

## CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

### Study Session Worksheet

**Presentation Date:** 11/5/13    **Approx Start Time:** 3:30 pm    **Approx. Length:** 1/2 hour

**Presentation Title:** Housing Advisory Council

**Department:** Health, Housing & Human Services (H3S)

**Presenters:** Cindy Becker

**Other Invitees:** Chuck Robbins

### WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

H3S is seeking Board approval to accept the charter of the Housing Advisory Council and provide direction on appointees.

### EXECUTIVE SUMMARY:

At the August, 27, 2013 Study Session, the recommendations of the Housing Work group – convened at the direction of the Board – were presented to the Board for discussion. In addition to guiding principles, goals, and policies, the report included the following recommended activities.

1. Work with private sector partners and non-profit organizations to develop new affordable housing.
2. Work with private sector partners and non-profits to preserve existing affordable housing.
3. Determine future disposition of HACC owned property.
4. Expand housing access and choice for low income residents by using housing vouchers and rent subsidies.
5. Assist residents to gain self sufficiency.
6. Explore creation of a housing trust fund.
7. Affirmatively further Fair Housing education and enforcement.
8. Appoint a separate Affordable Housing Advisory Board to work with HACC and the Board of Commissioners.
9. Depending upon which recommendations are approved, conduct an analysis of the financial sustainability and potential organizational options for HACC.

After much discussion, the BCC directed staff to focus on creating the Board described in #8 above with their first order of business being review and analysis of the Housing Work Group report.

**FINANCIAL IMPLICATIONS (current year and ongoing):**

Creation of the advisory council will not have a financial impact.

**LEGAL/POLICY REQUIREMENTS:**

The council will be conducted in accordance with Oregon Open Meeting Laws.

**PUBLIC/GOVERNMENTAL PARTICIPATION:**

Members of the public and stakeholders were involved in creation of the Housing Work Group report from which this Council originated.

**OPTIONS:**

1. Accept the report and direct staff to proceed with identifying potential members.
2. Accept the report with modification.
3. Do not accept the report and direct staff to rework and bring back.

**RECOMMENDATION:**

The Council was created as a result of the previous work session and there is much work to done. Recommend Option #1 or Option #2.

**ATTACHMENTS:**

Housing Advisory Council Charter

**SUBMITTED BY:**

Division Director/Head Approval \_\_\_\_\_  
 Department Director/Head Approval \_\_\_\_\_  
 County Administrator Approval \_\_\_\_\_



For information on this issue or copies of attachments, please contact Cindy Becker @  
 503-650-5696

## Clackamas Housing Advisory Council

### By-Laws

#### ARTICLE I: NAME AND MISSION

This Council shall be known as the Clackamas Housing Advisory Council (CHAC). The mission of the CHAC is to advise the Board of Commissioners (BCC) and Housing Authority Board (HACC) on policy matters, housing issues, and programs and services for the low and moderate income residents of Clackamas County.

#### ARTICLE II: PURPOSE

The Clackamas Housing Advisory Council shall:

- A. Review the "Housing Work Group Report" presented to the BCC in August, 2013 (Exhibit A) and:
  - i. Recommend a final set of principles, goals, and policies
  - ii. Identify priorities for further development, analysis, and implementation of key activities included in the report
- B. Consider the community's needs for lower income housing and the resources available to meet those needs and recommend programs accordingly;
- C. Review and comment on policies, funding, and organizational capacity of the Housing Authority;
- D. Review and make recommendations on other matters coming before the Housing Authority and perform such other advisory functions as may be requested.

#### ARTICLE III: MEMBERSHIP

##### SECTION 1: Members

The Council shall consist of the following members:

- A. One County Commissioner
- B. One Housing Authority Board Resident Member
- C. One local elected official or city manager
- D. One member drawn from elderly and minority groups
- E. One member involved in real estate management and/or development
- F. One member with expertise in affordable housing
- G. One member drawn from the housing finance or investment community
- H. One member drawn from the design or construction profession
- I. One member drawn from the legal profession
- J. Health, Housing, & Human Services Director (ex-officio)
- K. Housing Authority Director (ex-officio)

##### SECTION 2: Appointment and Tenure

- A. Members of the Housing Advisory Council are appointed by the Clackamas County Board of County Commissioners.



- B. The Council shall consist of not more than 11 voting members.
- C. The Housing Authority and H3S Directors shall be ex-officio members
- D. Initial recommendations of qualified candidates to the BCC shall be made by the Health, Housing & Human Services department for their review and approval. Subsequent membership shall be made by application to the BCC.
- E. Members shall be appointed for two year terms. A Council member may be appointed to two additional terms upon approval of the BCC.
- F. Vacancies which occur before the expiration of a Member's term shall be appointed for the unexpired portion of the term by the director of H3S.
- G. To be excused from a meeting, a Council member must notify the Chairperson or staff to the Council prior to the meeting.
- H. Three unexcused consecutive absences from regularly scheduled meetings of the Council shall constitute automatic resignation by that absent member. Approved leave of absence may be granted by the Chair and shall not be counted in the above formula.

### SECTION 3: Voting Privileges

Each Member of the Council shall be entitled to one vote on all issues presented at regular and special meetings. Proxy votes will not be allowed.

### SECTION 4: Removal

Any member may be removed whenever the best interest of the Council will be served. Best Interests include but are not limited to instances where a member has failed to declare an actual or potential conflict of interest, and when a member has acted contrary to Council directives or applicable laws including these bylaws. The member whose removal is placed at issue shall be given prior notice of removal, and a reasonable opportunity to appear and be heard at a meeting of the Council. A member may be removed pursuant to this section by a vote of a majority of the total number of members then serving on the Council. The terms, actual and potential conflict of interest, have the same meaning as defined in ORS 244.

## ARTICLE IV: OFFICERS AND DUTIES

### SECTION 1: Officers

The officers shall be a Chairperson and a Vice-Chairperson elected from the Members.

### SECTION 2: Election

An election shall be held during the regularly scheduled Council meeting in June.

### SECTION 3: Term of Office

Each officer shall hold office during one fiscal year July 1 - June 30 or until relieved of the position by a two-thirds vote of the Members. Officers may hold succeeding terms of office, but may serve no longer than three consecutive terms.

#### SECTION 4: Duties

- A. The Chairperson shall preside at all meetings that he or she attends, and shall be responsible for the expeditious conduct of the business.
- B. The Vice-Chairperson shall perform all the duties of the Chairperson during the Chairperson's absence. The Vice-Chairperson is also responsible for reviewing Council meeting attendance records and for advising the Chairperson regarding any Council member with absences requiring action in accordance with Article III, Section 2, item "H".
- C. The Council shall be staffed by the Housing Authority including providing meeting minutes, meeting notifications, and other support as directed by the Chair.

#### ARTICLE V: SUB-COMMITTEES

##### SECTION 1:

- A. Standing and special sub-committees may be established as deemed necessary by the Council. The Chairperson will appoint each Sub-committee Chairperson.
- B. Sub-committee membership shall be determined by the respective Sub-committee Chairperson. A majority of the members of any sub-committee must be members of the Committee. The Chair of each sub-committee must be a member of the Council.

#### ARTICLE VI: MEETINGS

##### SECTION 1: Schedule

- A. The Council shall meet at least monthly at a preannounced location. Special meetings may be called by the Chairperson and Vice-Chairperson.
- B. Meetings shall be conducted in accordance with Oregon Public Meeting Laws.
- C. Unless otherwise covered by these bylaws, all Council and sub-committee meetings shall be conducted in accordance with Robert's Rules of Order.
- D. A majority of regular members shall constitute a quorum. When a quorum is in attendance, actions may be approved upon a majority vote of Council members present, unless otherwise provided in the bylaws.
- E. No member of the Council shall be authorized to speak on behalf of the Council until the Council takes a position by formal action.
- F. In the event a Council member engages in business with the County that could present an actual or potential conflict of interest with matters within the Council's purpose, such member will declare the actual or potential conflict and announce its nature on the record at the meeting. In the event of a potential conflict, the member may not participate and vote on the matter following the declaration.

#### ARTICLE VII: REPORTING PROCEDURES

The Council shall make its reports, findings and recommendations to the Clackamas County Board of Commissioners and Housing Authority Board through designated members and staff.

## ARTICLE VIII: AMENDMENTS TO BYLAWS

Amendments or repeal can occur only by a two-thirds (2/3) vote of members at a regular or special meeting. Any proposed change must be mailed to all members at least two weeks prior to the meeting at which the vote is to be held.





## EXHIBIT A of the Clackamas Housing Advisory Council By-Laws

### HOUSING WORK GROUP REPORT

July, 2013

*Everyone should have a decent, safe and affordable place to live.*

#### Introduction

In the spring and summer of 2013, a workgroup made up of commissioners, housing providers, legal aide, and residents of affordable housing was convened by the Health, Housing, and Human Services Department at the direction of the Clackamas Board of County Commissioners. The group's goal was to recommend strategic directions around affordable housing for Board consideration. Members of the group include:

- Tootie Smith                      Commissioner
- Jim Bernard                      Commissioner
- Cindy Becker                    H3S Director
- Dan Potter                        Housing Authority Director
- Ron Rubino                        Legal Aid
- Deborah Imse                    Multifamily Housing NW
- Martha McLennan              NW Housing Alternatives (non-profit affordable housing provider)
- Marjorie Hughes                Citizen at Large. Ms. Hughes is a realtor
- Tom Mott                         Citizen at Large. Former US Steel Executive and Housing Advocate
- Tim Hartnett                      CODA, Addictions Service Provider
- Shirley Sobolwski              Housing Resident
- Linda Keener                      Section 8 Voucher Holder

#### Backdrop

Clackamas County's population is growing and changing, and its housing needs are changing with it. For example:

- County population is projected to exceed 460,000 by 2030, 22% above that in 2010 (375,992).
- 8% of the County was listed as Hispanic in 2010 – more than 50% greater than in 2000.
- By 2030 almost 18% of the population in Clackamas County will be 65 or older, which will have an impact on transportation, housing and services, and family caregivers.

### Income/Poverty

- Poverty has increased in the County – 6.7% of the population lived in poverty in 2000 and by 2012 the estimate had risen to 9%. Nearly half of female householders with young children under 5 lived in poverty. Another indicator of rising poverty is the more than 20% increase in the SNAP (food stamp program) from 2010 to 2013.

### Poverty Population Characteristics

<b>Poverty Rates by Age 2006-10</b>	<b>% in Poverty</b>	<b>% of People in Poverty</b>	<b>% of all Population</b>
Total Population	9%	-	-
Children younger than 18	11%	30%	24%
People 18-64	9%	61%	63%
People 65 and older	6%	9%	13%
<b>Poverty Rates by Family 2006-10</b>	<b>% in Poverty</b>	<b>% of Families in Poverty</b>	<b>% of all Families</b>
All Families	6%	-	-
Families with children under 18	10%	78%	48%
Single women with children under 18	32%	47%	9%
Families that worked full or part time	5%	66%	85%
<b>Poverty Rates by Race/Ethnicity 2006-10</b>	<b>% in Poverty</b>	<b>% of People in Poverty</b>	<b>% of all Population</b>
Total Population	9%	-	-
White	8%	83%	90%
Black	28%	3%	1%
American Indian	25%	2%	1%
Asian	8%	3%	3%
Pacific Islander	9%	0%	0%
Other	25%	4%	1%
2 or more races	17%	6%	4%
Hispanic origin	24%	19%	7%

### 2012 Poverty Income Guideline

1 person	\$11,170
2 person	\$15,130
3 person	\$19,090
4 person	\$23,050
5 person	\$27,010
6 person	\$30,970
7 person	\$34,930
8 person	\$38,890



**Affordability Defined**

“Rent burden” relates to the percentage of a person’s income that must go toward the basic need of shelter. **Housing is generally considered “affordable” when the total rent plus utilities does not exceed 30 percent of the household’s gross monthly income.** However, the higher a person’s income, a greater percentage of income can go toward housing costs before the person is severely rent burdened. In other words, a person making \$100,000 per year and paying 50 percent toward housing, would have a greater ability to pay for other living expenses than a person earning \$20,000 per year and paying 50 percent toward housing. The following tables present information about current incomes of Clackamas County residents and how those income levels translate to a family’s rent burden and ability to pay for housing.

The following are examples of how this plays out....

**2013 RENT LEVELS:**

	0-bedroom	1-bedroom	2-bedroom	3-bedroom
Fair Market Rents (FMR)*	\$659	\$766	\$912	\$1,344

\*As determined by HUD

**RENT BURDENS – Retired, Disabled and lower wage earners**

	Source	Avg. Monthly Inc. (AMI)	FMR Rent	Unit Size	Rent Burden	Available income
Disabled	Social Security	\$674	\$766	1-bdrm	114%	(\$92)
Veterans	Pension	\$985	\$766	1-bdrm	78%	\$219
Retired Worker	Social Security	\$1,071	\$766	1-bdrm	72%	\$305
Minimum wage worker	Employment	\$1,551	\$766	1-bdrm	49%	\$785
Retail Sales Clerk	Employment	\$1,907	\$912	2-bdrm	48%	\$995
Bank Teller	Employment	\$2,226	\$912	2-bdrm	41%	\$1,314

Clearly, persons living on social security income or pensions and very low-income families carry the greatest rent burdens.

Also, affordable housing is not always occupied by households with comparable incomes (mismatch).

- Only 44% of units affordable at <30% of AMI were occupied by those households.
- Only 41% of units affordable at 31% to 50% of AMI were occupied by those households.
- Only 51% of units affordable at 51% to 80% of AMI were occupied by those households.

Below is Clackamas County data from a table published annually by the Oregon Housing & Community Services agency for each county.

## Household Income and Housing Burden

2006-10 Household Incomes	Clackamas County	Oregon	United States
<b>Median Household Income</b>	<b>\$62,007</b>	<b>\$49,260</b>	<b>\$51,914</b>
Renter Median Household Income	\$36,247	\$30,535	\$31,548
Owner Median Household Income	\$76,913	\$63,443	\$65,167
Total Households	143,357	1,499,267	114,235,996
Renters % income spent on housing	30%	31%	31%
Owners % income spent on housing	24%	23%	22%
<b>Extremely Low Income (under 30% of Median Household</b>	<b>\$18,602</b>	<b>\$14,778</b>	
# Households	15,478	186,635	14,505,278
# Burdened Households	13,519	156,663	11,767,540
% Burdened	87%	84%	81%
<b>Very Low Income (under 50% of Median Household</b>	<b>\$31,004</b>	<b>\$24,630</b>	
# Households	30,486	330,636	25,699,731
# Burdened Households	24,031	258,299	19,135,578
% Burdened	79%	78%	74%
<b>Low Income (under 80% of Median Household</b>	<b>\$49,606</b>	<b>\$39,408</b>	
# Households	54,347	570,958	43,331,696
# Burdened Households	35,920	387,062	27,842,104
% Burdened	66%	68%	64%
<b>Workforce (under 120% of Median Household</b>	<b>\$74,408</b>	<b>\$59,112</b>	
# Households	81,957	833,941	62,564,781
# Burdened Households	45,857	476,477	33,812,787
% Burdened	56%	57%	54%

### Other Challenges Affecting the Need for Affordable Housing Homelessness

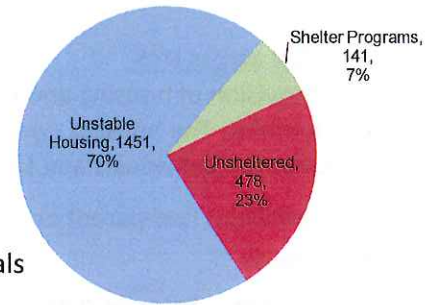
- The January 2013 one-night count found over 2,070 persons homeless in Clackamas County, which certainly undercounts the actual number as it is just one night.
- Almost half of those counted were children.
- Especially vulnerable are people with mental health problems, veterans, people with disabilities, people coming from institutions, people with addictions and victims of domestic violence.
- Providers are able to meet only about 10% of the demand due to limited resources.



## 2,070 homeless people were counted

- 141 people were counted within emergency shelter and transitional housing programs
- 478 people were counted among the unsheltered
- 1451 people were counted as living in doubled-up or unstable housing due to economic hardship
- 191 people counted this year were chronically homeless individuals or chronically homeless families\*

\*Chronically homeless refers to those who have a disabling condition and have been homeless for a year or more or 4 or more times in the past 3 years.



## People with Special Needs

- People with special needs, including people with physical and mental disabilities, are the most vulnerable: 15% of working age population (21-64) had a disability and 51% of population 75+ had a disability.
- Supported housing for low-income people with mental illness and addictions is required to provide ongoing stability and prevent homelessness.
- The caseload of seniors and people with disabilities has increased by >10% from 2010 to 2011.
- Oregon Housing and Community Services bases priority on the gap between needs and housing resources: for most populations in need in Clackamas County, less than 10% of the need is met by existing resources and sometimes the gap is even more pronounced.

## Federal Sequestration

Federal sequestration is having a significant adverse impact on the voucher program. A total of \$640,000 is being cut from the program during FY 14, resulting in several policies that will decrease the number of available vouchers and increase the burden on households. Additional cuts are being made to the administration of the program as well as cuts to public housing.



### Housing across H3S

The provision of housing and related services is embedded in several divisions throughout the department. The housing opportunities that have been developed in Clackamas County serve a broad spectrum of individuals and families, including persons in these groups:

- Families: Two-parent and single-parent
- Elderly
- Workers: Farm workers and low-income workers
- Person with disabilities: Developmental, psychiatric, physical, HIV/AIDS, alcohol & drug abuse
- Homeless: Families, singles and youth
- Domestic violence survivors
- Veterans

**Housing Authority of Clackamas County (HACC):** HACC has three lines of business that are primarily federally funded through the U.S. Department of Housing and Urban Development (HUD) and through the federal Low Income Housing Tax Credit Program which is administered by the State of Oregon:

1. Public Housing
2. Affordable Housing; and
3. Section 8 Housing Choice Voucher (HCV) Program

NOTE: There are more than 5,000 people on the voucher wait list and more than 1,800 people on the public housing wait list. Individuals and families wait several years before an opening. And, when the economy dips, less people are able to afford to move resulting in less vouchers coming back. This lack of “churn” results in even longer waiting time for eligible households.

**Public Housing.** HACC owns and operates a total of 544 units of public housing consisting of three complexes and scattered sites. The Public Housing units serve a mix of low income families, elderly persons and persons with disabilities in the following configuration:

<b>Project Name</b>	<b>Year Built</b>	<b>Location</b>	<b>No. of Units</b>	<b>Land area of Project site</b>	<b>Target Population</b>
Clackamas Heights	1938	OC	99	19.28 acres	Families
Oregon City View Manor	1942	OC	100	21.33 acres	Families and Disabled
Hillside Park	1942	Milwaukie	100	21.67 acres	Families and Disabled
Hillside Manor	1962	Milwaukie	100	High-Rise	Seniors and Disabled
Scattered Sites	Various	Various	145	Avg. 5,000 SF lots	Families

**Affordable Housing.** HACC owns and operates 355 units of affordable and special needs housing under its Local Project portfolio. The majority of units in the portfolio meet the needs of low- and moderate-income working people. Twenty-five units are master-leased to mental and behavioral health providers. HACC is the managing member of the Easton Ridge LLC, a 264 unit multi-family complex serving low-income families. There is one farm labor housing complex consisting of 25 units, and one transitional housing project consisting of 9 units. The affordable housing portfolio includes:

Name	Units	Type/Population	Location
Easton Ridge	264	Affordable housing/family	Happy Valley
Arbor Terrace	25	Affordable/farm worker	Molalla
Individual Units	4	Affordable housing/families	Oregon City
Individual Units	7	Affordable housing/families	Gladstone
Group Home/Units	11	Special needs	Milwaukie
Group Home/Units	6	Special needs	Oregon City
Group Home/Units	1	Special needs	West Linn
Group Home/Units	7	Special needs	Oregon City
Jansen Road Apartments	9	Special needs	Clackamas
Clackamas Apartments	21	Special needs	Clackamas
Total HACC-Owned Units	355		

**Housing Choice Voucher.** HACC administers 1,630 HUD Section 8 HCVs. This rental assistance program is funded fully by HUD. Clients are required to pay between 30-40% of their income towards rent and the program reimburses the private landlords in Clackamas County the remaining balance owed on rent. HACC also has 25 Veterans Affairs Supportive Housing (VASH) vouchers which provide rental assistance for homeless veterans and a Shelter Plus Care Program which offers rent and services to clients with a disability who have experienced homelessness.

**Community Development Division:** The Community Development Division (CDD) administers the federal HOME Investment Partnership Program and the federal Community Development Block Grant Program (CDBG). These programs have funded the acquisition, construction and rehabilitation of a variety of housing types including projects that benefit persons with disabilities, seniors, families, agricultural workers and the homeless. The County also uses CDBG funds to support the construction of new housing by providing land acquisition funding, off-site enhancements and infrastructure.

The County has been a major force in providing funding for the development of emergency shelters and transitional housing for homeless persons, families and survivors of domestic violence.

The County also has used federal HOME and CDBG funds and other state and local funds to support the development of numerous affordable housing projects by community-based developers. These developers combine these funds along with other sources to complete a funding package serving a range of incomes.

CDD is also actively engaged in the preservation of existing housing and enhancing homeownership opportunities.



**Behavioral Health:** Behavioral Health contracts with several providers who serve individuals living in group homes and supported living apartments. Clackamas Clinic staff also provide direct services.

Of the approximately 2,100 homeless adults counted in the County's 2013 One Night Count:

- 550 (26.2%) have a severe mental illness<sup>1</sup>
- 729 (34.7%) have chronic substance abuse issues\*<sup>2</sup>

Currently, there are only 264 affordable beds set aside for people with mental illness in the County:

- 68 beds in group homes with 24/7 staff, the majority of which are owned by HACC)
- 25 beds in foster homes, all owned by the private sector
- 171 in apartments, 30 of which are owned by HACC, the rest are owned by the private sector

**Social Services (CCSSD):** CCSSD is involved in housing activities on several levels.

- The Housing Rights and Resources program provides education, information and referral services about housing related matters, including housing discrimination and landlord-tenant law. Partners include Legal Aid Services of Oregon and the Fair Housing Council of Oregon.
- CCSSD provides referral and financial support to the three emergency shelters.
- Northwest Housing's HomeBase Program provides eviction prevention and rapid re-housing services to households who are homeless or at imminent risk of homelessness.
- The Hope Leasing programs and Bridges to Housing programs provide case management and other supportive services for chronically homeless individuals and homeless families with children to assist them in finding long-term, stable housing solutions.
- CCSSD provides case management and other forms of assistance for its Transitional Housing and Housing Stabilization programs. The program includes two transitional housing facilities: Janssen Road and Jackson Place.
- CCSSD works with several community partners to provide warming centers during episodes of inclement weather to provide a refuge for persons who are homeless.
- CCSSD's Rent Well program provides tenant education for people who have significant barriers to obtaining permanent housing, including poor credit, rental and criminal histories. Graduates are able to refer to their participation in the program to future landlords.

It is also worth noting that the Department of Transportation and Development also has a role in the development and preservation of affordable housing. Currently, Community Development in H3S is working with WES and the Development Agency to provide sewer hook-up grants to low-income homeowners in the North Clackamas Revitalization Area (NCRA). CDD also administers loans and grants for down payment assistance and critical repairs in the NCRA funded by the Development Agency.

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<sup>1</sup> Current Statistics on the Prevalence and Characteristics of People Experiencing Homelessness in the U.S. (Last Updated July 2011), Substance Abuse and Mental Health Services Administration. Characteristics applied to the Clackamas County 2013 Homeless Count.

<sup>2</sup> Ibid.



## Recommendations

Statistics on housing need and affordability, the growing and changing of Clackamas County's population, and our current economic realities all point to the need for a clear set of goals and policy objectives for Clackamas County when it comes to affordable housing. Over the past several years, the Boards of County Commissioners have had varying perspectives on the county's role in affordable housing. As such, these recommendations are intended to provide our current Board with a framework upon which to chart a direction for affordable housing today and in the years to come.

The Housing Workgroup spent considerable time discussing the needs in the County, and possible ways to meet that need that fits with the goals of our community and our elected leadership. This document summarizes this discussion and provides a proposed set of guiding principles and priorities for affordable housing in the county. Based on decisions by the Board, any changes made to the Housing Authority as an organization will come back to the Board for review.

### **Proposed Guiding Principles**

- The County should seek to increase and preserve the supply of decent, safe, and affordable housing in Clackamas County.
- Stable and safe housing is a critical factor for improving access to educational and economic opportunity as well as healthy outcomes for individuals and families, and is important for the economy of our County as a whole.
- Efforts to improve and increase affordable housing in the County should seek to maximize efforts by the private sector (includes for profit and non-profit organizations).
- County policies should affirmatively further fair housing.

### **Proposed Goals:**

- Increase and preserve access to decent, affordable housing units in Clackamas County
- Increase access to opportunity for families and individuals
- Leverage private sector and nonprofit organization resources to achieve affordable housing goals

### **Proposed Policies:**

1. The County's financial resources available to support affordable housing should primarily be directed to benefit low-income households, veterans, people with disabilities, people/household escaping domestic violence, or people/households overcoming homelessness.
2. When determining how to invest housing resources, as well as other resources, the County should consider how a project helps vulnerable people access essential services or other opportunities.
3. The County should direct its efforts towards permanent housing whenever possible. Transitional housing should be considered when it is appropriate for a specific population.
4. The County should explore financial incentives to spur investment in affordable housing by the private sector.

5. The County should leverage resources from all County Departments to support successful affordable housing, including opportunities for mixed use and mixed income housing.
6. The County should reduce administrative burdens and costs to incentivize affordable housing development by the private sector.

**Key Activities:**

**10. Work with private sector partners and non-profit organizations to develop new affordable housing including, but not limited to:**

- Reduce “red tape” and other regulatory barriers (permitting, reviews, parking, fee structures)
- Identify potential zoning changes to encourage development
- Determine whether publicly owned land can be made available for affordable units/homes
- Explore options for land banking
- Identify different financing tools and fee structures including incentives such as tax abatements
- Prioritize available funds in Housing Authority and Community Development to contribute to new development
- Utilize inclusionary principles with new construction
- Identify opportunities for project based and sponsor based vouchers

**11. Work with private sector partners and non-profits to preserve existing affordable housing including, but not limited to:**

- Adopt/implement habitability code
- Identify at-risk preservation properties and explore funding alternatives
- Identify opportunities for project based and sponsor based vouchers
- Prioritize available funds in Housing Authority and Community Development to contribute to preservation
- Support programs that help low-income seniors and disabled homeowners pay for health and safety improvements which enable them to continue to live in their homes (i.e - sewer hook-up and housing rehabilitation).
- Promote efforts to assist low-income homeowners improve the energy efficiency of their homes.
- Work with partner organizations to monitor manufactured home parks at risk of closure to determine whether it can reasonably help preserve them, help transfer them to resident ownership, or help residents relocate.

**12. Determine future disposition of HACC owned property**

- a. Analyze Clackamas Heights, OC Manor and Hillside properties to determine whether to:
  - Maintain the property(s);

- Sell all or part of the property(s) and work with private sector to develop replacement/additional units on the property; and/or elsewhere in the county.
- b. Analyze and reposition remaining scattered site units for disposition with replacement vouchers and/or development of new units with private sector.
- c. Bring in developers and realtors to confer on viability of options.

**13. Expand housing access and choice for low income residents by using housing vouchers and rent subsidies**

- Pursue opportunities to increase the number of HCV vouchers as they become available
- Increase access in areas of the county that have been less available to low income residents
- Identify funding sources for long term rent subsidies
- Provide training to tenants to help them be better renters

**14. Assist residents to gain self sufficiency**

- Encourage participation in educational opportunities
- Work with partners on job training and placement for those able to work
- Conduct outreach on the Earned Income Tax Credit program
- Investigate grants to enhance family self-sufficiency program, individual development accounts, and other asset building programs

**15. Explore creation of a housing trust fund. The fund could be used for a number of programs to promote affordable housing, such as:**

- Purchase of land for affordable housing
- Grants to non-profit groups to purchase land or construct affordable housing
- Permit fee subsidies
- Transitional housing
- Foreclosure prevention
- Pre-development and acquisition financing for affordable housing project

**16. Affirmatively further Fair Housing education and enforcement**

- Support mobility counseling for tenants with Housing Choice Vouchers
- Support outreach to increase landlord participation in the Voucher program
- Preserve/support expansion of Housing Choice Vouchers available in County
- Coordinate with Community Development to provide annual reporting of wait list and housing recipients
  - Include information on race/ethnicity, household composition, age and disability and other variables that will promote fair housing

**17. Appoint a separate Affordable Housing Advisory Board to work with HACC and the Board of Commissioners**



- Because BCC members have so many complex responsibilities, the HACC Board does not have enough time and capacity to study affordable housing in the depth required to fully master the issues and options.
- The Board could include at least one County Commissioner, the current Resident Commissioner with other members that represent a range of expertise and viewpoints required for a comprehensive understanding of Clackamas County and HACC's challenges, opportunities, and strategic alternatives. These include banking, real estate, housing development, human services, and the general community.
- The Advisory Board would be appointed to work with staff and advise the BCC and Housing Authority Board on all of the activities described in this report. Additionally, they would focus on alternatives for HACC's future per #9 below.

**18. Depending upon which recommendations are approved, conduct an analysis of the financial sustainability and potential organizational options for HACC. (Note: These options are not mutually exclusive; that is, some could be done together.)**

- Maintain current levels with existing assets, focusing on core services for as long as possible and eliminate development of any new affordable housing;
- Explore housing development options with HACC acting as:
  - Supporter/advocate
  - Facilitator – reduce admin. barriers
  - Funder – provides funds to developers
  - Co-Developer with external partners – could own and manage property; property tax exemption; or
  - Developer and owner – design, develop, and own property
- Increase HACC's independence by spinning it off as a separate entity;
- Outsource administrative or other responsibilities with another Housing Authority;
- Merge with another Housing Authority;
- Dissolve and return programs to HUD;
- Request additional County General Funds to support services