

Housing Authority of Clackamas County



Clackamas Heights Redevelopment Rendering

Fiscal Year 2026-2027

Budget Report

Description of Component Unit

The Housing Authority of Clackamas County (the Authority) is a municipal corporation established under Oregon Revised Statutes Chapter (ORS) 456 to provide low-cost housing to individuals meeting criteria established by the U.S. Department of Housing and Urban Development (HUD). The Authority, under the criteria of the Government Accounting Standards Board (GASB), is considered a component unit of Clackamas County, Oregon (the County). The County reports the Authority as a blended component unit since the County's H3S Department management has operational responsibility for the Authority.

Budgets for each HUD grant and line of business within the Authority's operations are used to meet financial management and control objectives. The Authority is exempt from Oregon Local Budget Law per ORS 294.316, however the Authority utilizes these budgets as operations tools but is not required to and does not adopt a legally appropriated budget as defined by GASB.

The Housing Authority provides and develops safe, affordable housing for our low-income neighbors in Clackamas County by administering HUD funded programs that include owning and managing a portfolio of Public Housing and other affordable housing totaling approximately 850 units. The agency also administers rent assistance for 3,250 households in Clackamas County including the HUD funded Housing Choice Voucher program, Metro Supportive Housing Services Regional Long-Term Rent Assistance and an Oregon Housing and Community Development state funded rent assistance program. The majority of the people we serve are extremely low income, have a disability and/or are elderly, and many were previously homeless. As the housing crisis continues, more of the people we serve are transitioning out of homelessness and have complex behavioral and physical health needs requiring housing aligned with appropriate services to ensure they remain housed and supported.

Revenue Summary

Total budgeted revenue for HACC is **\$99,788,283** including restricted carryover, Federal, Metro and local funds. Funds from the Metro Affordable Housing Bond and Metro Supportive Housing Services Measure account for **\$27,643,997** of budgeted revenue. Revenue for State Rental Assistance is expected to be **\$3,269,060**. Revenue from Federal Vouchers is estimated to be **\$29,362,391** plus administrative fee revenue of **\$2,475,830**. Proceeds from the ongoing sale of the public housing portfolio in FY26/27 are estimated to be around **\$25,900,000**, which is restricted for the development of qualifying low-income housing projects in accordance with HUD regulations. Remaining Revenues are expected to come from rental income from Local Projects which are affordable housing properties owned by the Housing Authority but not subject to the restrictions of Public Housing, interest on deposits, and surplus cash receipts from real estate investment partnerships managed by third parties.

Approximately **thirty-five percent (35%)** of HACC's revenues are Federal funds through allocations from Congress through the U.S. Department of Housing and Urban Development (HUD) in the following form:

- Public Housing Operating Subsidy for the operations of public housing;
- Capital Fund Grant for major physical repairs of public housing;
- Voucher Admin Fee for the administration of the voucher program;
- Housing Assistance Payment for pass through rent assistance to landlords; and
- Grants for Family Self-Sufficiency and Resident Services.

Expenditure Summary

Total expenditures are estimated to be **\$99,788,283**. We continue to work diligently to identify and implement opportunities to reduce program delivery costs and streamline operations in program areas where expenditures exceed revenue.

Significant Issues & Changes

The Authority is currently repositioning all public housing units to create additional affordable housing through the HUD-administered Section 18 Demolition & Disposition process. Over the next two years, the Authority plans to either replace all public housing units with new affordable housing or dispose of the public housing in accordance with the Board-approved repositioning plans.

This shift from the public housing model will result in changes to both funding and revenue for the Authority. Revenue from public housing is expected to decline over the next two fiscal years, eventually ceasing once all public housing assets have been repositioned. However, new income streams are anticipated from the development of affordable housing on former public housing sites, with revenue growth expected in the years following the repositioning. Additionally, the Authority receives tenant protection vouchers for residents transitioning from public housing, supported by an increase in administrative resources from HUD.

Reduced or uncertain federal funding sources continue to present a challenge to revenue. Although the Authority's revenue streams are diverse, federal funding constitutes the majority of the resources required for ongoing operations, staffing, and rent assistance. The Authority is anticipating flat funding for the voucher programs this year, though operational costs continue to increase. Additionally, HUD has announced the end of the Emergency Housing Voucher program. The Authority is working closely to connect impacted households with other options for continued assistance.

FY25-26 Accomplishments

Metro Affordable Housing Bond

The Housing Authority of Clackamas County administers the voter-approved Metro Affordable Housing bond program for Clackamas County and is leveraging these funds to increase affordable housing production within the metro-eligible region of Clackamas County. In addition, HACC

reserved over half of its total allocation of Metro Affordable Housing Bond funds amounting to \$65.7 million to reposition and re-develop HACC's aging Public Housing portfolio.

In the second half of 2025, three bond-funded projects opened totaling 236 new affordable units and two bond-funded project broke ground totaling 255 new affordable housing units. In the first half of 2026, two bond-funded projects will open totaling 175 new affordable units and one bond-funded project is expected to break ground totaling 164 new affordable housing units.

Public Housing Repositioning

HACC is actively repositioning our public housing portfolio through the Section 18 Demolition and Disposition process, to address aging properties and reduced federal resources. In FY25-26, construction was completed on 275 new affordable units built in the first phase of redevelopment of Hillside Park, replacing 54 units of public housing. The three buildings on site include 140 units supported with project-based vouchers to ensure affordability for extremely low-income households.

In October 2025, HACC finalized relocation of 99 households from Clackamas Heights, providing financial relocation assistance and tenant protection vouchers to rent the unit of their choice within Clackamas County. Construction is now underway at the property and expected to continue until the second half of 2027. The newly developed community will feature 200 units, including 112 supported with project-based vouchers, as well as a community building, play areas, community gardens and a walking loop.

Housing for Success

HACC successfully rolled out the Housing for Success program, a time-limited rent assistance initiative funded through the regional Supportive Housing Services program. The program was designed to address decreased funding forecast, and changes to tenant eligibility in Regional Long Term Rent Assistance policy. Housing for success offers up to three years of rent assistance and provides structured case management to help households increase their income and work toward long-term housing stability. The program also features a savings component, allowing households to accumulate funds.

Enrollment began in October 2025, and there are now 89 households participating in the program. Four households have already begun to build savings through increases in earned income, and feedback has been positive from participants and from case managers supporting the households.

Homeownership

HACC developed the Home Savings Program in 2023, enrolling participants starting January 1, 2024, to empower and support families to create savings accounts toward the purchase of a home. The program partners with local nonprofits to provide homeownership education and assistance as well as home purchase navigation through the community land trust model.

In FY25-26, 13 families successfully purchased homes through the program, bringing a total of 15 families who have moved to homeownership since the program started. The 15 families account for 51 individuals, including 19 youth, highlighting the program’s ability to impact multiple generations.



Housing Authority of Clackamas County

Department Budget Summary by Fund

Line of Business	Program	FY26-27 Total Budget	FY26-27 General Fund Support in Budget*	% of Total	FY26-27 FTE **		
					Total	Filled	Vacant
Housing Authority of Clackamas County (HACC)	Public Housing	3,208,488	-	-	9.3	8.3	1.0
	Development	32,111,739	-	-	3.8	3.8	-
	Central Office	490,531	-	-	3.0	-	3.0
	Housing Vouchers	31,838,221	-	-	19.8	17.8	2.0
	Local Projects	1,010,065	-	-	4.3	4.3	-
	Tenant Services (SHS)	1,255,497	-	-	3.5	3.0	0.5
	Regional Long Term Rental Assistance (SHS)	26,604,683	-	-	20.8	17.8	3.0
	State Funded Long Term Rental Assistance	3,269,060	-	-	4.8	4.3	0.5
TOTAL		99,788,283	-	-	69.0	59.0	10.0
FY25-26 Budget		127,212,221					
\$ Increase (Decrease)		-27,423,938	-		69.0	59.0	10.0
% Increase (Decrease)		-22%	-				

*General Fund Support is a subsidy, net of any other revenue received by the department.

** FY26-27 FTE: The figures align to each department's updated personnel counts

***Total FTE count decreased from 74 in 25/26 to 69 in 26/27 due to Public Housing Program repositioning strategy, in addition, two administrative positions transferred from HACC to HCDD for the budget year 26/27.

**Housing Authority of Clackamas County
Summary of Revenue and Expense**

	FY23-24 Actuals	FY24-25 Actuals	FY25-26 Budget	FY25-26 Projected Year-End	FY26-27 Budget	Budget to Budget:		Budget to 3-Year Average:		
						\$ Variance	% Variance	\$ Variance	% Variance	
Beginning Fund Balance	-	-	1,166,958	1,166,958	-	(1,166,958)	-100%	388,986	(388,986)	-100%
Taxes	-	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	81,360,150	102,672,566	106,913,419	106,388,456	65,832,009	(41,081,410)	-38%	96,807,057	(30,975,048)	-32%
Charges, Fees, License, Permits	3,329,529	3,261,547	2,440,902	2,315,751	1,415,091	(1,025,811)	-42%	2,968,942	(1,553,852)	-52%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,343,022	2,162,680	16,690,942	11,212,374	32,541,183	15,850,241	95%	5,239,359	27,301,824	521%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-	-
Operating Revenue	87,032,701	108,096,793	126,045,263	119,916,581	99,788,283	(26,256,980)	-21%	105,015,358	(5,227,075)	-5%
Total Revenue	87,032,701	108,096,793	127,212,221	121,083,539	99,788,283	(27,423,938)	-22%	105,404,344	(5,616,061)	-5%
Personnel Services	7,442,668	7,805,386	9,586,456	8,105,583	8,671,119	(915,337)	-10%	7,784,546	886,574	11%
Materials and Services	3,010,316	6,081,025	5,072,186	5,267,710	4,027,048	(1,045,138)	-21%	4,786,350	(759,302)	-16%
Capital Outlay	1,507,638	886,932	1,172,604	1,172,604	1,985,638	813,034	69%	1,189,058	796,580	67%
Operating Expenditure	11,960,622	14,773,343	15,831,246	14,545,897	14,683,805	(1,147,441)	-7%	13,759,954	923,851	7%
Debt Service	55,620	957,519	48,419	48,419	252,874	204,455	422%	353,853	(100,979)	-29%
Special Payments	74,657,279	89,796,359	94,796,295	94,758,338	54,553,365	(40,242,930)	-42%	86,403,992	(31,850,627)	-37%
Transfers	-	-	-	-	-	-	-	-	-	-
Contingency	359,180	2,569,572	16,536,261	11,730,885	30,298,238	13,761,977	83%	4,886,546	25,411,693	520%
Total Appropriated	87,032,701	108,096,793	127,212,221	121,083,539	99,788,283	(27,423,938)	-22%	105,404,344	(5,616,061)	-5%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-	-
Total Expense	87,032,701	108,096,793	127,212,221	121,083,539	99,788,283	(27,423,938)	-22%	105,404,344	(5,616,061)	
Revenues Less Expenses	-	-	-	-	-	-	-	-	-	-
Full Time Equivalent (FTE)				<i>As Of 02/2026</i>						
FTE - Total	-	71.0	74.0	69.0	69.0	(5.0)				
FTE - Filled	-	56.0	64.0	59.0	59.0	(5.0)				
FTE - Vacant	-	15.0	10.0	10.0	10.0	-				



Housing Authority

Performance Narrative Statement

The purpose of the Housing Authority of Clackamas County is to provide voucher, public housing, maintenance, and resident services to low-income individuals who receive, or who have qualified to receive, assistance from the Housing Authority so they can experience stable, affordable, and quality housing.

Key Performance Measures

	FY 23-24 Actual	FY 24-25 Actual	FY 25-26 Target	FY 25-26 Actuals as of (12/31/25)	FY 26-27 Target
By 2026, 75% of all federal Housing Choice Voucher participants served will be extremely low income, at or below 30% Area Median Income (upon admission).	NA	90%	75%	87.4%	75%
By 2030, 900 affordable housing units will be developed.					
Pre-Development	NA	NA	145	309	145
Under Construction	NA	NA	419	255	364
Completed Units	NA	NA	411	411	466



Housing Authority

Division Purpose Statement

The purpose of the Housing Authority of Clackamas County is to provide voucher, public housing, maintenance, affordable housing development and resident services to low-income individuals who receive, or who have qualified to receive, assistance from the Housing Authority so they can experience stable, affordable, and quality housing.

Housing Authority of Clackamas County

Shannon Callahan - Executive Director

FTE 69

Total Request \$ 99,788,283

HACC	
Shannon Callahan - Executive Director	
Total Request	
\$99,788,283	
Gen Fund	\$ -

Public Housing	
Total Request	
\$3,208,488	
Gen Fund	\$ -

Housing Vouchers	
Total Request	
\$31,838,221	
Gen Fund	\$ -

Development	
Total Request	
\$32,111,739	
Gen Fund	\$ -

Local Projects	
Total Request	
\$1,010,065	
Gen Fund	\$ -

Central Office	
490530.66	
\$490,531	
Gen Fund	\$ -

State & Local Rental Assistance +	
Total Request	
\$31,129,240	
Gen Fund	\$ -

Total FTE by Program

