City of Salem
Affordable Housing, Social Services and Homelessness Council Work Group
Strategic Tools for Increasing Affordable Housing

Strategic Housing Tool	How does it work?	Pros	Cons and/or Challenges
Funding/Investment			
Dedicated Local Funding Streams	Use local funding sources to fund affordable housing development.	Reliable funding stream to supports affordable housing development.	Reduces available funding for other initiatives.
Tax Exemptions	Tax exemptions for multifamily development and non-profits for developing affordable housing.	Incentivizes affordable housing development.	Decreases property tax revenue.
Opportunity Fund - Construction Excise Tax	Construction excise tax on commercial and residential improvements to provide funding for affordable housing.	Effective mechanism of increasing funding for affordable housing.	May impact other development.
Local Housing Fund	Dedicated source of revenue to contribute to affordable housing (i.e. percentage increase to sewer/water bills, repayment of housing rehab loans, sale of surplus public land, increase on permit fees, etc.).	Reliable funding stream to supports affordable housing development.	Varies depending on approach; i.e. raising fees to create fund; reallocating funds, etc.
Cash in lieu - Inclusionary Housing Ordinance	Requires new housing development to provide affordable units on-site, provide them off-site, dedicate land to the city or pay the city an equivalent amount of money.	Funding to pay for affordable housing; flexible fund to meet City's needs.	May deter new development.
Commercial Linkage Fees	Commercial linkage fees are charged to developers of new office or retail properties and used to fund the development of affordable housing. Sometimes called jobs-housing linkage fees, these fees are typically assessed on a per square foot basis.	Effective mechanism of increasing funding for affordable housing.	May impact other development.
Reduced/Waived Development Fees	Reducing or deferring permit costs for affordable housing development.	Reduces cost burden and incentivizes affordable housing development; shows city commitment to AH; doesn't pass cost along to tax payer or businesses.	Decreases City revenue.
Reducing Infrastructure Costs	Allow for reductions or waivers of typical public works requirements (such as widening roads, improving sidewalks, expanding sewer capacity, or creating recreational facilities) for development of desirable projects.	Reduces cost burden and incentivizes affordable housing development; shows city commitment to AH; doesn't pass cost along to tax payer or businesses.	Decreases City revenue.
Tax Increment Financing (TIF)	A TIF district essentially reallocates funds from property taxes to encourage investment within a given district to address blight; pays for public infrastructure improvements.	Incentivizes affordable housing development and private investment.	If they involve eminent domain, they are controversial; public push-back.
Low interest rate loans	City provide low interest rate loans for affordable housing development.	Incentivizes affordable housing development and private investment.	None
Add City FTE dedicated to Housing Policy and Implementation; Creation of a Housing Division.	City would need to hire staff with housing expertise to develop and implement any housing strategy.	Increase City's capacity to address housing issues; would be necessary to achieve housing goals.	Cost.
Land			
Surplus Public Property/Land	Publicly owned land can be an ideal site for affordable housing development or can be used by affordable housing developers to procure appropriate sites for affordable housing development.	Incentivizes affordable housing development and private investment; maximizes land resources.	None
Regulatory			
Bonus Density	Municipal planning ordinances that allow developers to increase the maximum allowable development on a property in exchange for making a certain percentage of the housing affordable.	Supported by for/non-profit developers; Incentivizes affordable housing development and private investment.	Community push back on increased density, traffic congestion, parking issues, etc.
Fast Track Regulatory Process	Streamlining the process of receiving permits for desirable housing projects; create City Resource Teams; Can include leveraging technology to facilitate the permitting process and implementing shorter review timelines for permit approval.	Expedites affordable housing development; reduces cost and time to developer; adds units more quickly.	Planning/Zoning Dept. need to develop systems and efficiencies to accommodate; changes way Planning does business; may need to invest in software/systems upgrades to increase capacity.
Inclusionary Zoning/Housing (on-site)	Requires developers to create housing that meets definitions of "affordable" by its rent or purchase price. By requiring long-term affordability of the unit, municipalities can ensure that the units remain affordable to future residents through stewardship by a housing trust or other subsidy program, resale price and ongoing rent restrictions, reporting and/or municipal staff resources.	Comprehensive approach to creating affordable housing and mixed income neighborhoods; supports Dispersal Policy; national best practice to address affordable housing.	Requires significant City housing and planning staffing resources and expertise to implement and manage assets; increase in City FTE.
Annexation Ordinance	Establishes an "equivalency value" for affordable housing units as a means of providing greater flexibility in the mix of income levels targeted by a development.	Meets dispersity goal; strengthens community.	None.
Community Benefit Ordinance	Allows residents near the proposed facility to negotiate with developers for a local presence in such things as jobs for residents in helping build the facility, job training or improved streets or public spaces surrounding the area.	Increased community engagement and benefits; improves neighborhood livability.	May deter, limit or slow development.
Accessory Dwelling Units (ADUs)	An ADU is a second small dwelling (mother-in-law house) on a regular single-family house/lot.	Small living spaces tend to have lower rents; way to increase density; mechanism for homeowners to subsidize income.	Neighborhood pushback; parking, etc.
Parking flexibility	Waiving parking requirements for mixed use and residential affordable housing development as incentive.	Removes a zoning barrier to affordable housing development incentive-based.	Neighborhood pushback; congested street parking.
Ongoing Programs/Approaches			
Sustainable Design	Incorporate sustainable green features when developing affordable housing.	Energy efficient; lower utility costs; environmentally friendly; meets other constituent's goals; more cost effective than many people think esp. when consider long-term cost savings.	Can have higher upfront costs although generally minimal.
Housing Choice Vouchers (Section 8)	A HUD funded program, administered by SHA, that allows private landlords to rent apartments and homes at fair market rates to qualified low income tenants, with a rental subsidy.	Most effective and widely used housing assistance program in country.	Dependent on vulnerable federal funds.

Highlighted strategies were of most interest to Workgroup.

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Strategies for Homelessness and Social Services

EVIDENCE BASED PRACTICES	MODELS	LOCAL EXAMPLES	FUTURE NEEDS
CRISIS RESPONSE SYSTEM TO HOMELESSNESS	National Alliance to End Homelessness, United States Interagency Council on Homelessness, Albuquerque NM, AIDS Foundation of Chicago, HEARTH Act (Homeless Emergency & Rapid Transition to Housing) - Permanent Housing is always the goal.	Work in progress - inventory of existing services, community needs assessments.	Strategic planning and data informed decision making, community wide collaboration, captured cost savings reinvested into supportive services. All homeless services serve as a launching point toward housing. Collective determine the elements for inclusion into a Coordinated Crisis Response System
REDUCTION OF HEU'S (High End Utilizers)	HF without participation req's eliminates failure points to achieving goal of housing. Housing positively impacts HEUs of emergency services thereby creating cost savings which can be reinvested into sustainable supportive services to help people achieve and maintain housing stability.	HRAP	Evaluation of aggregate data from Salem Health about cost savings of reduced ED visits. Gather and evaluate same data from all related systems (Law Enforcement, public works, SUD/MH treatment)
HOUSING FIRST (HF)	Housing provided with participation requirments, behavioral contingicies or treatment mandates	HRAP	Case management support, Homeless Peer Support Specialists (Navigators), social supports and culture of inclusion
COORDINATED ENTRY	Homeless Services prioritized by assessment and coordinated referral process, create local data for policy and programmatic decision making.	CAA	Capacity for data analysis as well as data collection. Funding. Capacity building. Data publication & training.
INTENSIVE CASE MGT (ICM)	Wraparound supportive services, case mgt for housing, health and supports.	HRAP & MULTIDISCIPLINARY TEAM	Coordination, data sharing, capacity, caseload limitations
ASSERTIVE COMMUNITY TEAMS (ACT)	Mobile MDT teams with law enforcement support which do crisis response at the street level, linkages to appropriate levels of care, housing, proactive interventions and diversion plans to avoid heu of emergency services	MARION CO. MH, UGM SEARCH & RESCUE, CAHOOTS	Evaluation of local examples for maximized benefits, reduced duplication of services, optimal geographic strategies, coordination with CE and HF programs and services
MULTIDISCIPLINARY TEAMS (MDT)	Collaborative case management model - Enhances communication, mobilizes resources, highly responsive, client centered and client driven, strengthens interagency efficiency and efficacy.	HRAP & MDT, local program use this model for special populations	Enhances service coordination, mobilizes resources, access to services, utilizes natural supports, client netered, client driven
RECOVERY ORIENTED	Treatment by choice, harm reduction strategies, non-punitive response to relapse	Sobering & Recovery Center	Maximum coordination across multiple systems for strategic planning supportive of this approach
PERMANENT SUPPORTIVE HOUSING	Rental Assistance Programs and rental subsidies	VRAP, HCV, HRAP	Expansion of AH stock, set asides for special populations, build service supports and capacity
DEDICATED COURT SYSTEMS	Separate court systems which are aligned with the short and long term goals of moving people from the streets into housing. Legal adjustments to align with Housing first goals of housing stability. Diversion to incarceration for mandated program participation.	Judge Aikens Homeless Court System - under development - designed to reduce legal barriers to accessing housing and developing life stability. Resolution of fines, QOL citations, etc. Community service and diversion options.	work in progress - Needs city support to integrate well into current strategic planning on behalf of homeless services.
DATA	Centralized assessment, vulnerability screening, VI-SPDATs & VATs, service prioritization for homeless services. Production of local data to inform decision making and strategic planning.	CAA - JIMMY JONES; HRAP, PIT, HIC	Analysis and revision of data collection methods for local PIT / HIC counts. Expansion of provider capacity to utilize HMIS/SP. Explore interface with electronic health record systems.
PERFORMANCE MEASURES, PROGRAM EVALUATION, COMPLIANCE, SUSTAINABILITY	Evaluation of sustainability of programs based upon: Environmental support, funding stability, partnerships, organizational capacity, program evaluation, program adaptation, communications and strategic planning.	www.sustaintool.org	Consistent measures across homeless system, integrated into data collection and coordinated entry. All locally funded programs should be evaluated for sustainability as a function of competition for local funding dollars. Also for alignment with funding and service priorities of the City.
CENTRALIZED SERVICES AND SUPPORTS - MULTIPLE ACCESS CENTER, ONE STOP SHOP, MIXED USE FACILITY - NAVIGATION CENTER	Co-location of social service providers, housing and health providers, day center (meals, showers, mail, laundry), case management, CE assessments, referrals to shelter and services.	ARCHES, NWHS HOAP	Space, interagency collaboration necessary to accomplish the needed strategic planning and reach a feasibility and sustainable funding plan.
SEASONAL PLANNING	Proactive planning, recruitment and securing of commitments for PIT Count volunteers, partnerships for warming & cooling shelters, winter shelter	CAA	Needs ongoing focus and attention to be responsive to local impacts and factors, coordination of partners and volunteers, publication of data that is timely, accurate and relevant.

FUTURE STRATEGIC PLANNING FOCUS	CHALLENGE TO MEET	LOCAL EXAMPLES	RESPONSE TO CHALLENGE
HOUSING FIRST (HF)	HF is ideal for certain populations but its effectveness For Youth, TAY and LGBTQ is not supported by evidence.	SHA - Grants Coordination Includes Ongoing Research Of EBPs In Housing And Related Social Services	Ongoing research into effective models to serve populations not effectively helped by the HF approach.
COORDINATED ENTRY	Multiple sites in the community, application across all populations of homeless, data publication to guide policy development, program design, management of resources, funding strategies	CAA - Data Collection Program	Capacity building for data collection and sufficient analysis to guide future decision making, policy making and strategic planning efforts
AFFORDABLE HOUSING	Development driven by data & client needs, Funding, Siting, Set Asides, Zoning. Evaluation of housing needs across all housing types (Shelter, Interim, RRH, Transitional, PH, PSH (With Suppt Svcs)	Special Population Funding - SMI, SMI Veterans, SUD, Re-Entry	Affordable Housing development, explore strategies to promote development, identify sources of funding
FUNDING/OTHER RESOURCES	Research access to and feasibility of utilizing funding streams from HUD, DHHS, SAMHSA, DOJ, Criminal Justice, Etc. Develop sustainability funding plans, reinvestment of captured cost savings.	HRAP - Layering of funding sources (City & Fed), SMI / AH Project Yaquina & Southfair	Homeless System Funding Forum - cross agency coordinated examination of existing and potential funding streams and resources (i.e. City's property for pilot locker storage program) for maximized levarage and effective layering to assure sustainability of programs and services.
10 YEAR PLAN TO END HOMELESSNESS	Current Plan written in 2008, expires 2018. A new plan is required to be in place by HUD.	Marion Polk 10 yr Plan to End Homelessness 2008	Need to appoint a Leadership Team & Core Team dedicated to the compilation and publication of the 2018-2028 Plan.
CONTINUUM OF CARE (CoC)	HUD collaboartive mechanism for access to homeless funding for regional homeless projects. Current discussion to split ROCC into MP COC.	ROCC Currently. CoC Split	Evaluate the timeline and process of splitting from the ROCC and forming a local Marion/Polk County and City of Salem COC. Develop plans for reforming a local CoC, possibly through a CSHC committee.
SERVICE INTEGRATION	Pooling of resources for optimal positive impact of clients being served.	Service Integration Teams - West Salem And Salem Pilot (September)	Ongoing coordination with existing resources to avoid duplications of services, and oversee expansion
PUBLIC EDUCATION	Local data reveals that public does not see connection between housing crisis and homelessness and don't believe AH will resolve the homeless problem.	Outreach to Landlords, CE Presentations, Emergency Housing Network	Informative presentations to be made throughout the community. Service clubs, Neighborhood Associations, Emergency Housing Network, Social Media, KMUZ, CCTV and newspaper
INCLUSIVE DEVELOPMENT OF A CRISIS RESPONSE SYSTEM TO HOMELESSNESS	Coordination Between Private, Faith Based, Nonprofits And Govt. Agencies On Housing, Social Services And Health To Develop Low Barrier Services, Programs And Housing. Create Innovative Partnerships Including Faith Community, Shelters, Outreach, Law Enforcement, Hospitals, Crisis Service Providers And First Responders	Emergency Housing Network, city strategic planning process, Open House, public comment process, stakeholder meetings	Proposed Housing Bureau or Office of Homeless Services and Strategic Initiatives. Dedicate FTE's to ongoing research of evidence based practices, effective models, funding streams, sustainability, data collection and analysis necessary for comprehensive policy development and strategic planning. Additionally, coordination of service providers and programs toward alignment with the HF model and Crisis Response System; Urban Development, Community Services and Housing Commission (CSHC) - possible oversight.

STRATEGIC PLANNING CAPACITY	Need for FTE's dedicated to the task of integrating existing services, programs and systems into a unified Comprehensive Crisis Response System to Homelessness. Attention to development of AH, CE, data management.	SHA - Currently conducting necessary research to support the strategic planning process and is at risk of diminished capacity to fulfill primary mission as a PHA. SHA is not a social service agency nor a City department formally.	same as above
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