

## **ATTENDANCE**

**Members:** Warren Bednarz, Chuck Bennett, Gladys Blum, Janet Carlson, Cathy Clark, Kim Freeman, Ron Hays, David Leith, Jerry Moore, Jason Myers, Shaney Starr and Verena Wessel.

**Guests:** PACE Team: Nowshin Ahmed, Devon Concerto, Ryan Gail, Meghan Magee and Shanbo Zhang.

**Staff:** Lisa Trauernicht, Marion County and Laura Walker, City of Salem.

## **WELCOME/INTRODUCTIONS**

- Mayor Cathy Clark welcomed task force members to the meeting. Members made self-introductions.
- Commissioner Carlson's announcements:
  - The City of Salem received 25 additional housing vouchers for veterans, for a total of 88. See [news release](#). Laura Walker confirmed that the vouchers are in addition to Westcare's plans to develop ten beds this year with an additional 10-20 next year.
  - A recent [press release](#) from the Oregon Department of Education indicates that there are 21,340 homeless students in Oregon. The problem is growing. Being able to document the problem through data is a step forward.
  - See flyer regarding the Polk County [DHS Self-Sufficiency Program](#)
- Approval of December 1, 2016 meeting minutes

**MOTION:** Jerry Moore moved to approve the minutes. Seconded by Warren Bednarz; motion carried. A voice vote was unanimous.

## **WILLAMETTE UNIVERSITY PACE PROJECT:**

Nowshin Ahmed, Devon Decerto, Ryan Gail, Meghan Magee, and Shanbo Zhang

Commissioner Carlson introduced the PACE team from the Willamette University MBA program.

- See [PACE Presentation](#)
- Work of the PACE team will be brought back to the task force for approval in January.
- PACE work to date has focused on researching best practices for veteran support including: the VI-SPDAT assessment tool and vulnerability index used to assess and prioritize need; and supportive housing for veterans.

## **DISCUSSION:**

- PACE continued the work of the Veterans Subcommittee by researching topics that were determined during subcommittee meetings.
- In January there will be an opportunity to bring forward "at large" recommendations that did not go through a subcommittee. Veterans recommendations will be presented then.
- Next semester, the PACE team will work on determining how to measure the recommendations: identifying baseline; tools needed to measure outcomes; how to determine success; and review the strategic plan to determine if there are any gaps.
- The outcomes will help us make a more informed case for what is needed in our area.

**SUBCOMMITTEE UPDATES**

See [Subcommittee Recommendations](#)

**COMBINED AFFORDABLE HOUSING AND FINANCIAL SUBCOMMITTEES**

**1. Recommend endorsement of the City of Salem’s Residential Implementation Strategy and the City of Keizer’s Proposed Residential Goals, Objectives, and Policies derived from the Housing Needs Analysis, including the following:**

- Moving forward with accessory dwelling unit (ADU) planning;
- Exploring the possibility of system development charges waivers and/or reductions for bona fide affordable housing projects; and
- Revisions to jurisdictional policies to allow planning staff to consider reduced parking for affordable housing projects when the projects are near transit, including review based on market studies, location of the structure, and neighborhood input.

Comments from Councilor Bednarz

- Mountain West Investment Corporation did not get the funding for the 108 units east of Salem. The 188-unit project on Portland Road is still planned.
- The City of Salem held a meeting on November 29, 2016 to discuss allowing accessory dwelling units. Parking and size of the units are key factors to be resolved. City council should vote on this in the spring.

**MOTION:** Warren Bednarz moved to accept this recommendation as presented. Seconded by Janet Carlson; motion carried. A voice vote was unanimous.

**2. Implement SDC waivers and/or reductions across all jurisdictions for bona fide affordable housing projects.**

No discussion.

**MOTION:** Warren Bednarz moved to accept Recommendation #2. Seconded by Verena Wessel; motion carried. A voice vote was unanimous.

**3. Expand the above efforts to also encompass the jurisdictions of Marion and Polk counties.**

DISCUSSION:

- Marion County aligns its policies with Salem to be consistent with unincorporated east Salem.
- Marion County will be looking at ADUs in the unincorporated areas within the urban growth boundary.
- It would take legislation or changes in administrative rules at the Oregon Department of Land Conservation and Development to allow RV use or accessory dwelling units on rural lands.
- Commissioner Carlson is working on a legislative concept regarding allowing ADUs in rural areas.
- Marion County has SDCs for parks and development. Waivers would be an internal county process.
- Developing housing outside the urban area creates problems because of lack of services and transportation.
- This is not a plan to urbanize unincorporated areas but to increase capacity by allowing the addition of one ADU or RV to be added to private property.

**MOTION:** Warren Bednarz moved to accept Recommendation #3. Seconded by Janet Carlson; motion carried. A voice vote was unanimous.

**4. Consider converting existing, vacant buildings into affordable housing including revisions to zoning and/or conditional uses to allow affordable housing in light industrial areas.**

No discussion.

**MOTION:** Warren Bednarz moved to accept Recommendation #4. Seconded by Janet Carlson; motion carried. A voice vote was unanimous.

**5. Explore the possibilities of implementing inclusionary zoning in the jurisdictions with proportional waiver of System Development Charges (SDCs) or reductions in SDCs for bona fide affordable housing projects.**

No discussion.

**MOTION:** Warren Bednarz moved to accept Recommendation #5. Seconded by Cathy Clark; motion carried. A voice vote was unanimous.

**6. Revise jurisdictional policies (county and city) to provide authority to administrators to make decisions regarding applications for competitive grants that would further the goals of the jurisdictions and the task force. And once a grant is awarded, a review and approval by the governing body (City Council or County Commissioners) for acceptance of the grant.**

DISCUSSION:

- Commissioner Carlson commented that Marion County department heads can decide to apply for a grant then it is taken to the Board of Commissioners for approval once the grant is received. Chief Administrative Officer is notified of the intention.
- Councilor Bednarz: City of Salem applications are approved by the city manager and city council. The timing may not align with an application's short turn-around time. This would allow the administrator to go ahead with the grant then present it to the council for acceptance once it is awarded.
- Mayor Clark: Keizer city manager reviews grant applications; some go to city council some do not.
- Discussion as to whether the recommendation should be amended to include just City of Salem.
- Judge Leith commented that this is related to the Transitional Housing/Shelters subcommittee recommendation regarding creation of an implementation team. One of the key things related to the implementation team is having a sustained, coordinated approach to these problems. Having an implementation team whose charge includes strategically thinking about how to develop affordable housing projects with the authorization to pursue grants for projects that have been outlined without the delay of going back to the commissioners or city administrator is a good thing.
- Mayor Clark: This is important to include when developing the MOU for the implementation team.
- Councilor Bednarz suggested adding "those that are time sensitive" after the first sentence for clarification.
- Judge Leith suggested adding, "Consistent with an MOU to be agreed upon by the task force jurisdictions..." before the first sentence.

- Mayor Clark asked to vote against this recommendation and have the subcommittee revise it to demonstrate what it can actually accomplish for streamlining the process without going around safeguards that jurisdictions and organizations have in place for committing resources.
- Commissioner Carlson suggested withdrawing the recommendation in order to enhance it and bring it back at the January meeting.
- Mayor Clark withdrew her second. Councilor Bednarz withdrew his motion.

**MOTION:** Warren Bednarz moved to accept Recommendation #6. Seconded by Cathy Clark. **Motion withdrawn after discussion.**

#### SUPPORT SERVICES/EDUCATION SUBCOMMITTEE

##### **1. Initiate a conversation with the Salem-Keizer School District to address barriers that homeless children face.**

###### DISCUSSION:

- Mayor Clark commented on automatic disenrollment of students. This is a statewide issue. Welcomes the school district's help.
- Councilor Bednarz mentioned the importance of mentoring students in the community. Mentorship opportunities are available through the school district's Career and Technical Education Center.
- Shaney Starr asked to expand the recommendation to include school districts within Marion and Polk counties.

**MOTION:** Warren Bednarz moved to accept the recommendation to initiate a conversation with the school districts within Marion and Polk counties to address barriers that homeless children face. Seconded by Verena Wessel; motion carried. A voice vote was unanimous.

##### **2. Support and expand neighborhood-based community centers for homeless families and youth, such as Community Action Agency's HOME Youth and Resource Center and West Salem's Dream Center.**

###### DISCUSSION:

- Looking at replication of what's working, and the importance of neighborhood centers where kids are connected to their communities.

**MOTION:** Verena Wessel moved to accept this recommendation. Seconded by Warren Bednarz; motion carried. A voice vote was unanimous.

#### TRANSITIONAL HOUSING/SHELTERS SUBCOMMITTEE

##### **1. Endorse the following projects and, if requested, provide letters of support to reinforce collaborative efforts toward reducing homelessness in communities across the region:**

- Mid-Willamette Valley Community Action Agency's HOME Youth & Resource Center;
- Union Gospel Mission's plan to replace the current shelter with a new 300-bed shelter for men without children;
- Westcare's plans to provide ten new transitional housing beds for veterans this year, with an additional 10-20 over the course of the next year;
- Marion County's plans to develop a twenty-four bed reentry transitional housing unit; and
- Mountain West Investment Corporation's plans to develop additional affordable housing units in the Salem Metropolitan Statistical Area.

No discussion.

**MOTION:** David Leith moved to accept this recommendation. Seconded by Warren Bednarz; motion carried. A voice vote was unanimous.

2. **Support and encourage opportunities for expansion of current programs; i.e., Salvation Army, St. Francis Shelter, Center for Hope and Safety and others to provide service-coordinated emergency and transitional housing for families.**

DISCUSSION:

- With the great need in our community, expanding our resources into the future is important for meeting emergent needs.
- The recommendation should read, "... e.g., Salvation Army..." instead of "...i.e., Salvation Army..."

**MOTION:** David Leith moved to accept this recommendation, as amended. Seconded by Warren Bednarz; motion carried. A voice vote was unanimous.

3. **Through letters of support, community partnerships, and jurisdictional planning;**
  - a. Support population-specific projects for victims of domestic violence (emergency and transitional housing);
  - b. Encourage a portion of new housing to offer a priority to homeless families and/or victims of domestic violence; and
  - c. Support the Housing Authorities in their efforts to increase prioritization of housing vouchers for homeless families or survivors of domestic violence.

No discussion.

**MOTION:** David Leith moved to accept this recommendation, as amended. Seconded by Warren Bednarz; motion carried. A voice vote was unanimous.

4. **Create a Memorandum of Understanding (as recommended by the Affordable Housing and Financial subcommittees) among regional entities to constitute a Development Team to provide coordinated, inclusive, and transparent management of the regions' approach to emergency housing and related services, as well as affordable housing. The Development Team will:**
  - a. Examine ways to best position the region for future funding, including but not limited to:
    - i. Examining HMIS participation rates to determine the degree of community coordination in future cooperative applications; and
    - ii. Assessing local inclusion in the Rural Oregon Continuum of Care (ROCC) to understand how best to address the problems of homelessness and needs of people experiencing homelessness.
  - b. Prioritize, plan, and pursue available grants (federal, state, private) for future projects;
  - c. Analyze the advisability of allowing, supporting, or facilitating some form of temporary, support-coordinated camping; and
  - d. Inventory vacant, derelict or other suitable sites for potential re-purposing as support-coordinated emergency housing. Such sites may include houses, motels, apartments, or closed schools.

DISCUSSION:

- Mayor Clark: Pushback will come on the recommendation to support camping. There's little evidence to indicate that allowing camping helps people move on to productive lives.
- Commissioner Carlson: The recommendation doesn't commit us to anything; it gets it on the table. We don't have nonprofits totally focused on housing like they do in Eugene. If all we do is look at long-term or social service-related strategies to help people, then we haven't been comprehensive enough.
- Sheriff Myers: People are already camping. We may not be able to find a solution but we should at least explore it.
- Chief Moore: Agrees with Sheriff Myers. Toured Eugene facilities and found that what they have is better than sleeping under a tree. Some unscheduled visits have shown a different picture than what we've been presented, including one person in a transitional setting who was there for three years. Not endorsing that camping is the right way to go.
- Mayor-elect Bennett: City of Salem has been approached by a nonprofit organization to implement this and is in the process of looking for unused city owned land to consider an Opportunity Village type setting. As long as the recommendation isn't for camping in tents, we should look at it.
- Judge Leith: The recommendation specifies "support-coordinated" developments, implying efforts to maximize self sufficiency.
- Mayor Clark: The word "camping" has very specific connotations and will continue to take resources from our community. Temporary housing needs to be fully staffed to bring people and resources together to make things happen. Okay with saying yes to the assessment, but not to allowing camping.
- Judge Leith: Change the recommendation to "analyze the advisability of allowing, supporting, or facilitating some form of support-coordinated temporary shelter."
- Warren Bednarz: CityofSalem.net has a list of derelict homes available.
- Gladys Blum: Consider a plan similar to Detroit's tiny home rent-to-own model for people that can pay for their homes but do not have the opportunity.
- Commissioner Carlson: Lane County is considering a community similar to the Detroit model. Both transitional housing settings as well as the tiny home community concept are needed.

**MOTION:** David Leith moved to accept this recommendation, as amended. Seconded by Warren Bednarz; motion carried. A voice vote was unanimous.

**IMPLEMENTATION: GOVERNANCE STRUCTURE**

See [Karen Ray Associates memo](#)

Structure for pivoting to implementation.

- Form a nonprofit, shape a public-private joint venture, or create a collaboration among jurisdictions, nonprofits, and community groups.
- Karen Ray recommends creating a collaboration.
- Task force leaders brainstormed some organizations that might take the lead.
- Develop letters of commitment or an MOU among the partners.

**DISCUSSION:**

- Mayor Clark: We'll need to commit staff to this to make it successful.
- Shaney Starr: Don't discount volunteer work being done within the community. Funding mechanism could determine which model we choose.
- Chief Moore: Coordination of efforts is critical.
- Councilor Bednarz: Collaboration model is the way to go to put structure between silos.
- Sheriff Myers: Support the collaboration model. Need to have a change agent. How do we craft that to use resources to deliver on the recommendations?
- Mayor-elect Bennett: Who is in charge of getting people to collaborate?
- Chief Moore: Feeding people under the bridge creates a competing situation when Union Gospel Mission has the capacity to feed anyone who needs it.
- Mayor Clark: be mindful of what this collaboration will look like and what players should be at the table.

**PUBLIC COMMENT**

- Michael Livingston: Has been following and reporting on the work of the task force and efforts in the region to address homelessness. Recently asked social service agencies what they'd do to provide immediate impact if they received \$20,000. Michael reviewed the responses from HOME Youth & Resource Center and Salem Interfaith Hospitality Network.
- Sara Cromwell: Followed up with review of responses to Mr. Livingston's question from Congregations Helping People, Northwest Human Services Outreach and Advocacy Program, Polk County and ServicePoint.
- Herm Boes: Board member on the Emergency Food and Shelter Program board of Marion and Polk counties. Federal government is proposing to cut \$200 million from that budget. Would like letter of support to influence senators to maintain EFSP funding at its current level. He supports tent cities and tiny houses. Anything is better than where people are now.

**MOTION:** Janet Carlson made a procedural motion to add the letter of support to the meeting agenda as an action item for task force approval. Seconded by Warren Bednarz; motion carried. A voice vote was unanimous

No discussion.

**MOTION:** Janet Carlson moved that the task force delegate authority to the co-chairs to draft a letter of support for the Emergency Food and Shelter Program, send it out to task force members for approval and submit with co-chairs' signatures. Seconded by Jason Myers; motion carried. A voice vote was unanimous.

**WRAP UP**

- Mayor-elect Bennett asked for hard copies of the lists that Michael Livingston and Sara Cromwell shared.
- Mayor Clark asked that the list be sent to Lisa Trauernicht to be posted on the MWHI website.
- Councilor Bednarz encouraged everyone to participate in the Point-in-Time count on January 25, 2017. Go to Community Action Agency's website to find out about training.

**ADJOURNED** at 6:07 pm.