HIA would be useful)
- Scoping (planning the HIA and identifying what health risks and benefits to consider)
- Assessment (identifying affected populations and quantifying health impacts of the decision)
- Recommendations (suggesting practical actions to promote positive health effects and minimize negative health effects)
- Reporting (presenting results to decision makers, affected communities, and other stakeholders)
- Monitoring and evaluation (determining the HIA's impact on the decision and health status)

Budget Area #5 Consultant Fees for Project Teams: Development and Finance, Architecture and Engineering and Sustainability/Energy Efficiency Assessment - \$220,000

This is the budget area for the project which comprises the request to Metro for funding resources totaling \$220,000. These numbers were generated through a combination of bids and reference to past project costs.

METRO CONTRACT 935484 - EXHIBIT A

Development and Financial Feasibility Analysis and Plan- \$26,425

- Needs Assessment- The needs assessment will be completed in conjunction with the development of the preferred site and design plan carried out by the Architectural team. This will be an iterative process involving input and preferences from the Housing Authority, project partners, residents, and the other consultant teams. The assessment will consider and weigh options for unit sizes, design and building types, unit count, site amenities, infrastructure upgrades, and phases of development.
- Project Financial Analysis – In this phase of the analysis initial costs for development of the preferred design concept will be created. Likely sources of funding will be identified and a phasing schedule recommended.
- Development Sources and Uses – The final phase of the analysis will produce a detailed and viable development sources and uses for the project that is tested against funding constraints and opportunities.

Task 1: Needs Assessment

Staff	Hours	Rate	Total
		\$	\$
Project Manager	75	105	7,875
		\$	\$
Finance Director	19	131	2,489
		\$	\$
Executive Director	9	149	1,341
		\$	\$
TOTAL	101		11,705

Task 2: Project Financial Analysis

Staff	Hours	Rate	Total
		\$	\$
Project Manager	38	105	3,990
		\$	\$
Finance Director	10	131	1,310
		\$	\$
Executive Director	9	149	1,341
		\$	\$
TOTAL	55		6,641

Task 3 : Development Sources and Uses

Staff	Hours	Rate	Total
		\$	\$
Project Manager	18	105	1,890
		\$	\$
Finance Director	37	131	4,847
		\$	\$
Executive Director	9	149	1,341
		\$	\$
TOTAL	64		8,078

	\$
TOTAL Cost Development Feasibility:	26,425

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Architecture and Engineering: Preferred Site Plan and Design Concept

- Site Survey and Assessments Determination of site boundaries and features, assessment of conditions including residential buildings and infrastructure. Preliminary zoning and land use analysis. Recommendations for alignment with City of Milwaukie’s Comprehensive Plan update.
- Program Investigation and Preliminary Project Goals Launch community engagement and Technical Advisory committee to explore program goals and development options.
- Design Workshop Conduct 1-3 workshops with residents and the community to refine design and development priorities.
- Develop Preferred Concept Plan Combine information and input from tasks 1-3 to develop preferred concept plan for the site. Final identification and recommendation of zoning change and land use process.

Architecture and Engineering

	Total Cost
Task 1: Site Survey+ Assessments	\$45,075
Task 2: Program Investigation and Preliminary Project Goals	\$23,200
Task 3: Design Workshop	\$53,800
Task 4: Develop Preferred Concept Plan	\$61,500
TOTAL Cost Architecture and Engineering	\$183,575

Sustainability/Energy Efficiency Analysis

A Sustainability/Energy Efficiency Analysis will be conducted to determine the annual savings, cash incentives, and overall sustainability solutions generated through implementation (construction) of the Master Plan preferred concept.

Sustainability/Energy Efficiency Consulting

Sustainability/Energy Efficiency Analysis	\$10,000.00
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Metro
Planning and Development
2040 Planning and Development Grants (Cycle 6 - 2018)

Housing Authority of Clackamas County Clackamas Heights Master Plan

Provide a high-level summary describing the project, anticipated work to be completed, and desired outcomes.

The desired outcome of the Clackamas Heights Master Plan is the redevelopment of a physically distressed and underutilized public housing community. Built in 1942, Clackamas Heights was the first public housing property in Oregon. The 100 housing units on the site were constructed without foundations and were originally built as temporary housing for the local workforce. Located in the historic Park Place neighborhood in Oregon City, the site occupies approximately 17 acres and is highly underutilized given the shortage of affordable housing in the area.

To achieve the development outcome of revitalization, the Master Planning process will provide an open, goal oriented community engagement process that will include current residents, the surrounding Park Place neighborhood and members of the broader public. This will include discussion around potential partnerships with business owners and civic groups in the area. Two advisory committees will be formed as part of the Master Planning process, one Technical and one Public, in order to ensure that all stakeholders have an opportunity to participate and be heard in regard to the shaping of their future neighborhood.

Anticipated long term outcomes include increasing the number of affordable housing units available on the site, promotion of resident health, expanded access to nutritious food options, the creation of a safe, quality environment for walking and biking and to facilitate affordable, accessible public transit options. Further outcomes will be determined by an extensive community engagement and planning process.

What is the location and/or geographic reach of the project? Provide a brief description.

Clackamas Heights is located on the north side of Oregon City, in the Park Place neighborhood, which falls within Census Tract 223. The site consists of 17 acres bounded by Gain Street to the North, Front Avenue to the East, Apperson Blvd to the West and Holcomb Blvd to South. The Park Place neighborhood is characterized by extreme income disparities and low levels of income and investment that qualify it as severely distressed. The neighborhood has two areas known as "lower" and "upper" Park Place, with Clackamas Heights and the area of disinvestment falling in the lower region. Upper Park Place has experienced growth and development in the recent past, whereas lower Park Place, the area immediately surrounding Clackamas Heights, has experienced disinvestment and continued decline. The stark contrasts between the two sections of the neighborhood further justify the need for revitalization that will unify Clackamas Heights and lower Park Place in general, with the rest of the neighborhood.

Provide demographic information including ethnicity, age, and income of the neighborhood or community that will benefit from the project. Include the data source, and describe how the project geography relates to the data provided.

The Clackamas Heights neighborhood is home to 223 residents in 100 housing units. Resident demographics are as follows:

Children under 18 – 39%
Disabled – 31%
Elderly – 15%
Female HOH – 74%

Race:
White – 80%
Black – 15%
Asian – 3%
Native American – 2%

Ethnicity (HOH):
Hispanic - 4.5%

Non-Hispanic - 95.5%

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Clackamas Heights has a high number of residents who live below the poverty line, with 75% of households making less than \$20,000 annually. Making a significant investment in this neighborhood will provide current and future residents opportunity to live in a more equitable community with a mix of incomes, race, ethnicity, ages, tenure and abilities.

This data was collected from the Housing Authority client management system, HAB, a software system specific to the public housing industry.

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Metro
 Planning and Development
 2040 Planning and Development Grants (Cycle 6 - 2018)

Housing Authority of Clackamas County
 Clackamas Heights Master Plan

Prior CPDG/Equitable Housing/2040 Planning and Development Grant Awards

	Project title/purpose	Grant amount (mm/yyyy)	Date initiated (mm/yyyy)	Date completed (mm/yyyy)	Still underway?
1.	2013: Grant Cycle 3 - Strategically Significant Employment Lands	\$221,000	2013	06/2014	<input type="checkbox"/> Yes
2.	2013: Grant Cycle 3 - Performance Measures and Mixed Use Area	\$160,000	04/2014	12/2016	<input type="checkbox"/> Yes
3.	2015: Grant Cycle 4 - Stafford Area Preliminary Infrastructure Feasibility Assessment	\$	2015	IGA yet to be developed	<input checked="" type="checkbox"/> Yes
4.	2017: Grant Cycle 5 - 2040 Planning and Development Grant	\$214,000	06/2017		<input checked="" type="checkbox"/> Yes
5.		\$			<input type="checkbox"/> Yes
6.		\$			<input type="checkbox"/> Yes
7.		\$			<input type="checkbox"/> Yes
8.		\$			<input type="checkbox"/> Yes
9.		\$			<input type="checkbox"/> Yes
	Total	\$595,000			

METRO CONTRACT 935484 - EXHIBIT A

Project budget summary				
PERSONNEL COSTS	Financial match	In kind match	2040 Grant funds	TOTAL
Consultants	\$ 25,000		\$ 220,000	\$ 245,000
Applicant staff		\$ 33,000		\$ 33,000
Partner staff (City of Oregon City)		\$ 22,321		\$ 22,321
Partner Staff (Clackmas County Public Health)		\$ 7,750		\$ 7,750
Other, add rows as needed				
Total for planning services				\$ 308,071
OTHER PROJECT COSTS				
Direct costs, please list in narrative				
Overhead/indirect costs (Print materials, mailings, food, etc.)				1,000
Total for other costs				
TOTAL PROJECT COSTS				\$ 309,071

METRO CONTRACT 935484 - EXHIBIT A

Breakdown of applicant and partner(s) matching contributions					
Complete this table only if lead applicant has other key partners contributing matching resources.					
Applicant jurisdiction or partner organization	In kind contributions: personnel costs	Financial Contributions personnel costs	In kind contributions: other costs	Financial Contributions other costs	TOTAL
Housing Authority of Clackamas County	\$33,000		\$25,000		\$58,000
City of Oregon City	\$22,321				\$22,321
Clackamas County Public Health	\$7,750				\$7,750
Print Materials, Food, Mailings, Etc.			\$1,000		\$1,000
TOTAL MATCH COMMITTED					\$89,071



BOARD OF COUNTY COMMISSIONERS
PUBLIC SERVICES BUILDING
2051 KAEN ROAD | OREGON CITY, OR 97045

April 12, 2018

Review Committee
2040 Planning and Development Grants
Metro Regional Government
600 NE Grand Ave
Portland, OR 97232

RE: Letter of Support for Clackamas County Proposal: Clackamas Heights Master Plan

Dear Metro 2040 Grants Review Committee,

On behalf of the Clackamas County Board of Commissioners, I am writing in support of the proposal from our jurisdiction, the Clackamas Heights Master Plan, a proposal by the Housing Authority of Clackamas County (HACC).

The Housing Authority of Clackamas County (HACC) in partnership with the City of Oregon City, seeks to submit a proposal to complete a Master Plan for the Clackamas Heights Public Housing community in Oregon City. This proposal represents an important planning effort that, when completed, will help to leverage additional resources for affordable housing development within Clackamas County. The Board of Commissioners of the Housing Authority of Clackamas County fully supports this proposal.

This project represents significant community partnerships, opportunities for engagement in planning efforts, and the strong likelihood of development implementation. Given the merits of the proposal, the Board of Commissioners of the Housing Authority of Clackamas County is pleased to offer its full support for the Clackamas Heights Master Plan application.

Sincerely

A handwritten signature in blue ink, appearing to read "Jim Bernard", written over the word "Sincerely".

Jim Bernard, Chair
Board of Commissioners
of the Housing Authority of Clackamas County

METRO CONTRACT 935484 - EXHIBIT A



Chuck Robbins, Executive Director
Housing Authority of
Clackamas County



Metro Regional Center
600 NE Grand Ave
Portland, OR 97232-2736

April 18, 2018

Re: Letter of Commitment for the Clackamas Heights Master Plan Proposal. Metro 2040 Planning and Development Grants

Dear Grants Review Committee,

On behalf of the Housing Authority of Clackamas County, I am pleased to submit this letter of commitment reflecting our in-kind and financial match contributions for the Clackamas Heights Master Plan proposal.

The Housing Authority will provide in-kind staff match of at least 500 hours for project management of the Master Plan process. HACC development team members will oversee project consultants, manage the project budget, coordinate public engagement efforts, and ensure achievement of project deliverables.

In addition, the Housing Authority will provide up to \$25,000 in financial cash match to pay for the consultant fees associated with the Master Plan. This is anticipated to be used towards the Health Impact Assessment (HIA) consultant.

We are excited about the potential to complete the Master Plan for redevelopment at the Clackamas Heights community. If executed, the plan will serve as a guide for comprehensive redevelopment of an affordable housing site with an emphasis on equitable and health-focused outcomes.

Sincerely,

Chuck Robbins
Executive Director
Housing Authority of Clackamas County

Healthy Families. Strong Communities.

P.O. Box 1510, 13930 S. Gain Street, Oregon City, OR, 97045-0510 • Phone (503) 655-8267 • Fax (503) 655-8676
TDD 503-655-8639 www.clackamas.us/housingauthority



March 6, 2018

Metro Regional Center
600 NE Grand Ave
Portland, OR 97232-2736

Grant Review Committee,

The City of Oregon City is pleased to partner with the Housing Authority of Clackamas County on the proposal to complete a Master Plan for the Clackamas Heights Public Housing community. The completion of a Master Plan for this site will provide a comprehensive vision for redevelopment of a valuable community asset that provides stable, affordable housing to over 200 low-income citizens of Oregon City. In-kind staff support in the amount of \$22,321, or 100 hours is being pledged towards the Clackamas Heights Master Plan.

- The Community Development Director and the Development Project Manager will assist throughout the planning process by each providing 40 hours of staff expertise and involvement, for a value of \$6,522, in the following areas:
 - Providing insight into the development requirements and process;
 - Ensuring that development goals align with the Goals of the City;
 - Serving as liaisons to the broader community of stakeholders;
 - Assisting with the analysis of plan features that impact surrounding sites
- A Development Services Project Engineer will provide 4 hours of staff time, for a value of \$205.56, to identify needs and expectations for water main upgrades.
- Two Public Works staff members will provide a total of 16 hours of time and equipment performing high pressure cleaning and video inspection services for a value of \$15,593.44.

The Master Plan for the Clackamas Heights community will serve as a transformational roadmap for equitable redevelopment for the Housing Authority of Clackamas and the City of Oregon City to achieve shared affordable housing goals. We applaud Metro's consideration of investment in a plan that will preserve and create housing opportunities for a mix of incomes, incorporate mixed-use components, and improve site amenities and accessibility for current and future Oregon City residents.

Sincerely,

A handwritten signature in black ink, appearing to read 'LT'.

Laura Terway, AICP
Community Development Director
City of Oregon City

Metro Regional Center
600 NE Grand Ave
Portland, OR 97232-2736

March 28, 2018

Re: Letter of Commitment for the Clackamas Heights Proposal –
Metro 2040 Planning and Development Grants

Dear Grants Review Committee,

Clackamas County Public Health is pleased to partner with the Housing Authority of Clackamas County on its proposal to complete a Master Plan for the Clackamas Heights community. Clackamas Heights will be the second Master Plan the Housing Authority and Public Health have jointly developed. The development of the first Master Plan, Hillside Park, was also funded by substantial contributions from the Metro 2040 Planning Grants Committee.

The mission of Clackamas County Public Health is to ensure the conditions that make our residents healthy. We do this by providing environmental health inspections and licenses; assessing and developing policy; and providing access to care, infectious disease control, and education services to residents and businesses so they can prevent, respond, and take action to ensure healthy, clean, and safe places.

The inclusion of residents in the policy and planning decisions that directly affect them is a fundamental component of the community's health. Under our partnership with the Housing Authority, we will conduct a Health Impact Assessment (HIA), which is a systematic community engagement and environmental assessment process. The primary purpose of the Clackamas Heights HIA is to incorporate the perspectives and needs of the Clackamas Heights residents in the planning process and identify the factors that improve health outcomes, promote wellness, and achieve equity.

For the HIA portion of the Master Plan at Clackamas Heights, Public Health is committing 100 (\$75/hr. = \$7,500) in-kind staff hours to conduct a comprehensive HIA (total hours to complete = 300). Public Health will also commit ongoing technical support while the Master Plan is under development.

We commend the Housing Authority for using housing as a platform to improve the health of our communities and look forward to continuing our partnership.

Thank you for your consideration of this proposal.

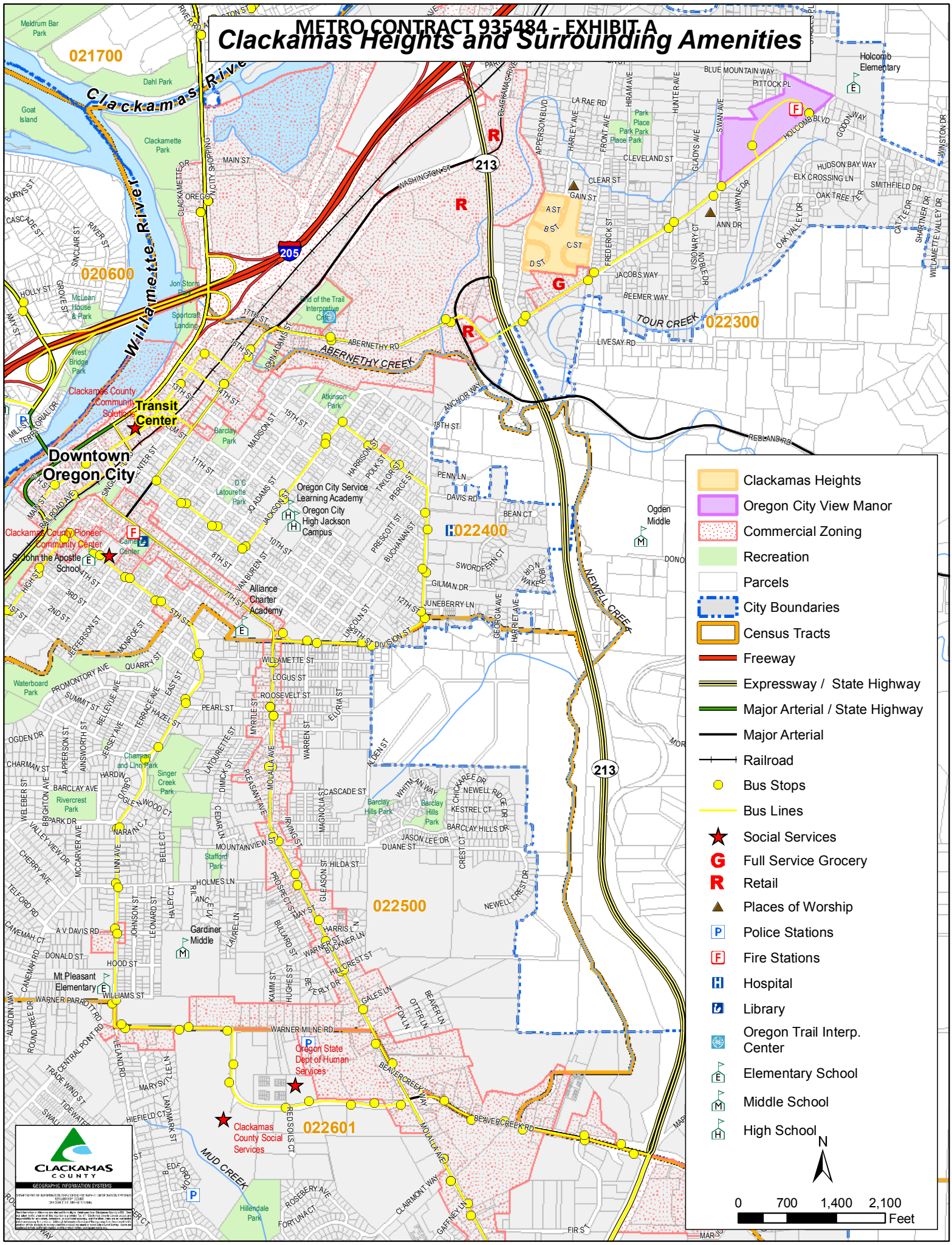
Sincerely,



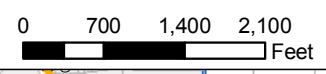
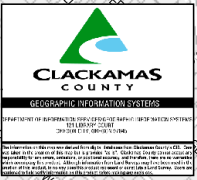
Dawn Emerick, EdD
Director, Clackamas County Public Health

Healthy Families. Strong Communities.

METRO CONTRACT 935484 - EXHIBIT A Clackamas Heights and Surrounding Amenities



- Clackamas Heights
- Oregon City View Manor
- Commercial Zoning
- Recreation
- Parcels
- City Boundaries
- Census Tracts
- Freeway
- Expressway / State Highway
- Major Arterial / State Highway
- Major Arterial
- Railroad
- Bus Stops
- Bus Lines
- Social Services
- Full Service Grocery
- Retail
- Places of Worship
- Police Stations
- Fire Stations
- Hospital
- Library
- Oregon Trail Interp. Center
- Elementary School
- Middle School
- High School




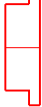
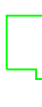
METRO CONTRACT 935487 - EXHIBIT A

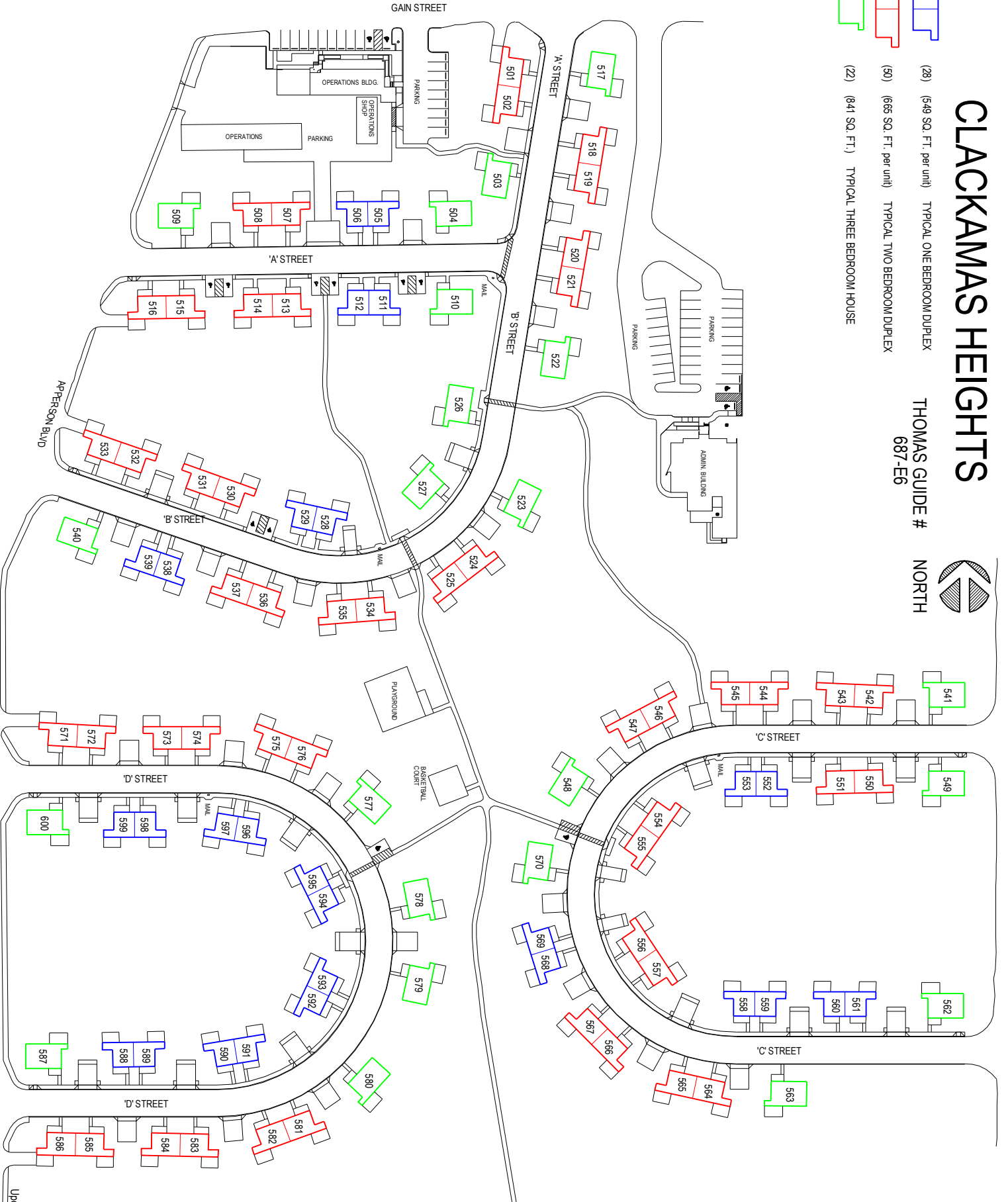
CLACKAMAS HEIGHTS



THOMAS GUIDE # 687-E6

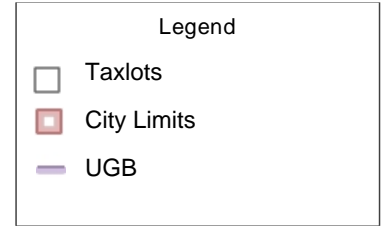
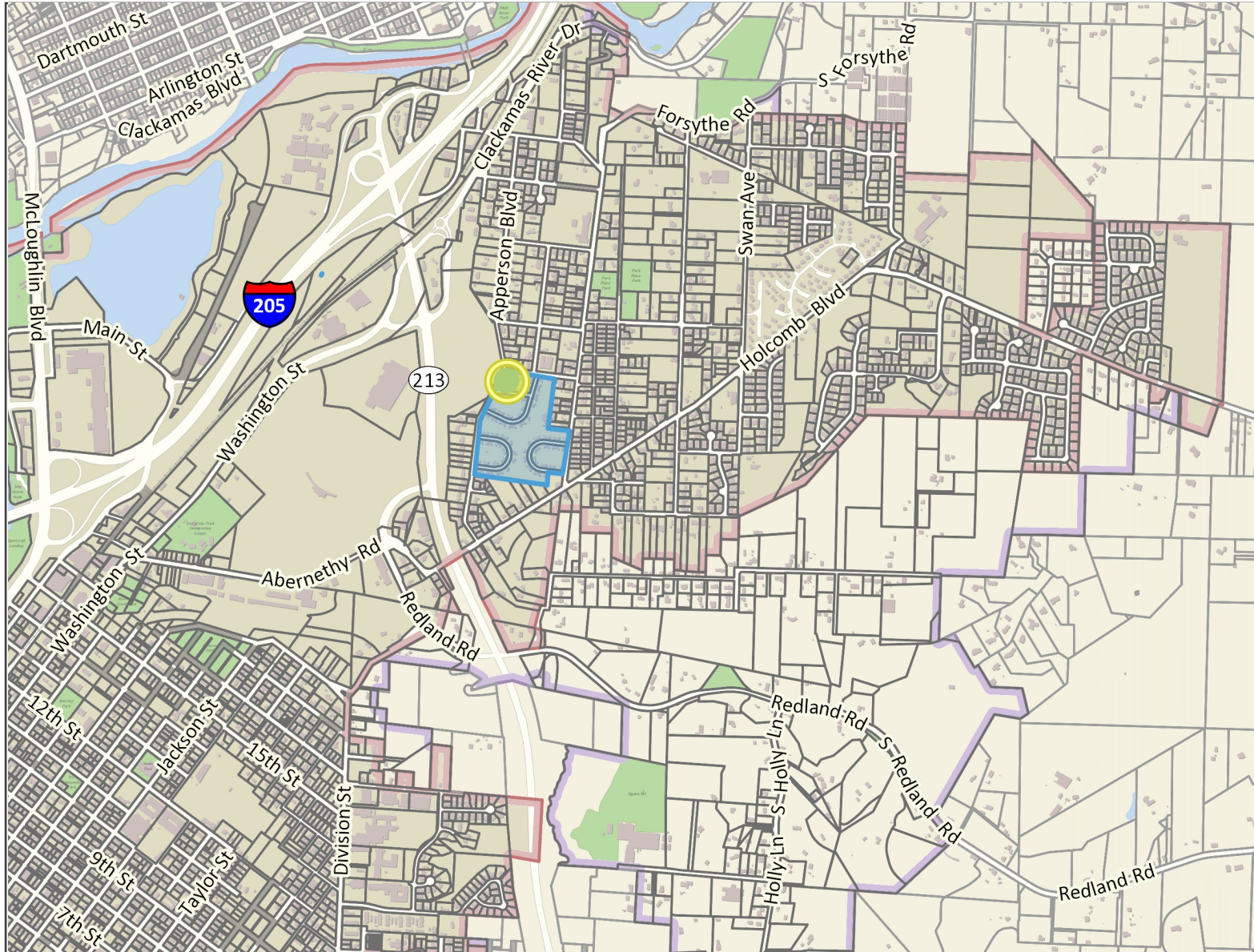
NORTH

-  (28) (549 SQ. FT. per unit) TYPICAL ONE BEDROOM DUPLEX
-  (50) (665 SQ. FT. per unit) TYPICAL TWO BEDROOM DUPLEX
-  (22) (841 SQ. FT.) TYPICAL THREE BEDROOM HOUSE



METRO CONTRACT 935484 - EXHIBIT A

Clackamas Heights Neighborhood



0 1,600 3,200 Feet

1: 19,200



The City of Oregon City makes no representations, express or implied, as to the accuracy, completeness and timeliness of the information displayed. This map is not suitable for legal, engineering, surveying or navigation purposes. Notification of any errors is appreciated.

Map created 4/19/2018

City of Oregon City
 PO Box 3040
 625 Center St
 Oregon City
 OR 97045
 (503) 657-0891
www.orcity.org

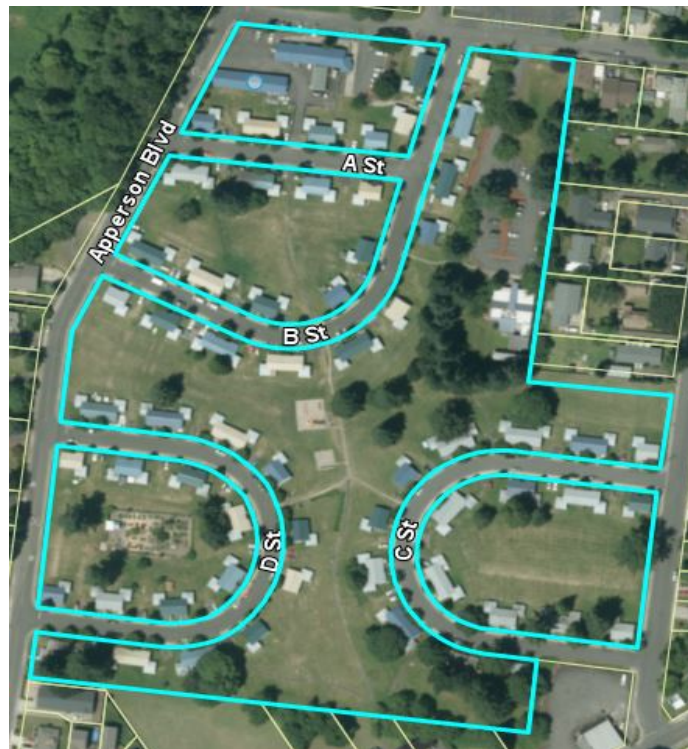


METRO CONTRACT 935484 - EXHIBIT A



**HOUSING AUTHORITY OF CLACKAMAS COUNTY
OREGON CITY, OREGON**

REQUEST FOR QUALIFICATIONS
PROFESSIONAL ARCHITECTURAL AND ENGINEERING SERVICES
CLACKAMAS HEIGHTS MASTER PLAN
A, B, C, and D Streets, OREGON CITY, OR 97045



ISSUE DATE: JANUARY 17TH, 2019

DUE DATE: Monday, March 4th by 5 PM
LATE PROPOSALS WILL NOT BE ACCEPTED

Healthy Families. Strong Communities.

METRO CONTRACT 935484 - EXHIBIT B

REQUEST FOR PROPOSALS

FOR MASTER PLANNING SERVICES FOR THE CLACKAMAS HEIGHTS MASTER PLAN

The Housing Authority of Clackamas County (HACC) requests proposals from professional consultants to provide site design, zoning recommendations, public outreach and economic analysis services for the Clackamas Heights Master Plan.

Issue Date: January 17th, 2019
Closing Date: **Monday, March 4th by 5 PM**

Proposals are to be delivered by email **ONLY** to the RFQ Contact. Late submittals will not be considered.

Optional Site Visit: February 7th, 2019 at 1:00 pm
Meeting place: 19300 S Gain Street; Oregon City, OR 97045

Submit Proposals to: Housing Authority of Clackamas County
Attention: Angel Sully

By email: asully@clackamas.us

RFQ Contact: *For all questions, contact:*
Angel Sully
Housing Development Coordinator
Housing Authority of Clackamas County
Telephone: 503-650-3165
Email: asully@clackamas.us

RFQ Schedule

Milestone	Date
RFQ for Architectural services issued	January 17 th , 2019
Optional Site Visit	February 7 th , 2019 at 1pm
Deadline for Questions	February 11th, 2019 by 5 pm
Issue Final Addendum (if necessary)	February 13 th , 2019 by 5 pm
Proposals Due to HACC	March 4th, by 5 pm
Review and Select Design Team	By March 18 th , 2019
Conduct Interviews (if necessary)	Week of March 11 th , 2019
Award Announcement	Week of March 25 th , 2019
Contract Negotiations	March 25 th -April 18 th
County Board of Commissioners Meeting- Approval of Contract	May 2019
Start Work	June 2019

I. INTRODUCTION

A. Purpose

The Housing Authority of Clackamas County (HACC) requests proposals from qualified and experienced professionals that can perform the Scope of Work as described below.

As a result of this solicitation, HACC intends to award a single contract to the most qualified team (“Design Team”) providing master planning services that will include architectural site design, zoning recommendations, public outreach efforts, economic analysis and related services for the Clackamas Heights Master Plan in Oregon City, Oregon.

B. Housing Authority of Clackamas County

HACC is a division of the Clackamas County Department of Health, Housing and Human Services and is governed by a Board of Commissioners made up of the Clackamas County Board of Commissioners plus one Housing Authority Resident Commissioner. With an annual operating budget of approximately \$18 million, HACC maintains (545) public housing units, (1,651) Housing Choice Vouchers, and (357) units of affordable and special needs housing.

C. Project Description

HACC is seeking a Design Team to lead the Master Plan efforts to redevelop a 16.5-acre campus into a mixed-use, mixed-income community. The resulting Master Plan shall identify the steps necessary to transform the existing underutilized site into a vibrant community that provides stable, affordable housing options within the Oregon City community. The Housing Authority is contemplating acquisition of an adjacent site that would add approximately 3.4 acres of commercial mixed used land to the master planned site.

The goal of the Clackamas Heights Master Plan is to design a roadmap for a mixed-use, mixed-income community that will be implemented in phases. The plan will be a comprehensive assessment of the economic opportunities, community needs and integrated design goals. The success of the Master Plan design effort will hinge on a comprehensive and diverse public engagement process, designed to solicit feedback from current residents, the surrounding neighborhood, local business, city officials and other stakeholders. It is HACC’s goal to develop a Master Plan that will ultimately result in a comprehensive, phased development with supportive, mixed-income housing and economically vital small businesses that will be a model for sustainable development.

A ‘Health Impact Analysis’ (HIA) will be running concurrently alongside the Design Team’s Master Plan efforts. The HIA Team will be under a separate contract and managed by the Clackamas County Public Health Department. It is expected that a coordinated public outreach effort will be developed by the Design Team and HIA Team together to gather data and solicit feedback that will support both efforts. It is a goal of the HIA to inform and strengthen the Master Plan efforts. It is expected that the Design Team will coordinate with the City of Oregon City to determine what is allowable under the current zoning and/or impacts to the project if a new zoning designation is determined an appropriate outcome. The Design Team will also work to develop a strategy for the property which will include enhanced transit and pedestrian access, opportunities for economic development and potential locations for public green space.

METRO CONTRACT 935484 - EXHIBIT B

The need for affordable housing in Clackamas County is great. HACC currently has a wait-list of 4,228 households, but only owns 900 housing units. Current residents at the Clackamas Heights community represent historically disenfranchised communities, including households that are low-income, represent a minority and include seniors or individuals with disabilities. The intention for this project is to lay the foundation for community revitalization, increased housing density, improved site amenities, and to incorporate meaningful input from public housing residents and other stakeholders.

HACC intends to create a Master Plan that will provide the Clackamas Heights community with a variety of redevelopment opportunities. The envisioned Plan will provide a range of housing options in a neighborhood that has good access to services, jobs and transportation opportunities.

D. Property Description

Clackamas Heights is a 16.5-acre campus close to central Oregon City. The property is bounded by the Park Place neighborhood, with Front Avenue to the east, Gain Street to the north, Apperson Boulevard to the west and Holcomb Boulevard to the southeast.

The existing campus is the oldest public housing community in Oregon, and is composed of 100 single-level, duplex homes (built in the early 1940's as temporary housing), a community building, play area and the offices of the Housing Authority of Clackamas County. Clackamas Heights presents incredible opportunity for increased housing density in a property situated near the intersection of two major highways (I-205 and 99E), the McLoughlin transportation and employment corridor, and downtown Oregon City.

It is the intention of this planning effort to consider the property to the southeast of Clackamas Heights, referred to as the Holcomb property, for its redevelopment opportunities. Even though the property is not currently owned by HACC, the Holcomb property, located at 13907-13957 S. Holcomb Boulevard, and adjacent site improvements will be recognized within and coordinated into the resulting Clackamas Heights Master Plan. Implementation of this element of the master plan will ultimately be contingent upon approvals by the Board of County Commissioners as well as funding availability.

E. Financing

The Master Plan effort has been funded through a 2040 Planning and Development grant administered by Metro.

HACC intends to use the resulting Master Plan to leverage federal, state and local funding, which might include Low Income Housing Tax Credits (LIHTC), New Market Tax Credits (NMTC), and other opportunities.

HACC is currently on the US Department of Housing and Urban Development (HUD) waiting list to submit an application under a program called the Rental Assistance Demonstration (RAD). RAD enables housing authorities to convert public housing properties into mixed finance affordable housing developments.

F. Project Stakeholders

In addition to the Design Team proposed in this RFQ, the Project Stakeholders will be an important part of the Development Team. It is expected that various Project Stakeholders will be brought into the design efforts as appropriate through focus groups, a monthly Planning Committee meeting and regular Stakeholder and Development Team meetings. Project Stakeholders include:

METRO CONTRACT 935484 - EXHIBIT B

- HACC staff– leading the overall Master Plan effort as the Project Owner and Site Operator
- Current residents of the Clackamas Heights neighborhood
- Clackamas County Public Health Department – managing the HIA efforts
- City of Oregon City’s Community Development Department
- Neighbors in the surrounding Park Place neighborhood
- Metro – providing project oversight and advice
- Financial Consultant – providing consultation on financial feasibility

II. SCOPE OF SERVICES

A. Overview

The most qualified Design Team will be selected to provide master planning efforts, which will include architectural site design, zoning recommendations, public outreach efforts, economic analysis and related services for the Clackamas Heights Master Plan based on the specific scope of services outlined in *Section II Part D – Work Scope*. The Design Team needs to exhibit strong qualifications, experience and expertise, either through in- house staff or sub-consultants, to provide the professional services required to meet the project’s scope of work and schedule.

B. Design Team

The successful Design Team, either through in-house or sub-consultants, shall provide HACC with professional services in the following areas (additional expertise to satisfy requested scope of services based on Design Team’s input is welcome):

- Site and Master Planning
- Architecture
- Civil Design
- Landscape Design
- Cost Estimator
- Land Use
- Economic Consultant
- Traffic Consultant
- Public Engagement
- Sustainability

C. Anticipated Project Schedule

It is expected that schedule milestones will be refined with the selected Design Team. Below is a general understanding of how the project might unfold:

- | | |
|--------------------------------------|-------------------|
| • Project Start-Up | June, 2019 |
| • Outreach Plan Finalized | August, 2019 |
| • Zoning Analysis Completed | August, 2019 |
| • Needs Assessment Completed | October, 2019 |
| • Design Workshop | October, 2019 |
| • Preferred Design Concept Draft | December, 2019 |
| • Revised Design Concept | April, 2020 |
| • Community Master Plan Presentation | May, 2020 |
| • <i>Project Completion</i> | <i>June, 2020</i> |

D. Work Scope

METRO CONTRACT 935484 - EXHIBIT B

HACC is looking for professional services from qualified architectural and related services consultants to prepare a Clackamas Heights Master Plan. When performing work under the Contract, the selected Consultant(s) must meet the highest standards prevalent in the industry most closely related to the services described below. Typical services include, but are not limited to:

1. Public Engagement

Public engagement for the Master Plan process will consist of resident and community focus groups, design workshops, coordination with planning and stakeholder committees, as well as regular Development Team meetings. Additional outreach and engagement strategies may be utilized including online or in person surveys and interviews with key stakeholders. Success for these activities will be measured by the frequency and variety of engagement opportunities, the diversity and quantity of stakeholder input and the integration of community preferences into the final Master Plan design.

- Assist HACC with the design and outreach for the public engagement efforts.
- Conduct public outreach efforts to identify the community's needs and solicit specific pieces of feedback. Obtain input from Project Stakeholders as well as the public-at-large to identify program goals and development opportunities.
- Reach out to existing residents and potential future user groups to identify preferences for housing, type, design features, meaningful sustainability efforts, amenities that promote healthy living and site planning options that enhance community connectivity.
- Evaluate feedback, test feasibility and incorporate input as appropriate into design.

2. Design Concept

The proposed Master Plan should be a reflection of community needs that improves sustainability and livability on the existing Clackamas Heights site. The public input process will inform the resulting Master Plan whose design should be inspirational as well as viable.

- Conduct zoning analysis and make recommendations, including the possibility of a density transfer should HACC acquire the adjacent 3.4 acre parcel.
- Conduct site evaluation studies of existing property, including infrastructure, building and site amenity assessments. Review nearby existing uses and opportunities. Coordinate with the Development Team to ensure that Owner's site consultants provide appropriate information that will be useful in design efforts.
- Consider and evaluate options for building uses, unit sizes and counts, building types, site amenities, infrastructure upgrades and phases of development. Make recommendations based on current needs and anticipated future trends.
- Develop and evaluate sustainability goals for the property. Explore feasibility of expanding existing community gardens, developing renewable energy sources, installing creative storm water elements, incorporating creative transportation opportunities as well as other sustainability efforts as a part of the Master Plan design. Evaluate OHCS certification options for sustainable communities and make recommendation on most appropriate strategy.
- Develop a project goal statement and development program based on community engagement efforts, coordination with City of Oregon City's planning staff and health impact recommendations.
- Prepare concept design options illustrating project goals and development program. Identify potential opportunities and constraints for each option for public review.
- Coordinate and conduct community design workshops to refine design and development priorities.

METRO CONTRACT 935484 - EXHIBIT B

- Refine preferred concept design into a site plan with targeted development goals. Identify necessary zone changes and infrastructure improvements necessary to successfully implement Master Plan.
- Prepare a Traffic Impact Study to inform the City of Oregon City’s future planning efforts.
- Throughout the process, refine and update the Master Plan based on input received from the HIA process and feedback from HACC’s financial consultant.
- Develop a phasing plan, highlighting infrastructure, site amenities and building improvements.

3. Economic Impact Analysis

An iterative process, the Economic Impact Analysis will be provide the demographic and market data to inform the Master Plan and financial feasibility assessment. The Economic Impact consultant will work closely with the Financial Feasibility consultant who will be contracted separately from this RFP by HACC.

- Conduct a market analysis and an economic impact analysis identifying job creation, tax impacts and overall economic stimulus generated through implementation of the Master Plan design.

III. SUBMISSION REQUIREMENTS

A. Minimum Requirements

To be qualified to respond, firms must possess at least five (5) years of recent and relevant experience.

Respondents must not be debarred, suspended, or otherwise ineligible to contract with HACC, and must **not** be included on the General Services Administration’s “List of Parties Excluded From Federal Procurement and Non- Procurement Programs” or the Department of Housing and Urban Development’s “Limited Denial of Participation” list.

In addition, respondents must have current and active registration in the State of Oregon Business Registry. Firms must be licensed (if required by law) based on professional discipline.

B. General

Brevity is strongly encouraged. Respond only to items listed below and include only relevant information. The reviewers will not consider materials that are not requested below.

Once submitted, no additions, deletions, or substitutions may be made to written proposals.

C. Format Requirements

Submittals will only be received by the RFQ Contact via email. Please consider this format when assembling the submittal:

- a. An 8.5” X 11” format, either vertical or horizontal; and
- b. A font size no smaller than 10 points.

D. Submission Requirements

To be considered responsive and responsible, each respondent shall respond to the following requirements. Responses must be specific and complete unto themselves. Any submittal that, in the opinion of HACC, does not fully and completely address these requirements will not be reviewed. **Limit your proposal to the equivalent of (30) single-sided pages.** Page limit does not include cover letter and/or required attachments.

METRO CONTRACT 935484 - EXHIBIT B

1. Cover Letter

Limit letter to a maximum of two (2) pages. Introduce your firm and describe your general philosophy and relevant experience for the contemplated work. The letter must be signed by and include contact information for a person with ownership interest in the company.

2. Lead Firm and Consultant Team Description

- a. Discuss the Lead Firm's history, size and organizational structure. Include names of all persons with ownership interest in the company and their titles/roles. Describe the in-house services Lead Firm will provide for project.
- b. Provide resumes of key personnel for the Lead Firm. Include title and relevant project experience. Identify the Project Manager for the Architectural Team.
- c. Describe the Consultant Team members by discipline including role on the Design Team and experience with the Lead Firm. Identify staff who will be working on this project and their relevant project experience.

3. Relevant Project Experience

Describe the Lead Firm's recent and relevant project experience on a minimum of three projects that describe the Lead Firm's experience with the following aspects:

- a. Describe previous projects that are similar in scope to the project described. Projects should illustrate your firm's experience on community master planning efforts, especially those that include affordable housing projects.
- b. Identify Consultant Team members who participated in each project.
- c. Provide project examples describing Consultant Team member's relevant experience to complete their assigned role.

4. Project Understanding

Describe the Lead Firm's understanding of the project and its unique needs. Please identify your firm's (or as appropriate, the Consultant Firm's) approach towards the following project components and describe any projects that may involve the following scope:

- a. Public Involvement
- b. Community Master Plan design efforts
- c. Designing communities that include mixed-income and affordable housing
- d. Economic Needs Assessment
- e. Sustainable Building and Community Design
- f. Projects that have been funded by HUD and/or OHCS

5. Diversity in Employment and Contracting

The firm submitting a proposal shall be aware of the HACC goals of consistency with Presidential Executive Orders 11625, 12138 and 12432 and Section 3 of the HUD Act of 1968. The HACC goal is to make efforts to ensure that small and minority-owned business, women's business enterprises, labor surplus area business, and individuals or firms located in or owned in substantial part by persons residing in the area of a HACC project are used when possible.

METRO CONTRACT 935484 - EXHIBIT B

HACC encourages the use of minority-owned businesses, woman-owned businesses, businesses that service disabled veterans own and emerging small businesses, as defined under State law in ORS Chapter 200 and as certified by the Certification Office of Business Inclusion and Diversity (referred to here as COBID Certified Businesses) to the maximum extent practical.

Indicate whether your proposal includes subcontractors. If your proposal does not include subcontractors, complete Section 1 only. If your proposal does include subcontractors, complete both Section 1 and Section 2. If you are proposing an alternative approach to equity contracting in the scope of the project, please complete Section 3.

Section 1: *To be completed by all proposers*

- **Certification:** Is your firm a COBID Certified Business? If yes, indicate all certification types and your firm's certification number.
- **Demographics:** Describe the diversity in demographics of the proposal team (yourself, your firm and/or any proposed subcontractors). Include race, gender, veteran status and disability. You may also include other measures of diversity, as defined in Section 5 above. Identify the diverse nature of the people that will perform work in substantive roles and percentage of work on this project.
- **Support:** Describe specific examples of how you and/or your firm support workforce diversity within your firm and/or your local community.

Section 2: *To be completed by proposers utilizing subcontractors for this project*

- **Subcontractor Information:** Provide the following information for each subcontractor included in this project team:
 - Firm's name
 - Is the subcontractor a COBID Certified Business? If yes, indicate the state of certification, all certification types and subcontractor's certification number.
 - Method of choosing identified subcontractor
 - Specific scope of work tasks
 - Percentage of project dollars

Section 3: *To be completed by proposers with an alternative approach to Equity Contracting*

- **Description of alternative approach to equity contracting:** Please describe the approach your firm will take to ensure that the Diversity and Equity in employment and contracting goals are achieved within the scope of the project.

6. References

Provide (3) references, previous and/or current. References shall include the following information:

- a. Name, title, mailing address and current phone number and email address of contact.
- b. Description of services provided and date the project was completed.

7. Required Forms

The following forms must be fully completed and signed by the appropriate person and included in the qualifications package:

- a. Lobbying Certificate
- b. Debarment Certificate
- b. Form HUD 5369-B: Instructions to Offerors Non-Construction

METRO CONTRACT 935484 - EXHIBIT B

- c. Form HUD 5369-C: Certifications and Representations of Offerors – Non-Construction Contract
- d. Form HUD 5370-C: General Conditions for Non-Construction Contracts

IV. EVALUATION

A. Method of Award

HACC is utilizing a Qualifications-Based selection process to select the most qualified Design Team. HACC will appoint a Review Committee who will evaluate the written responses to the RFQ and shall apply the evaluation criteria and scoring set forth below. The Committee will rank the submittals from highest to lowest. If there are two or three firms with a similar ranking, HACC reserves the right to conduct interviews with the selected Design Teams. The week of May 7th has been set aside as potential days to interview Design Teams. HACC will notify the appropriate teams regarding selection and/or interviews as quickly as possible.

Once a selection has been made, HACC will then open negotiations with the top-ranked firm with the intention of reaching an agreement on a fair and reasonable price for the provision of services outlined in Specific Scope of Services. If an agreement cannot be reached, HACC will terminate negotiations with the top-ranked firm and open negotiations with the next ranked firm. HACC will proceed with this process until an agreement at a fair and reasonable price can be reached with a qualified Design Team.

HACC anticipates executing a contract for the Master Plan as outlined in *Section II Part D – Work Scope*.

B. Site Visit

While the site visit is not mandatory, it is highly recommended that firms intending to submit a proposal to this RFQ attend the meeting as scheduled.

C. Evaluation Criteria

Submission Requirement	Points
Cover Letter	5
Firm Strength & Experience of Team Assigned	25
Relevant Project Experience	25
Project Understanding	20
MBE/WBE/DBE Firm and Commitment to Racial Equity	15
Clarity and Conciseness of Proposal	10
Total	100

D. Questions and Comments

Any respondent requiring clarification of the information must submit specific questions or comments to the RFQ contact via email. **The deadline for submitting such questions is 5:00 February 11th.** If in HACC's opinion, additional information or interpretation is necessary; such information will be supplied in the form of an Addendum that will be posted to the HACC website:

<http://www.clackamas.us/housingauthority/bids.html>

Such addenda shall have the same binding effect as though contained in the main body of the Request for Qualifications. Oral instructions given to prospective respondents by HACC employees or its agents

METRO CONTRACT 935484 - EXHIBIT B

shall not bind HACC. All Addenda shall be issued by HACC not less than three (3) calendar days prior to the qualifications deadline.

V. CLARIFICATIONS AND ADDENDA

A. Award of Contract; Clarification or Rejection of Proposals

HACC will evaluate proposals and will rate proposals using the scoring methodology described in Section IV of this document.

HACC reserves the right to seek clarification of the written Proposals from respondents.

HACC reserves the right to reject any and all proposals and to waive any informality in proposals received whenever such rejection or waiver is in the interest of the Housing Authority.

HACC reserves the right to reject the proposal of any proposer including those who have previously failed to perform properly, or to complete on time, contracts of a similar nature; who is not in a position to perform the contract, or who has neglected the payment of bills or otherwise disregarded their obligations to subcontractors, material suppliers, or employees. HACC also reserves the right to reject the proposal of any proposer listed in the current issue of “List of Parties Excluded from Federal Procurement and Non-procurement Programs” U.S. General Services Administration, Office of Acquisition Policy or listed in the HUD Limited Denial of Participation, current edition.

Professional services contracts will not have terms exceeding five years without HUD Approval.

B. Right to Protest

Any actual proposer who is adversely affected or aggrieved by HACC’s award of the contract to another proposer on the same solicitation shall have fourteen (14) calendar days after notice of intent to award has been issued to submit to the Executive Director a written protest of the award. The written protest shall specify the grounds upon which the protest is based. A protest must meet the requirements of ORS 279B.410. HACC will not entertain protests submitted after the time period established in this rule.

C. Insurance Requirements

Prior to executing a contract, the consultant team shall provide the following documents:

1. Proof of \$1,000,000 per occurrence (\$2,000,000 general aggregate) general liability insurance,
2. Proof of \$1,000,000 automobile liability insurance,
3. Proof of \$1,000,000 combined single limit per occurrence (\$2,000,000 general annual aggregate) professional errors and omissions liability insurance,
4. Proof of \$1,000,000 employers liability insurance,
5. Proof of Worker’s Compensation insurance, and

All required insurance other than Professional Liability, Worker’s Compensation, and Personal Automobile Liability shall include the “Housing Authority of Clackamas County, its agents, officers, and employees” as an additional insured.

METRO CONTRACT 935484 - EXHIBIT B

D. Cancellation

HACC reserves the right to cancel or reject any or all Proposals, and to cancel award of this contract at any time before execution of the contract by both parties if cancellation is deemed to be in HACC's best interest. In no event shall HACC have any liability for cancellation of award.

E. Cost of Preparation

Costs incurred by respondents in preparation of a response to this RFQ shall be borne by the respondents.

F. References

HACC reserves the right to investigate references including other than those listed in the response to this RFQ. Investigation may include past performance of any consultant team member with respect to its successful performance of similar projects, compliance with specifications and contractual obligations, completion or delivery of a project on schedule or on budget, and its lawful payment of subcontractors, employees, and workers. If demanded by HACC, supportive references must be furnished.

G. Confidentiality

Proposals are public records. All information submitted by respondents shall be public record and subject to disclosure pursuant to the Oregon Public Records Act, except such portions of the Proposal for which respondent requests exception from disclosure consistent with Oregon Law. All requests shall be in writing, noting specifically which portion of the proposal the respondent requests exception from disclosure.

Respondents shall not copyright, or cause to be copyrighted, any portion of any said document submitted to the HACC as a result of this RFQ.

VI. EXHIBITS

- A. Lobbying Certificate
- B. Debarment Certificate
- C. Form HUD 5369-B: Instructions to Offerors Non-Construction
- D. Form HUD 5369-C: Certifications and Representations of Offerors – Non-Construction Contract
- E. Form HUD 5370-C: General Conditions for Non-Construction Contracts
- F. Model Professional Services Contract
- G. Clackamas Heights Park site plan
- H. Map of property location
- I. Metro Grant Application Narrative

- END -

METRO CONTRACT 935484 - EXHIBIT C

Clackamas Heights Master Plan

Project Milestones, Deliverables, and Disbursement of Grant Funds

Project milestone and specified grant deliverables		Date due*	Matching contributions	Grant payment
1	Execution of grant IGA a) Preparation of project documents and negotiations b) Signed IGA document	Jan. 31, 2019	Project staff: \$ 2,500	
2	Project consultants and contract scoping a) Determine RFP reviewers who will select consultants b) Select consultant team c) Finalize consultant scope and contract d) Establish revised milestones, deliverables, and performance measures	April 30, 2019	Project staff: \$ 2,500	
3-7+	Project milestones to be determined		Project staff: \$ 27,000 Partner staff: \$ 30,071 Consultants: \$ 25,000 Other: \$ 1,000	Consultants: \$ 209,000
8	Commission hearings and action		Project staff: \$ 1,000	Consultants: \$ 11,000
GRANT PROJECT COMPLETION <ul style="list-style-type: none"> • All grant project deliverables submitted by grantee and approved by Metro • All required fiscal documentation submitted or retained on file as appropriate • Final reporting on grant performance measures submitted and approved by Metro 			Total Grantee Match	Total Grant Funding
			Project staff: \$ 33,000 Partner staff: \$ 30,071 Consultants: \$ 25,000 Other in-kind: \$ 1,000 TOTAL: \$ 89,071	Consultants: \$ 220,000 TOTAL: \$ 220,000

NOTE: Due dates are intended by the parties to be hard estimates of expected milestone completion dates. If the City anticipates that a due date cannot be met due to circumstances beyond its control, it shall inform Metro in writing no later than ten (10) days prior to the due date set forth above and provide a revised estimated due date; and Metro and the City shall mutually agree upon a revision to the milestone due dates set forth in this agreement.