

DATE: September 3, 2021  
TO: Hood River Affordable Housing Production Strategy Advisory Community Task Force  
CC: Jennifer Kaden, Dustin Nilsen and Will Norris  
FROM: Beth Goodman and Kaitlin La Bonte  
SUBJECT: HOOD RIVER AHPS: PROJECT CHARTER, SUMMARY OF MAJOR TASKS, AND SCHEDULE

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The City of Hood River has long had a need for more housing that is affordable. A 2019 study showed that 37% of Hood River's households had housing affordability problems, including 48% of Hood River's renter households. Hood River contracted with ECONorthwest to develop an affordable housing production strategy, which will be done in collaboration with the Advisory Community Task Force. This memorandum presents the Project Charter for the Advisory Community Task Force.

## Purpose of the Charter

For any collaborative process to proceed smoothly it is helpful for those involved to agree at the outset on the purpose of the collaboration and on the procedures and principles by which the group understands it will conduct its interactions and conversations. This Charter describes the Hood River Affordable Housing Production Strategy project's goals and objectives and expectations of the teams. The Charter establishes communication procedures, and identifies goals, guidelines, and protocols. The Charter will also identify other procedures or operations unique for the project.

## Project Goals

The Affordable Housing Production Strategy (AHPS) is an action strategy. The strategies within it are intended to encourage development of new housing affordable to households earning less than 120% of Hood River County's Median Family Income (MFI), which equates to less than \$92,160 for a family of four.

Based on discussions with the Hood River City Council on August 9, 2021, the goals of the AHPS project are:

- Increase and retain housing opportunities for households with incomes up to 120% of Hood River's Median Family Income (MFI).
- Engage residents, employers, housing advocates, service providers and others affected by housing costs to ensure under-represented voices are included in project outcomes.
- Adopt limited and actionable number of strategies with strong likelihood to result in affordable housing development.
- Ensure strategies address equity.
- Provide clear guidance about the specific policies, tools and actions the city will use to encourage the development of affordable housing.

## Proposed Project Schedule

The following is the general project schedule, subject to adjustments.

**Exhibit 1. Project Schedule, Hood River Affordable Housing Production Strategy**



## External Communications Protocols

Jennifer Kaden from the City of Hood River is the city’s project manager. Any external communications (e.g., community members, industry representatives, media, etc.) will be routed through Jennifer.

## Team Members

The project’s team members include the Advisory Community Task Force and the Project Management Team.

### Advisory Community Task Force

The purpose of the Advisory Community Task Force is to:

- Work collaboratively with, and provide feedback to, the staff and consultant project team in the preparation of the Hood River Affordable Housing Production Strategy.
- Provide community input to inform the development of strategies the City will adopt and implement.
- Review data, assumptions, and project recommendations and provide feedback to help staff and consultant narrow and prioritize potential strategies for inclusion in a final plan.
- Assist with identifying community support or concerns for project and specific actions.

The City Council selected the following community members to serve on the Advisory Community Task Force and provide diverse perspectives on housing. Members are:

- Paula Chakowski, Nate DeVol, Ubaldo Hernandez, Kate Hoffman, Rudy Kellner, Kenny LaPoint, Audra Moffett, Jennifer Pauletto, Karen Porter, Sarah Sherrell, Stuart Watson, Tiffany Woodside.

The Task Force’s input will be incorporated into the final report. The Task Force will not provide a separate report or recommendation. The role of the Task Force is to:

- Provide input on the preliminary strategies.
- Ask questions that help inform development of the strategies.
- Bring your professional and personal perspectives as well as feedback from the community, with a focus on efficacy of strategies and equity for underrepresented communities.
- Provide feedback on the recommended strategies and prioritization of strategies for inclusion in final report for Council consideration.

The responsibilities of the Task Force are to:

- Attend all task force meetings to the greatest extent possible.
- Prepare for the meetings by reviewing provided materials prior to the meeting.
- Gather and share perspectives from your friends, colleagues, and other members of the community.
- Be respectful of other members of the Task Force.

### Project Management Team

The Project Management Team (PMT) is comprised of City and consultant staff as shown in the exhibit below.

**Exhibit 2. Project Management Team Members**

Agency/Firm	Individual	Role and Responsibility
City of Hood River	Jennifer Kaden	Senior Planner, Project Manager
City of Hood River	Dustin Nilsen	Planning Director, Project Advisor
City of Hood River	Will Norris	Interim City Manager/Finance Director, Project Advisor
City of Hood River	Ami Santillan	Development Tech, Project Support
ECONorthwest	Beth Goodman	Lead, Project Director
ECONorthwest	Kaitlin La Bonte	Project Manager
ECONorthwest	Ariel Kane	Associate, Project Support

The PMT will meet as needed to provide guidance to the project team; review project deliverables; and make schedule and scope adjustments as needed.

## Meeting Guidelines and Protocols

Individuals will be on time to meetings and come prepared to contribute. Individuals are expected to participate respectfully, allow everyone who wants to participate to do so, listen with an open mind, and stay on topic.

For Task Force meetings, the City and consultant team will provide agendas (with time limits for agenda items), written materials (if any), and PowerPoint presentations. The consultant team will submit the agenda and written materials (if any) to City staff at least one week in advance of the meeting for distribution to the Task Force. The consultant team will provide the PowerPoint presentation at the Task Force meeting (or within one or two days of the meeting).

The Advisory Community Task Force is an advisory body to the Hood River City Council and therefore must follow Oregon Open Meetings law. City Staff will ensure that Task Force meetings are adequately noticed and open to the public. Advisory Committee Members are advised that email, text, or other written communications on taskforce matters are public records. Committee members should include the project manager, Jennifer Kaden (j.kaden@cityofhoodriver.gov), on all electronic communications to ensure proper archiving.

Task Force meetings will start with a meeting overview to set clear expectations and meeting objectives. The Task Force meetings will be open to the public. City staff will provide summary notes of each Task Force meeting.

## Tentative Work Plan and Meeting Commitment

Preliminary and subject to change:

- The Advisory Community Task Force will attend scheduled meetings (estimated at one meeting per month or fewer), to review and provide input on strategies and work products, receive regular updates. Members are expected to review and comment on work products.
  - **Meeting 1: Project Kickoff and Review of Housing Needs** (September 15, 2021) The kickoff meeting will begin with an overview of the work program, existing unmet housing needs in Hood River, and goals of the project.
  - **Meeting 2: Identification of Strategies.** (October 13, 2021) ECONorthwest will work with staff to develop a list of potential strategies to discuss with the Task Force at Meeting 2. At the meeting we will share with the Task Force a summary of existing affordable housing programs and preliminary strategies that may best meet the city's unmet housing needs and identify strategies that the Task Force wants more information about. An overview of the role of the City and partner organizations will be presented.
  - **Meeting 3: Refinement of Strategies.** (November 10, 2021) At the third meeting ECONorthwest will bring the additional information requested in Meeting 2 and discuss and refine the identified strategies with the City and Task Force. Evaluation

of strategies will include scale of impact and implementation considerations such as resources needed.

- **Meeting 4: Draft Preferred Strategies.** (January 12, 2021) Based on the feedback from Meetings 2 and 3, ECONorthwest will prepare a list of draft recommended strategies with relevant information. Meeting 4 will focus on a discussion of implementation and prioritization of these strategies.
- **Meeting 5: Draft AHPS.** (March 02, 2022) Meeting 5 will provide time for the Task Force to provide final comments on draft strategies and review of the full Affordable Housing Production Strategy and Implementation Plan.