

**MONROE COUNTY
AFFORDABLE HOUSING ADVISORY COMMITTEE
ORGANIZATIONAL MEETING SUMMARY/MINUTES
AUGUST 21, 2015**



Unanimously Adopted by the AHAC on September 18, 2015

*Robert Jones, Facilitator
Affordable Housing Advisory Committee
FCRC Consensus Center, Florida State University*

**AHAC AUGUST 21, 2015 ORGANIZATIONAL MEETING SUMMARY
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MONROE COUNTY AFFORDABLE HOUSING ADVISORY COMMITTEE

MEETING 1, AUGUST 21, 2015

EXECUTIVE SUMMARY

AHAC Members in attendance: Jim Cameron, Ed Davidson, Bill Hunter, Warren Leamard, Ken Naylor, Tim Root, Stephanie Scuderi, Ed Swift, Jodi Weinhofer, Bill Wiatt & Sylvia Murphy, Monroe County Commission Liaison

AHAC Members unable to attend: Hana Eskra, Heather Roberts, Jim Saunders, Randy Wall & Heather Carruthers, Monroe County Commission Liaison

Staff: Mayte Santamaria, Carol Schreck, Emily Schemper, Steve Williams, Peter Morris, Tiffany Stankiewicz, Christine Hurley

Facilitator: Robert Jones, FCRC Consensus Center, FSU

Bob Jones, the Committee's facilitator, welcomed Affordable Housing Advisory Committee (AHAC) members as well as members of the public to the Committee's organizational meeting. Committee Members introduced themselves and the facilitator noted that several members had indicated they were unable to participate in today's meeting. The facilitator reviewed with the Committee the proposed meeting objectives and agenda. The Committee agreed to utilize the agenda for the organizational meeting.

The Committee reviewed the charge from the Monroe County Commission to address and develop advisory recommendations on 10 areas related to workforce housing in Monroe County. The facilitator thanked members for completing the pre-meeting survey and noted that we will return and use the survey responses as a starting point on addressing the tasks. The facilitator asked the Committee to review and rate the acceptability of a draft "success" statement drawn from member Survey responses to the question: *"From your perspective, what would success look like (outcomes) for the Affordable Housing Advisory Committee's efforts over the coming year?"* The average acceptability rating was 3.7 of 4 and the members reviewed and made suggestions for refinements to the statement. The facilitator agreed to reflect those suggestions in a draft that the Committee could review at their September 2015 meeting.

Peter Morris, an attorney with the Monroe County's Attorney's Office, provided the Committee with a review of applicable Florida Sunshine Law (Chapter 286 F.S.) as an "appointed advisory board." He noted that all AHAC members fall under its provisions and that communications by two or more members of the AHAC about a matter on which the Committee may take action may only take place at a duly notice public meeting. The law also prohibits using any non-board member as a "liaison" to circulate communications to another board member. He also noted a new provision requires boards to provide a reasonable opportunity to be heard on a proposition before the board and suggested that prior to taking any votes recommendations to the Monroe County Commission, the public should be provided an opportunity to be heard. The facilitator noted there will be opportunities for public comment at each AHAC meeting as well as in advance of any substantive decision by the AHAC on a substantive recommendation to the BOCC.

The facilitator reviewed the concept and definition of consensus with the Committee suggesting that consensus is a participatory process whereby, on matters of substance, the members strive for agreements which all of the members can accept, support, live with or agree not to oppose. He reviewed the proposed consensus building process which has produced consensus outcomes for many public committees working on difficult public issues such as the AHAC. In particular, due to the importance and urgency of workforce housing issues in the County and the diversity of perspectives reflected on the Committee, consensus on its recommendations will send a powerful and helpful signal to the Monroe County BOCC that can support taking actions that will improve workforce housing in Monroe County. Mr. Jones suggested the Committee should seek consensus decisions on its workforce housing recommendations to the Board of County Commission. He reviewed the following definition of consensus for the AHAC which provides a super majority of 75% (11 of 14 members) for a Committee decision but also documents and provides to the BOCC those proposals that received 50% but less than 75% of the members support. Members discussed the challenge of using a consensus approach and agreed to review the proposed process again in September.

The facilitator urged the Committee to try the process and procedures to complete its recommendations on Tasks #1-#3 due in October 2015.

The facilitator reviewed the draft AHAC Work Plan including the three tasks due in October 2015 and recommendations on the remaining tasks due in June 2016. The facilitator noted that the Pre-Meeting Member survey offers opening thoughts of members on each of the assigned 10 AHAC tasks that the Committee can turn to as they take up the issues.

The Committee discussed the important role of municipalities in workforce housing and in the Committee's process. There was agreement among the members that it was critical for the Committee to think of workforce housing holistically in Monroe County which includes municipal assets and activities even though the charge from the BOCC is to focus recommendations on unincorporated Monroe County. Staff was asked to reach out and invite representatives from each municipality (staff or representatives on workforce housing committees) to come to the September AHAC and observe and provide for the Committee's consideration comments on the Committee's tasks.

The facilitator asked the Committee to review and rate the acceptability of a draft definition of "workforce" in the context of workforce housing needs that was drawn from member Survey responses to the question: "What 'Workforce' definition do you believe the Committee should consider in its work over the coming year?" Following the acceptability ratings (average 2.7 of 4), the members discussed and made suggestions on refinements to the statement. The facilitator agreed to reflect those suggestions in a revised draft that the Committee could review at their September 2015 meeting.

The facilitator noted that the Committee will need to reach agreement on Task #2, "Evaluating and defining the workforce housing need in unincorporated Monroe County." He suggested that staff will present information on workforce employment and workforce housing throughout Monroe County at the September 18 meeting. Mayte Santamaria, Monroe County Growth Management noted that staff will present maps from census with income data and large employers and locations of all income groups. The facilitator will also work with staff to draft some initial statements on workforce housing need in Monroe County for review by the Committee in September.

The Committee then discussed Task #3, "Evaluate and propose additional mechanisms to qualify and monitor the occupants of deed restricted affordable housing to ensure units are preserved and maintained as affordable." The Committee reviewed an employee housing application for qualifying tenants which requires IRS W2 forms and 3 months of paystubs She noted the weak link today is the re-qualifying process as there is no county qualifier or auditor. The Committee requested that Manny Castillo with the Monroe County Housing Authority present at the September meeting on this topic.

Ms. Santamaria then presented a draft spreadsheet inventory for unincorporated ROGOs and the 823 units that have been built to date of which 80% are rentals (639). In terms of income levels 44% of these units serve the moderate income category; 25% are in the median category; 29% in the low income category and 1.6% are in the very low income category. The spreadsheet shows where deed restrictions end for each of the units/properties. Committee members complimented the staff on drawing this together and suggested sharing with municipalities and asking if they might be able contribute their data to making this a more comprehensive chart.

An opportunity for public comment was offered but there were no one wishing to speak. The public was encouraged to consider providing written comments using a comment form. These comments will be included in the Committee's meeting summary.

The facilitator reviewed the September agenda items that will focus on the three tasks the Committee needs to complete by the end of its October meeting and report back to the County Commission. Assignments included inviting Manny Castillo to present at the September meeting, reaching out to encourage representatives from each municipality to attend Committee meetings and provide any comments for the Committee's consideration and to provide data to create a comprehensive listing of affordable housing properties in the Keys.

The Committee completed a meeting evaluation form and adjourned at 12:05 p.m.

MONROE COUNTY AFFORDABLE HOUSING ADVISORY COMMITTEE

MEETING I, AUGUST 21, 2015 SUMMARY/MINUTES

AHAC Members in attendance: Jim Cameron, Ed Davidson, Bill Hunter, Warren Leamard, Ken Naylor, Tim Root, Stephanie Scuderi, Ed Swift, Jodi Weinhofer, Bill Wiatt & Sylvia Murphy, Monroe County Commission Liaison

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Staff: Mayte Santamaria, Carol Schreck, Emily Schemper, Steve Williams, Peter Morris, Tiffany Stankiewicz & Christine Hurley

Facilitator: Robert Jones, FCRC Consensus Center, FSU

I. INTRODUCTION AND AGENDA REVIEW

Bob Jones, the Committee's facilitator, welcomed Affordable Housing Advisory Committee (AHAC) members as well as the public to the Committee's organizational meeting. He asked members present to introduce themselves and noted that several members had indicated they were unable to participate in today's meeting. The facilitator reviewed with the Committee the proposed meeting objectives and agenda. The Committee agreed to utilize the agenda for the organizational meeting (*See Appendix #1*)

II. REVIEW OF COMMITTEE CHARGE AND "SUCCESS STATEMENT"

A. Committee Charge & Tasks

The Committee reviewed the charge from the Monroe County Commission to address and develop advisory recommendations on 10 areas related to workforce housing in Monroe County.

B. Draft AHAC Success Statement

The facilitator asked the Committee to review and rate the acceptability of a draft "success" statement drawn from member Survey responses to the question: *"From your perspective, what would success look like (outcomes) for the Affordable Housing Advisory Committee's efforts over the coming year?"* Following the ratings, the members review and made suggestions on refinements to the statement. The facilitator agreed to reflect those suggestions in a draft that the Committee could review at their September 2015 meeting.

Draft AHAC Success Statement (*August 2015*)

"The Committee will work to produce consensus recommendations to the BOCC on the issues included in their charge creating a roadmap that will help the County to implementing and measuring rapid improvements in housing all segments of the workforce by:

- Retaining and recovering affordable housing/workforce housing stock and improve monitoring;

- Setting a goal of building or permitting 900 new affordable workforce housing units;
- Identifying land suitable for affordable housing/workforce housing;
- Identifying opportunities and creating incentives for workforce housing;
- Developing revenue sources; and
- Adjust regulations to support workforce housing development.”

<i>Acceptable</i>	<i>Minor Reservations</i>	<i>Major Reservations</i>	<i>Not Acceptable</i>	
4	3	2	1	Avg.
7	3	0	0	3.7

Member comments and suggestions

- It will be important to quantify timeframes, # of units, revenue sources and incentives to accomplish these goals.
- It may be premature to specify the number of units. Not sure where this came from and it is the only specific number in the statement. We should keep this statement as a general guide as we get into making recommendations on our charge. *A: It was offered as a member response and may relate to the approximately 900 ROGO allocations (200 banked and 700 from the state).*
- This is the Committee’s “elevator speech”
- In a 2014 paper, former Key West planner Don Craig said that the City of Key West will need 6000 additional units to meet its workforce housing needs in the coming years.
- This reads like a multi-point strategic plan. Further detail needed and prioritizing will be needed. There should be a high priority on workforce housing funding streams because without it “we’re dead in water.” The sooner we tackle amore detailed strategic plan the more effective this committee will be. *A: The member survey provided guidance on average as to how critical each of the assigned tasks are to improving workforce housing in Monroe County. The charge AHAC did not specify a strategic plan but asked for recommendation on key areas.*
- Is the Monroe County commission looking for a roadmap vs. a set of individual recommendations? Perhaps we need to place the recommendations into a strategic planning framework that includes prioritizing the actions needed to improve workforce housing.
- Keep funding in mind and the fact that it plays out differently in a rental vs. an ownership context.

Pre-Meeting Survey Committee “Success” Responses (p 11 of the Survey Report):

- Create a workable plan/roadmap (3)
- Agree on AHAC Consensus Recommendations approved by BOCC (2).
- Identify land suitable for AH/WH.
- Develop revenue sources
- Retain and recover AH/WH stock and improve monitoring.
- Identify opportunities
- Create incentives (2)
- Adjust workforce housing regulations.
- Agree to build or permit 900 affordable homes

- Provide a basis for rapid improvement in housing all segments of the workforce.
- Define, seek and measure success.

III. COMMITTEE OPERATING PROCEDURES AND POLICIES

A. Review of Sunshine Law and the AHAC

Peter Morris, an attorney with the Monroe County's Attorney's Office, provided the Committee with a review of applicable Florida Sunshine Law (Chapter 286 F.S.) as an "appointed advisory board." He noted that all AHAC members fall under its provisions and that communications by two or more members of the AHAC about a matter on which the Committee may take action may only take place at a duly notice public meeting. The law also prohibits using any non-board member as a "liaison" to circulate communications to another board member. Communications include electronic mail and it was suggested that AHAC members refrain from "replying all" to Board members. Instead they should first discuss with Mayte Santamaria and Carol /or direct any information to her for potential sharing with the Committee members between meetings.

He noted that there is a new provision (286.0114, F.S.) that requires boards to provide a reasonable opportunity to be heard on a proposition before the Board. He noted that "proposition" is not defined but suggested that prior to taking a vote on a recommendation to the Monroe County Commission, the public be provided an opportunity to be heard.

The facilitator noted there will be opportunities for public comment at each AHAC meeting as well as in advance of any substantive decision by the AHAC on a substantive recommendation to the BOCC. In addition any AHAC meeting where a substantive recommendation to the BOCC will be adopted will be captured in the agenda and noticed in advance of the meeting.

B. Review of Committee Consensus Procedures

The facilitator reviewed the concept and definition of consensus with the Committee suggesting that consensus is a participatory process whereby, on matters of substance, the members strive for agreements which all of the members can accept, support, live with or agree not to oppose. He reviewed the proposed consensus building process which has produced consensus outcomes for many public committees working on difficult public issues such as the AHAC. In particular, due to the importance and urgency of workforce housing issues in the County and the diversity of perspectives reflected on the Committee, consensus on its recommendations will send a powerful and helpful signal to the Monroe County BOCC that can support taking actions that will improve workforce housing in Monroe County. Indeed the AHAC has been asked to deliberate together on the tasks included in their charge and do their best to provide consensus recommendations to the County Commission.

Mr. Jones suggested the Committee should seek consensus decisions on its workforce housing recommendations to the Board of County Commission. He reviewed the following definition of consensus for the AHAC which provides a super majority for a decision but

also documents and provides to the BOCC those proposals that received 50% but less than 75% of the members support:

“In instances where, after vigorously exploring possible ways to enhance the members’ support for a proposed final decision on a recommendation, and the Committee finds that 100% acceptance or support is not achievable, final decisions will require at least 75% favorable vote of all voting members present. This super majority decision rule underscores the importance of actively developing consensus throughout the process on substantive issues with the participation of all members and which all can live with. In instances where the Committee finds that even 75% acceptance or support is not achievable, publication of Committee recommendations will include documentation of the differences and the options that were considered for proposals where there was more than 50% but less than 75% support from the Committee.”

Member comments and questions:

- Concerned that the consensus rule with a committee as diverse at the AHAC might provide a bar to getting recommendations to the Commission. Why not rely on a majority vote? *A: Recommendations on tough issues that have been developed through a consensus process with a super-majority requirement (i.e. 11 or 14 members) will provide the Commission with a stronger basis to take actions on workforce housing. Procedure will document and reflect those proposals that received more than a majority but less than 75% of the members. Suggestion is to test this approach for the first 3 tasks due in October.*
- This is a challenging process but I’ve seen it work.
- Consensus rule provides for those “present and voting?” *A: Yes, those present in the room, assuming there is a quorum (i.e. 8 or more members).*
- Members of the AHAC are encouraged to call the Commissioners who appointed them if they want to share ideas or concerns.

The facilitator asked the Committee to consider using the consensus process and procedures for its first set of recommendations (Task #1-3) due in October 2015.

IV. DRAFT AFFORDABLE HOUSING ADVISORY COMMITTEE WORK PLAN 2015-15

The facilitator reviewed the draft AHAC Work Plan including the three tasks due in October 2015 and the remaining tasks due in June 2016. The facilitator noted that the Pre-Meeting Member survey offers opening thoughts on each of the assigned 10 AHAC tasks that the Committee can turn to as they take up the issues.

In discussing the AHAC Work Plan (*see IV. below*) the Committee discussed the important role of municipalities in workforce housing and in the Committee’s process. It was noted the Workforce Housing Assessment included municipal perspectives as well as those from the hospitality industry, military and school board and included a recommendation to include representatives of each on the Committee. The Commission in its discussion of the assessment decided to add hospitality and school board representatives to the AHAC. There was agreement among the members that it was critical for the Committee to think of workforce housing holistically in Monroe County which includes municipal assets and activities even though the charge from the BOCC is to focus recommendations on

unincorporated Monroe County. Staff was asked to reach out and invite representatives from each municipality (staff or representatives on workforce housing committees) to come to the September AHAC and observe and provide for the Committee's consideration comments on the Committee's tasks.

Committee Comments

- The AHAC should be considering municipalities and unincorporated Monroe County. The codes can be BOCC and we can send to cities and encourage to join in. There is a lot of dysfunction in workforce housing due to discrepancies among municipalities and unincorporated Monroe County. *A: Staff will provide workforce and workforce housing data that includes workforce housing from both cities and the County.*
- The AHAC needs to take the larger view that recognizes the important connections with municipalities in terms of workforce housing although charge is for MC
- Cities must come with Monroe County to build consensus given the disparity of geographic and workforce issues. Important to be aware of the affordable housing committees in each municipalities.
- Just because the workforce need is within a municipality does not mean that housing has to be built within that city. Could consider building in Unincorporated Monroe County on public land using city funds.
- We need to consider the whole and we can't tell municipalities what to do or make decisions without consideration of their perspectives, concerns or assets.
- The dominant challenge for workforce housing is land. Public agencies in Monroe County hold land (e.g.: there are 67 development credits attached to Marathon manor owned by the School Board.
- We've just reached our first consensus on reaching out to municipalities.

V. WORK PLAN TASKS

A. Defining "Workforce" (Task #1)

The facilitator asked the Committee to review and rate the acceptability of a draft definition of "workforce" in the context of workforce housing needs that was drawn from member Survey responses to the question: "What 'Workforce' definition do you believe the Committee should consider in its work over the coming year?" Following the acceptability ratings, the members discussed and made suggestions on refinements to the statement. The facilitator agreed to reflect those suggestions in a revised draft that the Committee could review at their September 2015 meeting.

AHAC Task # 1: Propose a definition for "Workforce" and the need within and where (geographically in unincorporated Monroe County) for providing housing for various income levels (very low, low, median and moderate).

"Workforce"- Draft Definition The term "workforce" for the AHAC's recommendations on workforce housing should be consistent with County regulations and include those employed in Monroe County in both the civilian and military sectors who derive at least 70% of their household income from gainful employment in the County. This should include both service workers in the hospitality and lodging industry (ranging from very low to median income levels) and professional public, private and nonprofit sector management

and professional office workers (ranging from median to moderate income levels).

<i>Acceptable</i>	<i>Minor Reservations</i>	<i>Major Reservations</i>	<i>Not Acceptable</i>	
4	3	2	1	Avg.
1	6	2	1	2.7 of 4

Member Comments on the Statement:

- Why is it necessary to define “workforce” when our focus should be on workforce housing.
- Consider deleting the 2nd sentence and not reference the kinds of workers.
- What are the definitions in regulation and statute as it relates to defining “workforce”? Does it define “gainfully employed”? Are there holes in current regulations related to employee housing? What are they and how can we address them?
- Should this be low to moderate and not median income levels?
- Should we clarify “income” in terms of net worth and assets? Do we want those with significant net worth and a large amount of assets taking up limited spaces for workforce housing?
- Should we focus on what workers do vs. how much they make?
- County should not subsidize housing for retirees who want economical housing.
- Working full time that provides goods/services benefits to Monroe County.
- Questions of qualifying and monitoring will be taken up in the next discussion.
- Dropping income may be a bad idea because Monroe County will have to provide land for affordable workforce housing and these strategies need to be consistent with County regulations and they will need support and buy-in of the voters. The definition must be clear, e.g. household income equals earning income or net work?
- A great deal of what we’re talking about has been talked about before and is addressed in the current county code. In process of qualifying into workforce housing, tenants must produce tax returns every year. The problem is that in the County there is no one auditing. The County should consider hiring the housing authority to audit renters.
- We need to focus on where to get money for workforce housing, where the land is and make sure we get workforce housing projects built. Our problem is money, land and density.

Survey Committee “Workforce” Definition Responses (p 15 of the Survey Report):

- Income level qualified employees that are employed in Monroe County.
- Someone employed full-time in Monroe County who cannot afford to find a place to live.
- **Focus on Rental Opportunities.** However, I believe we should focus on rental opportunities for workforce at lower income levels - those in retail, hospitality, food service who generally do not wish to own but want a reasonable rental opportunity. These workers are essential to our tourism economy.
- I would also prefer that the AH we build be rental --- we have built enough in the past for sale.
- **Link Workforce and Economic Growth.** Identifying housing solutions to accommodate both the known quantity of workforce needed to sustain our economy, as well as

accommodating what will be needed in the next 5-20 years to attain economic growth projections.

- **Income levels to define workforce?** I'm not sure that income levels should be used to define workforce. Income levels should remain as qualifiers for categories of housing and those income levels should be adjusted to help the workforce in need (as determined above). If it is workforce housing, an applicant first qualifies as part of the 'workforce' and then qualifies within an income level.
- Workforce housing up to 160% of median income is also needed. Our need for this housing is the highest in the State of Florida.
- Median & low income
- **70% of income from gainful employment in the county?** I believe Key West and Monroe County use “70% of the income from gainful employment within the city/county.” I'd like to know why 70%?
- **Define “gainful employment.”** I'd also like to see “gainful employment” further defined. Employed by whom? Employed to provide services to whom?

B. Workforce Housing Need (Task #2)

AHAC Task #2: “Evaluate and define the workforce housing need in unincorporated Monroe County;

The facilitator noted that the Committee will need to reach agreement on “evaluating and defining the workforce housing need in unincorporated Monroe County.” He suggested that staff will have information on workforce employment and workforce housing throughout Monroe County to present to the Committee in September. Mayte Santamaria, Monroe County Growth Management noted that staff will present maps from census with income data and large employers and locations of all income groups. The facilitator will also work with staff to draft some initial statements on workforce housing need in Monroe County for review by the Committee in September.

C. Qualifying and Monitoring Deed Restricted Housing (Task #3)

AHAC Task #3: “Evaluate and propose additional mechanisms to qualify and monitor the occupants of deed restricted affordable housing to ensure units are preserved and maintained as affordable.”

Mayte Santamaria noted the Committee binders had an employee housing application for qualifying tenants. She noted that IRS W2 forms and 3 months of paystubs are required for employee housing rental units but the current process does not require information on assets and net worth. The weak link today is the re-qualifying process as there is no county qualifier or auditor. She noted her office has reached out to the Monroe County Housing Authority and the Florida Housing Corporation for help or guidance on compliance.

Ms. Santamaria then presented a draft spreadsheet inventory for unincorporated ROGOs and the 823 units that have been built to date of which 80% are rentals (639). In terms of income levels 44% of these units serve the moderate income category; 25% are in the median category; 29% in the low income category and 1.6% are in the very low income category. The spreadsheet shows where deed restrictions end for each of the units/properties. Committee members complimented the staff on drawing this together and suggested sharing with municipalities and asking if they might be able contribute their data

to making this a more comprehensive chart.

Member comments:

- It is essential to play by rules. Is there a transition time to leave the premises if no longer qualify? *A: For rentals it would be at the end of the lease.*
- Monitoring needs to be done by the County. While there may not be a huge problem with people taking advantage of the system, it needs to be solved before we can ask for land and funding for workforce housing.
- We need to do everything we can to deal with any cheaters. However the heartbreak is if you are in the median or low income category and you get a raise, you can't have your lease renewed. This is not a fully functional system. *A: some of the County staff's struggles include dealing with new workers and the difficulty in getting letters from their employers.*
- The Committee's task is to focus on improving mechanisms and Monroe County doesn't have functional audit system.
- The Committee should invite Manny Castillo to come and speak about authority, what it does, how it does it, what is the nature of challenge to qualify and monitor. He can provide insight into the current situation with deed restrictions. *A: The current spreadsheet indicates the length of deed restrictions for each property. There are two related tasks #7 and 9b that involve the Monroe County Housing Authority.*
- The experience has been when deed restrictions expire, every single unit went to market rate and is no longer an affordable unit. Staff should consider placing a "p" for perpetuity by each property that has a 99-year lease with land owned by public entity. The last Affordable Housing Advisory Committee developed a 99-year lease form and at the end of the lease the government still controls and owns the land.
- We should address the short term deed restriction issue and those that are about to expire. The cheapest path for workforce housing is not to build new housing but to find a way to buy options to extend the deed restrictions. This may be a stop gap measure.
- There might be a layered solution with current buy-outs and building new housing for workforce.
- We need a cost analysis and comparison of buying out deed restrictions vs. providing land and building new to [determine] biggest bang for the buck.
- The key is to buy out deed restrictions as early as possible. The County needs a housing tsar to pursue these deals.
- Mark Rosch, Executive Director, Monroe County Land Authority is doing this now but the problem they are facing is finding willing sellers.
- The County has done a good job over the years in changing their laws, e.g. trailer park conversion regulations that has allowed 4-5 trailer parks to survive.
- Does the concept of reverse mortgages have any role in the tool kit?

Related Charge Tasks and Summary of Member Survey Responses

3. "Evaluate and propose additional mechanisms to qualify and monitor the occupants of deed restricted affordable housing to ensure units are preserved and maintained as affordable." (Due October 2015) (Average 4.1 of 5, Critical)

Comments on the ratings included: What policies and procedures are in place to ensure continued occupancy of

these units by qualified families? Since affordable housing is so limited we must assure that is used for the appropriate people. How do we enforce guidelines? Who does it? This represents an administrative burden/cost. Financial documentation isn't necessarily readily available for these beneficiaries. Is there a transition plan for occupants who can't fulfill documentation or whose earnings subsequently exceed the criteria? The focus should be on new housing, The costs to rectify past SFR deed restrictions for the potential benefit does not seem viable. Most previous SFR deed restriction are for affordability, and do not address employees. We have to make sure this process works within the guidelines so it doesn't happen in the future. Temporary affordable housing is no cure since it will be much more expensive to replace later on if units convert to market All workforce units must become and stay in perpetuity. No deed restrictions. Audit for income every year.

Key Information Needed: How many SFR affordable deed restricted properties exist and what are the deed restriction termination dates. Current information on rules, compliance issues and methods of monitoring occupants of current affordable housing. What has worked so far? What has not worked so far? What do we already know needs to be changed? What are the resources available? (Land, money, ROGOs). Hear from the Director of the Monroe County Housing Authority on the current program and suggestions for changes.

7. “Develop strategies for increasing the Monroe County Housing Authority’s role in workforce housing, specifically as a management entity for rental workforce housing.”

(Average 4.2 of 5, Very Critical)

Comments on the ratings included: Developers typically do not want to be landlords, they want to build and bug out. There needs to be a central entity that can bring some uniformity and consolidation to assure the best and highest use of workforce housing. If we agree on workforce and that rental is the best and most expedient path, we need someone we trust to manage these properties. The Housing Authority has it's direction to address low and very low and has done well with it. However as management they would be great as a watchdog. We need to ensure the use of County owned land to help with workforce housing.

Key Information Needed: Who currently manages any rental affordable housing? How has that worked? What are the options for management? What is MCHA willing to do, e.g. serve as the property manager, the monitor of deed restrictions, etc. What does Monroe County need to do to meet MCHA's requirements? Inventory of County Owned land managed by the MCHA.

VI. PUBLIC COMMENT

An opportunity for public comment was offered but there were no one wishing to speak. The public was encouraged to consider providing written comments using a comment form. These comments will be included in the Committee’s meeting summary.

VII. NEXT STEPS AND ASSIGNMENTS

The facilitator reviewed the September agenda items that will focus on the three tasks the Committee needs to complete by the end of its October meeting and report back to the County Commission. Assignments included inviting Manny Castillo to present at the September meeting, reaching out to encourage representatives from each municipality to attend Committee meetings and provide any comments for the Committee’s consideration and to provide data to create a comprehensive listing of affordable housing properties in the Keys.

The Committee completed a meeting evaluation form (*See Appendix # 3 for an evaluation summary*) and adjourned at 12:05 p.m.

Appendix #1

<p>MONROE COUNTY AFFORDABLE HOUSING ADVISORY COMMITTEE</p> <p>MEETING I—FRIDAY, AUGUST 21, 2015—9:00 A.M.-12:00 P.M.</p> <p>MARATHON GOVERNMENT CENTER</p>

<i>COMMITTEE ORGANIZATIONAL MEETING OBJECTIVES</i>
<ul style="list-style-type: none"> ✓ To review the Committee’s Charge ✓ To review draft Committee Operating Procedures and Consensus Guidelines ✓ To hear an overview of Member on-line survey results ✓ To discuss the Committee’s Draft Work Plan- Year 1 ✓ To discuss Committee charge on “workforce” definitions ✓ To discuss Committee charge on deed restricted workforce housing ✓ To Identify Next Steps, Assignments, and Agenda Items For September Meeting ✓ To Hear and Consider Public Comment

<i>MEETING AGENDA—FRIDAY, AUGUST 21, 2015</i>	
<i>All Agenda Times—including Public Comment & Adjournment—are Approximate and Subject to Change</i>	
9:00 AM	WELCOME AND INTRODUCTIONS
9:15	OVERVIEW OF COMMITTEE CHARGE
9:45	COMMITTEE OPERATING POLICES AND PROCEDURES
10:00	COMMITTEE INITIAL DRAFT WORK PLAN DEVELOPMENT- AUGUST 2015-JULY 2016
10:30	BREAK
10:45	DEFINING “WORKFORCE” (Due October 2015)
11:00	DEFINING WORKFORCE HOUSING NEED (Due October 2015)
11:15	DEED RESTRICTED WORKFORCE HOUSING- QUALIFY, MONITOR AND SERVE
11:45	NEXT STEPS AND AGENDA ITEMS FOR NEXT MEETING
11:50	PUBLIC COMMENT
12:00 PM	ADJOURN

Appendix #2

AFFORDABLE HOUSING ADVISORY COMMITTEE MEMBERSHIP	
MEMBER, ORGANIZATION	REPRESENTATION –Based on Statutory/Regulation Categories & Districts
Jim Cameron	Advocate for low income affordable housing, Dist. 2
Capt. Ed Davidson, Monroe County School Board	Citizen recommended by the Monroe County School Board
Hana Eskra, Florida Market President, Gorman & Co. Inc.	Real estate professional in connection with affordable housing, Dist. 4
Bill Hunter	Citizen with no financial interest in the development of affordable
Warren Leamard. Owner, Chef, Destination Catering & Events	Not for profit provider of affordable housing, Dist. 3
Ken Naylor, Atlantic Pacific Communities	For profit provider of affordable housing, Dist. 3
Heather Roberts, VP Iberiabank	Banking/Mortgage Banking related to affordable housing, Dist. 1
Tim Root, Mingo Co Construction	Residential affordable housing building industry, Dist. 1
Jim Saunders, Bayview Land Development & Permitting	Citizen, representing employers in Monroe County, Dist. 5
Stephanie Scuderi, Senior VP, Centennial Bank.	Citizen, representing essential services personnel related to AH, Dist. 5
Ed Swift III, President, Historic Tours of America	Citizen, residing in Monroe County, Dist. 4
Randy Wall, Blue Fin Inc.	Labor, home building related to affordable housing, District 2
Jodi Weinhofer, President, Lodging Association of the Florida Keys	Citizen recommended by the Monroe County lodging industry
William Wiatt, Sunset Villas	Member, Local Planning agency, Dist. 4
BOCC LIAISON- EX OFFICIO MEMBERS	
Heather Carruthers	Mayor Pro Tem, Monroe County BOCC
Sylvia Murphy	Commissioner, Monroe County BOCC
MONROE COUNTY STAFF	
Peter Morris / Steve Williams	County Attorney's Office
Mayte Santamaria	Senior Director of Planning and Environmental Resources, Santamaria-Mayte@MonroeCounty-FL.Gov (305) 289-2500
Tiffany Stankiewicz	Development Administrator
Carol Schreck	Committee Administrator Schreck-Carol@MonroeCounty-FL.Gov
AHAC FACILITATOR	
Bob Jones	FCRC Consensus Center, FSU, rmjones@fsu.edu
CONTACT INFORMATION	
Monroe County Staff	
Mayte Santamaria Santamaria-Mayte@MonroeCounty-FL.Gov	Senior Director / Planning & Environmental Resources (305) 289-2500
Emily Schemper Schemper-Emily@MonroeCounty-FL.Gov	Comprehensive Plan Manager (305) 289-2500

Appendix #3

MONROE COUNTY AFFORDABLE HOUSING ADVISORY COMMITTEE

MEETING EVALUATION SUMMARY

MEETING I—FRIDAY, AUGUST 21, 2012—9:00 A.M.-12:00 P.M.
MARATHON GOVERNMENT CENTER

Eleven AHAC members completed meeting evaluation forms providing each evaluation statement with a rating using a 0 to 10 scale, where 0 meant totally disagree and 10 meant totally agree. Their results are summarized below.

1. Please assess the overall meeting.

- 9.2 The agenda packet was very useful.
9.4 The objectives for the meeting were stated at the outset.
7.6 Overall, the objectives of the meeting were fully achieved.

2. Do you agree that each of the following session objectives was achieved?

- 8.7 The background information was very useful.
8.4 To review the Committee's Charge
8.6 To review draft Committee Operating Procedures and Consensus Guidelines
7.5 To hear an overview of Member on-line survey results
8.6 To discuss the Committee's Draft Work Plan- Year 1
8.6 To discuss Committee charge on "workforce" definitions
8.2 To discuss Committee charge on deed restricted workforce housing
8.6 To Identify Next Steps, Assignments, and Agenda Items For Septembert Meeting
NA To Hear and Consider Public Comment

3. Please tell us how well the facilitator helped members engage in the meeting.

- 10.0 The facilitator made sure the concerns of members were heard.
9.7 The facilitator helped to arrange our time well.

4. Please indicate your level of satisfaction with the organizational meeting?

- 8.6 Overall, I am very satisfied with the meeting.
7.6 I am satisfied with the outcomes of the meeting.
8.5 I know what the next steps following this meeting will be.

5. What did you like best about the Organizational Meeting?

- Timeline
- Good introductory meeting
- Good open discussion
- Consensus definition discussion
- Everyone feels comfortable contributing
- Well done, civil, well managed
- Everyone was engaged and collaborative
- Very valuable information from members with prior related experience

6. How could the meeting have been improved?

- Longer meeting
- Add option to extend beyond 3 hours. We can bring our lunch for a 1/2 hour break.
- Earlier access to agenda materials
- Ask staff to provide comment first to provide background on the issue(s)
- How to elicit more background from the more experienced members of past affordable housing committees.
- Summary briefings by those with prior experience would make many questions unnecessary.
- Past information provided before discussion
- Nothing
- Don't know
- Binder was too small for materials.

7. Do you have any other comments that you would like to add?

- Trust the process
- Hopeful prospects
- Thanks Carol!
- The sooner we talk funding, the better. If we cannot agree on funding the rest is moot.
- Provide information earlier if possible (e.g. survey).

Appendix #4

OVERVIEW OF THE AFFORDABLE HOUSING ADVISORY COMMITTEE CHARGE

AHAC Tasks Assigned by the Monroe County Board of County Commissioners (BOCC)

The Monroe County Affordable Housing Committee (Committee) will seek consensus on guidance and recommendations to the Monroe County Board of County Commissioners (BOCC) addressing the issues set forth in the Committee's charge.

By October 2015:

- 1 Propose a definition for "Workforce" and the need within and where (geographically in unincorporated Monroe County) for providing housing for various income levels (very low, low, median and moderate);
- 2 Evaluate and define the workforce housing need in unincorporated Monroe County;
- 3 Evaluate and propose additional mechanism to qualify and monitor the occupants of deed restricted affordable housing to ensure the units are preserved and maintained as affordable;

Within 1 year from the effective date of this resolution:

- 4 Develop solutions for rental housing;
- 5 Develop incentives for development of workforce housing on Tier III properties;
- 6 Develop strategies for increasing density to encourage workforce housing development, such as micro housing and dormitories;
- 7 Develop strategies to increase the Monroe County Housing Authority's role in workforce housing, specifically as a management entity for rental workforce housing;
- 8 Explore and propose expanding local funding sources (local government, private/public partnerships, community/charitable organizations) to help expand workforce housing in Monroe County;
- 9 Review and consider recommendations to the BOCC for amendments to statutes to address:
 - a Sadowski Trust Fund donor inequity,
 - b Allow Land Authority funds to be used for extending deed restrictions or buying back expired deed restrictions to preserve affordable housing,
 - c Amend Low Income Housing Tax Credit (LIHTC) program to require on-site management longer than 15 years,
 - d Amend or increase 1 cent Tourist Impact Tax to provide dedicated funding for the provision of workforce housing specifically for the hospitality industry; and
10. Develop strategies to assist in developing inclusionary housing requirements for hospitality and commercial sector to build workforce housing.

Appendix #5

COMMITTEE DRAFT WORK PLAN/MEETING SCHEDULE			
2015			
#	DATE	TIME	LOCATION
I.	Friday, August 21, 2015	9am-12 pm	Marathon Govt. Ctr.
Organizational Meeting: Review Charge, Procedures, Success, Work plan and BOCC Charge tasks due in October 2015: workforce definition, workforce housing need and deed restricted affordable housing,			
II.	Friday, September 18, 2015	9am-12 pm	Marathon Govt. Ctr.
2nd Meeting: Refine and Adopt Work Plan, Presentations on qualifying and monitoring employee housing and potential role of the Monroe County Housing Authority (Task 3 & 7), information from staff on workforce housing need; review draft recommendations on workforce definition (#1), workforce housing need (#2) and deed restricted affordable housing (#3)			
III.	Friday, October 16, 2015	9am-12 pm	Marathon Govt. Ctr.
3rd Meeting: Refine and Update Work Plan, review, refine and adopt draft consensus recommendations on workforce definition (#1), workforce housing need (#2) and deed restricted affordable housing (#3, 9b).			
IV.	Friday, November 20, 2015	9am-12 pm	Marathon Govt. Ctr.
4th Meeting: Refine and Update Work Plan, Presentations, briefings and information on AHAC Tasks: Local funding sources (#8), inclusionary zoning (#10) state and local funding (#9a,b,c, d) discussion of initial options for recommendations.			
V.	Friday, December 18, 2015	9am-12 pm	Marathon Govt. Ctr.
5th Meeting: Refine and Update Work plan, Presentations, briefings and information on AHAC Tasks: Rental Housing Solutions (#4) Tier III properties (#5), Density/Micro housing (#6) discussion of initial options on tasks for recommendations.			
2016			
VI.	Friday, January 22, 2016	9am-12 pm	Marathon Govt. Ctr.
VII.	Friday, February 19, 2016	9am-12 pm	Marathon Govt. Ctr.
VIII.	Friday, March 18, 2016	9am-12 pm	Marathon Govt. Ctr.
IX.	Friday, April 22, 2016	9am-12 pm	Marathon Govt. Ctr.
X.	Friday, May 20, 2016	9am-12 pm	Marathon Govt. Ctr.
XI.	Friday, June 17, 2016	9am-12 pm	Marathon Govt. Ctr.

Appendix #6

**MONROE COUNTY AFFORDABLE HOUSING ADVISORY COMMITTEE
PRE-MEETING SURVEY REPORT**

For the executive summary and full Member Pre-Meeting Survey Report see: <http://www.monroecounty-fl.gov/index.aspx?NID=301>