

Did you know?

The Washington County Consortium proposes to use CDBG, ESG and HOME funds to support the development of 392 new affordable housing units, the preservation of 427 existing affordable rental units, assist 31,532 low-income persons through the construction or improvement of public facilities and infrastructure, assist 73,248 persons with homeless services and other public services, and assist 402 businesses through City of Beaverton's economic development programs and services.

The Barcelona Apartments, Beaverton



I. Introduction

The heart of the Consolidated Plan consists of the Strategic Plan, which describes how federal funds and other resources will be deployed and what other actions will be taken to address community development and affordable housing needs over the next five years. This introduction describes how the draft Strategic Plan is organized and how to interpret it.

By federal statute, the over-arching goals of the plan are the provision of the following:

- Decent housing
- A suitable living environment
- Expanded economic opportunities for low- and moderate-income households.

HUD requires jurisdictions to develop five-year strategies in three areas:

- Housing and homelessness
- Community development
- Anti-poverty

Our strategies have two principal components:

- Actions to help advance the strategy
- Goal outcome indicators (such as number of people assisted, housing units created, public facilities created, etc.)

The actions describe steps that a number of different entities (public agencies, non-profit organizations and others) will take to help advance the overall strategy during the next five years. A lead contact is designated for each action. The lead contact has agreed to report to the Office of Community Development annually on the progress made on the action so that updates can be included in the Consolidated Annual Performance and Evaluation Report (CAPER). Additionally, the lead contact may choose to go one step further by taking the lead on implementing that action alone or in concert with other partners.

The goal outcome indicators (outlined in the 2015-2020 Consolidated Plan Goals Summary at the end of this chapter) represent a projection of the estimated output resulting from the expenditure of Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) and Home Investment Partnerships (HOME) funds, together with other funds, to advance the strategy. They are derived from considering several things: the targets set in the current Consolidated Plan, the actual outputs reported in the CAPER, and knowledge of proposed projects in the pipeline. They include the numerical benchmarks against which the County reports progress to the U.S. Department of Housing and Urban Development (HUD) and the community each year in the CAPER. They are solely an estimate and we fully expect there will be higher and lower numbers in each area depending on the applications submitted in our competitive funding processes.

CHAPTER 6

The years that are included in the Goals Summary are as follows:

Year 1: Program Year (PY) 2015-16

Year 2: PY 2016-17

Year 3: PY 2017-18

Year 4: PY 2018-19

Year 5: PY 2019-20

The strategies were developed through extensive consultation with stakeholders and community partners and through public participation activities, both of which are described in Chapter 2. The principal ways in which these activities informed the development of the strategies are as follows:

- The two What's Working Workshops with stakeholders (Workshops 2A and 2B) were used to help identify critical issues that the strategies needed to address and also potential partners to assist with implementation. In particular, they informed the development of the actions listed under each strategy.
- The Stakeholder Survey on Community Development Needs, Focus Groups and Community Needs Survey were used to develop the Community Development Plan (Chapter 4) and also the Community Development Strategy (production goals for Public Facilities, Infrastructure, Public Services and Economic Development). In particular, they informed the development of the community development goal outcome indicators.
- The Housing Market Analysis and Needs Assessment were reviewed extensively by the ConPlan Work Group, Coalition of Housing Advocates and Policy Advisory Board to obtain further feedback. The final document includes refinements and changes made as a result of these meetings. The Housing Market Analysis and Needs Assessment, along with the existing Ten Year Plan to End Homelessness, were the primary sources of data that were used to generate priorities and goal outcome indicators in the Housing Strategy.
- The work of the Anti-Poverty Group was used to help identify the issues that the Anti-Poverty Strategies address.
- Finally, feedback from the presentation of the Draft Strategic Plan to the ConPlan Work Group and Policy Advisory Board. The suggestions and responses were reviewed with the ConPlan Work Group and Policy Advisory Board, and the strategies were amended to reflect the input of these groups.

The four sections that follow present a narrative of the Housing and Homelessness, Community Development and Anti-Poverty Strategies and the Implementation Process that will be used to achieve them in 2015-2020. In addition, this chapter also includes various elements that address Consolidated Plan regulatory requirements: obstacles to meeting underserved needs, lead based paint hazards, addressing barriers to affordable housing, and the Public Housing Agency Plan.

II. Housing and Homelessness Strategies

INTRODUCTION: OPPORTUNITIES AND CHALLENGES AHEAD

In the Affordable Housing arena, this new Consolidated Plan time period from 2015 until 2020 will provide both opportunities and challenges in addressing the overwhelming need for new construction and preservation of affordable rental housing and owner-occupied units. While an extremely tight rental market and growing population of low-income residents of Washington County impacted by a housing cost burden present ongoing challenges, there will be opportunities to leverage local, state

and federal resources to address the tremendous need. Washington County continues to thrive on existing and developing collaborations and partnerships. Nonprofit housing developers have seen some success in the financing of rental housing developments utilizing local HOME dollars and federal tax credits at the state level. Nevertheless, challenges ahead will include the support behind local resources to make Washington County developments more competitive at the state level, as well as non-traditional tools to address the growing number of preservation projects nearing completion of their compliance periods with the market demands determining whether they will maintain their affordability. For owner-occupied units, a variety of resources will be needed to address the County's distinction of having the highest homeownership costs in the State of Oregon. As sales prices and home values escalate with employment growth in Washington County, the challenge for first-time homebuyers will be entry into a highly competitive homebuying market with dwindling public resources available to assist them.

At the state level, it remains to be seen how Oregon Housing and Community Services will prioritize its funds for the types of developments in need for Washington County. Washington County is now aligned in competition with Clackamas County and Multnomah County regionally, so the importance of local leverage to fund tax credit projects in a competitive environment is more important than ever. Washington County enacted an ordinance in 2013 to provide property tax abatement for nonprofit housing providers managing developments serving residents at or below 60% MFI within unincorporated Washington County. Beyond property tax exemption, it will be imperative that issues of impact fees, available land, system development charges and jurisdictional requirements are addressed locally to ensure Washington County developers remain competitive at the state level. It is the hope that the Document Recording Fee at the state level will continue to grow with the possibility of a federal Housing Trust Fund and new state resources helping jurisdictions like Washington County address its affordable housing gap in concert with its non-profit affordable housing developers and other local partners.

PRIORITIES FOR WASHINGTON COUNTY HOUSING RESOURCES

Chapter 3, Chapter 3, Housing Market Analysis and Needs Assessment, established that there are significantly more affordable housing needs than what can be addressed by the funding available from all sources combined during 2015-2020. In developing an approach to prioritizing affordable housing needs, Washington County considered the following:

- The relative urgency of the need: For example, Washington County has assigned a high priority to projects that help address the needs of homeless persons by fulfilling the Ten Year Homeless Plan.
- The relative size of the need: The housing market analysis indicated that there was an unfulfilled need of 14,000 to 23,000 rental housing units affordable to households with incomes at or below 50% MFI; thus, housing for persons in this income stratum is a high priority.
- The relative likelihood of the marketplace to produce this kind of housing without subsidy: Housing that the market would not likely produce was prioritized. Thus, low- and moderate-income households overall, families with children, persons with disabilities, elderly/frail elderly and farmworkers received a high priority for rental housing. For owner-occupied housing, low- and moderate-income households, elderly/frail elderly and persons with disabilities received a high priority.
- The existing capacity of Washington County housing providers: Affordable housing gets produced in Washington County primarily through the entrepreneurial efforts of the area's non-profit housing developers. In deciding on priorities, the County considered the types of housing that fall within the collective capacity of local housing providers to produce.

The County adopts the following definitions of *Priority Need Level*:

High Priority: Washington County plans to make funds available for housing activities that address this unmet need during 2015-2020. In the annual application process, proposals that provide housing fulfilling these needs will receive the highest number of points available under the a priority need criterion. The County intends to advocate for applications to other funding sources for projects meeting this need, subject to the project’s congruence with other community objectives (such as zoning, etc.).

Low Priority: HUD’s IDIS template does not provide a medium priority need for the Strategic Plan. Therefore, relative to High Priority Need, the only other priority option is “low Priority Need.” Washington County may make funds available for housing activities that address this unmet need during 2015-2020. In the annual application process, proposals that provide housing fulfilling these needs will receive a low number of points available under a priority need criterion. The County intends to support applications to other funding sources for projects meeting this need, subject to the project’s congruence with other community objectives (such as zoning, etc.).

Homelessness

High Priority Needs

- Extremely Low-, Low- and Moderate-Income Households
- People with Disabilities
- Persons Experiencing or At Risk of Homelessness

Rental Housing

High Priority Needs

- Extremely Low-, Low- and Moderate-Income Households
- Families with Children
- Elderly/ Frail Elderly
- People with Disabilities
- Farmworkers

Owner-Occupied Housing

High Priority Needs

- Extremely Low-, Low- and Moderate-Income Households
- Elderly/ Frail Elderly
- People with Disabilities

See Table 6-2 and the 2015-2020 Consolidated Plan Goals Summary for priority needs, goals and indicators for housing and homelessness.

HOMELESSNESS

In 2007-08, Washington County Department of Housing Services led a community-wide effort to create A Road Home: Ten Year Plan to End Homelessness, July 2008-June 2018 (“Ten Year Plan”). It is a robust strategy, with partners meeting monthly as the Housing and Supportive Services Network (HSSN) to coordinate its implementation. The plan is organized around the following goals:

- Prevent people from becoming homeless (eight strategies)
- Move people into housing (seven strategies)
- Link people to appropriate services and remove barriers (ten strategies)
- Increase income support and economic opportunities (four strategies)
- Expand data collection (five strategies)
- Implement public education on homelessness (three strategies)

To avoid duplication, mitigate confusion and support a community process that had substantial momentum behind it, this Consolidated Plan recognizes the Ten Year Plan to End Homelessness as the County’s official homeless strategy.

In 24 CFR 91.215 (d), HUD requires that Consolidated Plans contain strategies addressing four specific objectives pertaining to homeless persons and families. The Homeless Plan (and, thus, this Consolidated Plan) addresses the four objectives specified in 24 CFR 91.215(d) as follows:

(1) Helping low-income families avoid becoming homeless.

- The Ten Year Plan calls for the implementation of a Universal Point of Referral for At Risk Tenancies to remove barriers to accessing resources, thus preventing homelessness and providing a rapid entry system to re-housing for homeless persons.
- Homeless Prevention and Rapid Re-Housing (HPRP) and One-Month Emergency Rental Assistance programs prevent homelessness as a result of episodic incidents coupled with underemployment, unemployment or related economic factors.
- Prevention of homelessness for runaway and unaccompanied youth includes Family Medication and Reunification Services.

(2) Reaching out to homeless persons and assessing their individual needs.

- Goal 3 of the Ten Year Plan focuses on linking people to appropriate services and removing barriers. Strategic activities include the development of a Unified Assessment System that refers families and singles to appropriate housing and service programs based on need and ability to become self-sufficient.
- Improve and expand Homeless Outreach and Engagement.
- Expand homeless service systems with the Veterans Administration and community-based agencies to increase access and utilization of federal VA resources.

(3) Addressing the emergency shelter and transitional housing needs of homeless persons.

- Develop a One Stop Resource Center that provides an efficient and effective system for service linkage and access to emergency shelter beds for homeless persons.
- Increase availability of Rental Assistance for transitional housing programs serving homeless youth, singles, and families with children.
- Create an efficient and effective system Runaway and Homeless Youth to access short-term (emergency) shelter.

(4) Helping homeless persons (especially any persons that are chronically homeless) make the transition to permanent housing and independent living.

- Increase availability of Rental Assistance for permanent supportive housing units to include the Shelter Plus Care Program, Bridges To Housing Program, HUD-VASH (Veteran Affairs Supportive Housing) Program, and implement project-based Section 8 Program serving chronically homeless individuals.

The Consolidated Plan helps to implement the Homeless Plan by focusing on how to best deploy resources available through HOME, the Emergency Solutions Grant and Community Development Block Grant funds to implement the Ten Year Plan. Thus, the County has assigned a high priority to applications that help fulfill the strategies in the Ten Year Plan.

Washington County commences an annual consultation process with its Continuum of Care, through its Housing and Supportive Services Network (HSSN), to provide for the participation of local homeless service providers and not less than one homeless individual or formerly homeless individual in considering and making policies and decisions regarding any facilities, services, or other eligible activity that receives funding under the Emergency Solutions Grant (ESG) program. Policies and other decisions resulting from this consultation process include how to allocate ESG funds each year between the eligible program activities, the amount of funds distributed between activities, development of performance standards and evaluation of outcomes, and modifications to policies and procedures as needed in relation to the administration and operation of the program. The County’s Policy Advisory Board maintains overall responsibility and oversight over the program for the approval of program policies and projects under the ESG program as an advisory body to the Board of County Commissioners.

Proposed ESG strategies for the 2015-2020 Consolidated Plan will provide an emphasis on funding the following activities allowable under the ESG program: Street Outreach, Shelter Operations, Homelessness Prevention, Rapid Re-housing and Administration. The next five-year period will provide a continued emphasis on Homelessness Prevention and Rapid Re-Housing activities due to the importance that the U.S. Department of Housing and Urban Development has placed on looking predominantly toward Prevention and Rapid Re-Housing as an effective way for communities to combat homelessness. While supporting Homelessness Prevention and Rapid Re-housing activities will continue to be the focus, consultations with the HSSN supports continued funding for operations of shelters and street outreach activities, as funding resources dedicated to these activities can be limited and it is recognized that shelter still serves a crucial element in the road to transitioning individuals and families from homelessness and into permanent housing.

Refer to Table 6-1 for more information on how ESG funding allocations align with federal and local plans to address homeless needs in Washington County.

Progress on the Homeless Plan, including the actions described above, is reported on annually by the Washington County Department of Housing Services. Summary accomplishments appear in the County’s CAPER.

OBSTACLES TO MEETING UNDERSERVED NEEDS

Developing housing for homeless individuals is one of the most challenging aspects of affordable housing development. Reasons why this is the case include:

- **Financing:** In Washington County, housing for extremely low income individuals—persons earning 30% MFI—requires a financing structure not only with no debt payments, but also with an operating subsidy. Thus, housing for residents with incomes below 30% MFI is not only the most costly to create, but also requires identifying sources of operating subsidy (such as rent subsidies). Typically, the period of time for which these rent subsidies are guaranteed is substantially less than the loan period or affordability period of the underlying development financing, thus requiring property owners and financing sources to make a leap of faith to build the projects. Some organizations have addressed this structural challenge by including housing for homeless or extremely low income persons in mixed income housing, where the cash flow from units affordable at 50 or 60% MFI provide a bit of a cushion. However, this approach can result in challenges associated with managing projects that include persons with a variety of levels of functioning living in the same place.

- **Coordination with Services:** Many chronically homeless individuals need physical and mental health services. Receiving these services helps them stay housed; without them, some people may have difficulty conforming to the behaviors necessary to remain in housing. At the national and state levels, the eligibility requirements, application processes and duration of assistance for services (e.g., Medicaid) and housing assistance do not mesh. This makes it extremely difficult for local providers to offer housing to homeless persons with the assurance that they will receive needed services in a timely and sufficient manner.

LEAD-BASED PAINT HAZARDS

As indicated in Chapter 3, lead-based paint is not a widespread hazard in Washington County, primarily due to the relative newness of the housing stock. Nevertheless, the County and the City of Beaverton will continue to obtain HUD provided and State provided training on lead based paint and will, when feasible through partnerships, work diligently to identify resources to abate lead hazards when present in the housing stock, especially in housing where children are present.

ADDRESSING BARRIERS TO AFFORDABLE HOUSING

Chapter 3 contains a list of two kinds of barriers to affordable housing development, those which cannot be addressed at the local level and those which can. Below are the steps that the County proposes to take to address the latter set of barriers.

- **Multiple Reporting Requirements:** Washington County is an active participant in the Streamlining Reporting initiative involving Oregon Housing Community Services and other jurisdictions in the state. The intent of this initiative is to reduce the duplicative monitoring and reporting requirements resulting from having multiple funding entities invest in individual projects. It is hoped that the outcome of this effort will significantly reduce the reporting burden on area housing providers while providing a reliable source of information.
- **Vulnerability of Community Development Corporations to Financial Instability:** Washington County recognizes the importance of a reliable source of operating subsidy to CHDOs being able to serve vulnerable populations. Thus, the County has instituted a two-tier system of CHDOs. In addition to meeting the basic CHDO requirements set forth in HUD regulations, Tier 1 CHDOs meet an additional set of organizational standards pertaining to organizational capacity, financial management, housing development and asset management and services to program participants. In return for meeting this higher level of standards, the County commits to providing operating support for three years, pending annual recertification as a CHDO, the availability of HOME funds, and successful performance as measured against their three-year work programs. The policies governing the County's CHDO program are described in Section 1.6 of the HOME Investment Partnerships Program Policy Manual.
- **Difficulty of Providing Service-Enriched Housing:** As an additional benefit to Tier 1 CHDOs, Washington County sets aside 13% of its CDBG Public Services funding to support services provided to residents of their housing developments in Washington County. The City of Beaverton also commits a portion of its public services funding on an ongoing basis to support this need.
- **Multiple Jurisdictions, Multiple Development Pathways:** Table 6-4 Jurisdictional Strategies calls for a number of actions to help address the complexity that results from having multiple jurisdictions in Washington County, each with its own identity, vision and planning requirements. While it is very unlikely that there will be a uniform development pathway that all affordable housing projects will follow in the County, it is possible to clarify the unique pathways of the various jurisdictions and promote

more dialogue among planners about ways to proactively support affordable housing development without weakening planning standards. This collection of strategies calls for creating model guidelines and approaches that can be customized to fit an individual jurisdiction’s circumstances.

- **Affordable Housing as a Priority:** The Washington County Coalition of Housing Advocates (CHA) continues to work on this issue.
- **Land Cost:** The Washington County Office of Community Development and Community Housing Fund will continue to assess the feasibility of creating a land acquisition program using flexible, local funds.

PUBLIC HOUSING AGENCY PLAN

Washington County Department of Housing Services has been an active and supportive participant in the planning process for the Consolidated Plan. Thus, the needs of the Housing Authority of Washington County (HAWC) as well as the resources it provides are reflected in Chapter 3, Housing Market Analysis and Needs Assessment.

III. Community Development Strategies

The community development strategies in this section address non-housing needs for low and The community development strategies in this section address non-housing needs for extremely low-, low-, and moderate-income persons. The HUD-funded resource for addressing non-housing needs is the Community Development Block Grant (CDBG) program. Washington County and the City of Beaverton operate separate CDBG entitlement programs, each of which reflects the needs in the respective communities.

Chapter 4 presented the separate non-housing community development plan called for within the Consolidated Plan regulations (24 CFR Part 91). This component of the plan must state the jurisdictions’ specific long and short term community development objectives. These local objectives must help further the national CDBG program goal of “developing viable urban communities by providing decent housing and a suitable living environment and expanding economic opportunities for low and moderate income persons.”

Table 6-2 and the 2015-2020 Consolidated Plan Goals Summary at the end of this chapter describe the types of activities that will further thoroughly vetted objectives developed as part of the comprehensive non-housing needs assessment process and will result in concrete actions and goal outcome indicators to be realized during the five-year timeframe. They describe how the jurisdictions will address identified needs in the following areas:

- Public facilities
- Public infrastructure
- Public services
- Economic Development

Also included in Table 6-3 are “Other Consolidated Plan Strategies” that further housing and community development goals in 2015-2020.

IV. Anti-Poverty Strategies

Washington County is known as the economic engine of the state. It is home to several prominent high-tech companies, including Intel, Tektronix and IBM, as well as the headquarters for both Nike and Columbia Sportswear. While Washington County was not immune to the impacts of the most recent recession, it fared better than many counties in Oregon. As per 2008-2012 5-year American Community Survey estimates, Washington County had the highest annual median household income of all Oregon counties at \$64,375. In addition, according to Oregon Labor Market Information System data from December 2014, Washington County also boasts one of the lowest unemployment rates across counties in Oregon at 5.6%. The county's unemployment rate follows only behind Benton and Hood River counties.

Despite these economic successes, poverty has not only persisted, but has grown since 2000. The recession in the early 2000s and again in 2008 wreaked havoc on family self-sufficiency and stability. In Washington County between 2000 and 2012, the number of people in poverty grew by 76%. The population living below the poverty level in Washington County reached its highest level ever in 2011. It is now at 12.4%.

Tualatin saw the sharpest increase in its poverty rate in the Portland metro area rising from 5.5% in 2000 to 13.6% in 2010 (a rise of 189.1%). While Beaverton's population rose 18.8% between 2000 and 2010, its population living below the poverty level rose 101% during that same time. Tigard also saw its population living below the poverty level rise almost 75% in that same ten-year period. Hillsboro experienced a dramatic increase in population nearing 32% since 2000 while its population living below the poverty level rose almost 71%.

Of the people in poverty in 2012, approximately half identified as a race or ethnicity other than White, non-Hispanic. As such, communities of color bear a disproportionate burden of poverty and its ill-effects. In Community Action's Issues of Poverty report (2013), households with children represented 53% of the County's total population but households with children in poverty represented 76% of the County's total population of households in poverty. The 2014 Point-In Time count showed that homeless family households with children experienced an increase since the year before. There was also an increase in sheltered and unsheltered chronic homeless individuals and families with children.

In Washington County, there is an estimated gap of up to 23,000 housing units affordable to households at 50% MFI. The number of households experiencing housing cost burdens is significant: 30,156 rental households paying more than 30% of their income on housing and over 15,253 rental households paying well over 50% of their income on housing. These cost burdens prevent individuals and families from achieving self-sufficiency. All it takes is one catastrophic event to begin a spiral into homelessness. Affordable housing is the foundation for achieving stability and self-sufficiency which can lead to positive outcomes around health, employment, and educational achievement. Supporting affordable housing efforts is a primary strategy towards combating poverty.

The causes of poverty are many and generally speaking, beyond the ability of one program or one jurisdiction to solve. Washington County's Anti-poverty Work Group has chosen to focus its work at broader, systems-level efforts, rather than outputs of performance although outputs under public services and housing will be measured.

CHAPTER 6

Public and private non-profit sector institutions have begun to focus their efforts in the areas of employment, education (early childhood and K-12) and health initiatives linked to housing as a way to address poverty. The State of Oregon has proposed various initiatives in these areas as have foundations such as Meyer Memorial Trust and Enterprise and local efforts such as Washington County Thrives. Discussions at the Anti-poverty Work Group level have focused on these as well as initiatives that we should strive to link to housing when possible.

Washington County's public service and rental/owner-occupied housing programs are the primary output-oriented vehicles for reducing the number of poverty-level households in Washington County. Associated goals outlined in the Consolidated Plan include provision of supportive services for homeless persons and families (ESG) as well as providing support to projects that implement strategies from the County's Ten Year Plan to End Homelessness (CDBG). Several policies support these overarching goals. The County allocates the maximum amount allowable to support public services annually to further the anti-poverty efforts of many local area non-profits. Washington County also allocates a percentage of public service funding to support resident services at properties owned by local Tier 1 Community Housing Development Organizations. These services are critical to ensuring that persons have pathways to achieving self-sufficiency while living in affordable housing. Washington County's support for projects that implement a Ten Year Plan Strategy is carried out by additional points in the application process thereby supporting and leveraging resources to address homeless and at-risk households.

County HOME and CDBG funding supports rental and owner-occupied housing. Associated goals include the construction of new affordable rental units, preserving existing affordable rental housing, and providing weatherization, rehabilitation, and accessibility improvements to affordable properties. It is a local policy that HOME funded units are targeted to households at or below 50% MFI which helps to ensure a reduction in cost burden for households in these units. In addition, additional points in the competitive process are awarded to projects that have more units targeted to households at 50% MFI and below. Finally, the Office of Community Development HOME Program coordinates with the Housing Authority of Washington County to encourage use of project based vouchers in HOME funded projects to meet the housing needs of those earning less than 30% MFI.

Washington County also approved a CDBG affordable housing set-aside to support projects (through related infrastructure or other CDBG-eligible activity) to help align the HOME and CDBG programs and more effectively leverage other resources. This will go into effect in the FY 16/17 funding cycle.

The County allocates 40% of its balance of funds for projects to support the set-aside and housing rehabilitation and weatherization programs which help people to remain in their already affordable homes.

A series of additional strategies focusing on system change (as opposed to outputs) to be addressed during the next five years are outlined in the matrix labeled 6.5 Anti-poverty Strategies. Housing strategies are reiterated in this section to reflect the foundational importance of housing to reducing poverty.

V. Implementation

PLAN IMPLEMENTATION

The Washington County Office of Community Development, in cooperation with the City of Beaverton, is the entity responsible for coordination of the implementation of the Consolidated Plan.

As described in Chapter 4, the City of Beaverton and Washington County conduct an annual application process for Community Development Block Grant funds. A parallel process is conducted simultaneously for HOME funds, following the same general procedures for evaluating and rating projects. The results of this project selection process form the basis of the annual Action Plans, which describe in detail how funds will be allocated to help implement the Consolidated Plan.

Each fall, Washington County Office of Community Development, in collaboration with the City of Beaverton, prepares the Consolidated Annual Performance and Evaluation Report (CAPER), which describes the achievements of the prior year and year-to-date under the Consolidated Plan, and reports how actual achievements compare to the benchmarks set in the Consolidated Plan. As necessary, adjustments to the benchmarks in the Consolidated Plan may be made through formal amendments to the Consolidated Plan, which appear in the next Action Plan.

The successful implementation of this plan depends on the coordinated but voluntary actions of many participants, including the Department of Housing Services, the Housing Authority of Washington County, area non-profit service providers, participating cities, non-profit and for-profit housing developers, advocacy groups such as the CHA, area planning departments, and Community Action. To enhance coordination, for each Action in this Plan, a Lead Contact has been designated. At a minimum, the Lead Contact has agreed to report annually on the progress made on the reported action. This information will be reported in the CAPER. The CDBG and HOME funding processes and priorities will be used to induce the production of outcomes consistent with the benchmarks established in this plan.

Within Washington County, coordination will occur through the following entities:

- The Policy Advisory Board (PAB), appointed by the Board of County Commissioners, includes representatives of cities within the County. The PAB reviews and approves projects for funding, recommends policies pertaining to the Community Development and Affordable Housing programs, and provides a venue for the public hearings described in the Citizen Participation Plan. Washington County Office of Community Development staffs the PAB. The PAB meets monthly.
- The Coalition of Housing Advocates (CHA) provides a means to discuss and develop solutions to housing problems and to disseminate information. The CHA meets monthly and is staffed by the Department of Housing Services and one of the local Community Housing Development Organizations.
- The Housing and Supportive Services Network (HSSN) provides a means to coordinate implementation of the Ten Year Plan to End Homelessness and the Continuum of Care. It meets monthly and is staffed by the Department of Housing Services.
- The Anti-Poverty Work Group continues to meet regularly and is staffed by Community Action to coordinate implementation of the Anti-Poverty Strategy.
- Midway through the implementation of the Consolidated Plan, Washington County may reconstitute and reconvene the ConPlan Work Group to assess where we are, consider how the larger environment has changed, and make any warranted mid-course corrections in the Plan. Existing members of the ConPlan Work Group have agreed to participate in this effort.

The strengths of this system are as follows:

- Tradition of successful collaboration within Washington County
- Momentum behind implementation of the Consolidated Plan built by the participatory nature of the planning process
- Specificity of most actions and benchmarks
- Assignment of Lead Contacts
- Experience of Washington County and City of Beaverton staff in program management

The primary weakness or gap of this system is as follows:

- Implementation of many of the actions depends on the continued interest and capacity of the participants.

Coordination of actions addressing housing and community development issues that extend beyond the borders of Washington County occurs in a number of ways, including the following:

- Community development corporations belong to a statewide industry group, Oregon Opportunity Network, which (along with its predecessors) has played a significant role in the evolution of the practice of affordable housing development and asset management in the state.
- Local governments are members of Metro, the three-county regional planning agency. Metro addresses planning concerns that affect the entire metro region, including some that pertain to affordable housing and community development issues. Metro has an extensive network of technical committees and advisory groups that include representatives from local jurisdictions and entities with expertise in specific areas, such as transportation.
- Washington County Office of Community Development meets periodically with mutual funders including Oregon Housing and Community Services. Coordination occurs around the funding of projects in Washington County, preservation of existing affordable housing, and the roll-out of new funding resources for affordable housing development.

SECTION 3 COMPLIANCE

Washington County monitors covered projects for compliance with Section 3 regulations pertaining to new jobs and new contracting opportunities for construction and rehabilitation-related projects meeting the public investment thresholds. To proactively address this issue, the County has created a packet of information that staff distribute to covered sub-recipients and contractors at planning and pre-development meetings, and staff reviews covered contracts to ensure that the required language is included.

The County has adopted the following numerical goals to ensure compliance for its Section 3 covered projects:

- 30% of the aggregate number of new hires shall be Section 3 residents annually, i.e. 1 out of 3 new employees needed to complete a Section 3 covered project/ activity shall be a Section 3 resident; and
- 10% of the total dollar amount of all Section 3 covered contracts for building trades work arising in connection with housing rehabilitation, housing construction and other public construction shall be awarded to Section 3 businesses; and
- 3% of the total dollar amount of all non-construction Section 3 covered contracts shall be awarded to Section 3 businesses

To the greatest extent feasible, OCD assists the sponsor, contractor and the subcontractors it hires to direct all newly created employment and/or subcontracting opportunities, including seasonal and temporary employment opportunities, to Section 3 residents and business concerns.

The Service Areas for individual projects do not extend beyond the unit of local government (i.e. Beaverton, Hillsboro, Tigard, etc.) in which the Section 3 covered financial assistance is expended.

MONITORING STANDARDS AND PROCEDURE

All HOME, CDBG, and ESG recipients will sign binding contracts that enumerate program requirements. OCD will monitor its grant recipients for compliance with specific program requirements, including applicable federal requirements, such as handicapped accessibility, fair housing, lead-based paint, and Davis-Bacon. In addition, OCD will monitor in the areas of general management, performance goals, financial management, data collection and reporting, eligibility determinations, nondiscrimination, program outreach, timely reporting, coordination with other programs, and inspection of completed units.

Monitoring will consist of both desk and on-site reviews. On-site reviews will consist of periodic site visits which will include an in-depth review of agency, project and client files. Desk monitoring of voucher submittals includes a review of contractual commitments, financial documentation, determination of cost eligibility, drawdown rates, and outcome/performance measurement review.

Primary Goals

OCD has four primary goals associated with its approach to monitoring programs and projects:

- Ensure accomplishment of service or production
- Ensure accountability of public funds
- Ensure compliance with federal requirements
- Evaluate project performance during a specific time period.

HOME Monitoring Plan: Rental and Homebuyer Housing (acquisition, rehabilitation and new construction)

Workshops are offered once a year for all new and current HOME developers, sponsors and owners. Workshops are held in August just prior to the application deadline for HOME projects in October. Technical assistance on all aspects of HOME performance and compliance issues is available upon request.

HOME developers, sponsors and/or owners are responsible for completing HOME-funded projects and maintaining compliance throughout the period of affordability in accordance with the terms of their HOME Project Agreement. HOME staff are available to provide one-on-one technical assistance to HOME sponsors on an as-needed basis. This is done during on-site during monitoring visits, upon request or as a result of recurring findings from ongoing monitoring visits.

The HOME staff objectives for monitoring are to determine if grantees are:

- Ensuring compliance of their rental housing and homebuyer projects as specified in their HOME Project Agreements (as modified or amended) throughout the period of affordability

- Maintaining rental housing properties to their applicable housing quality standards
- Ensuring income verification is performed on an annual basis for all tenants of HOME-funded rental housing
- Complying with other applicable laws, cross-cutting regulations and terms of the HOME Project Agreement
- Properly complying with HOME regulations for homebuyer projects, including income verification and principal residence requirements.

CHAPTER 6

The Project Agreement between Washington County and the sponsor/developer/owner will establish specific policies for monitoring. The schedule for on-site inspections of rental projects will be based on Washington County’s risk-based monitoring procedures, which ensure at least every property is inspected once every three years.

CDBG and ESG Monitoring Plan:

The procedures outlined in the CDBG Monitoring Plan are designed specifically to apply to monitoring of CDBG- and ESG-funded projects in Washington County.

Through on-site and desk monitoring, the reviewer can determine whether the program participant’s performance meets program requirements and improve program participant performance by providing guidance and making recommendations. The specific purposes of monitoring are to:

- Validate the accuracy of information presented by the program participants;
- Follow-up on problems identified during the monitoring visit;
- Determine compliance for those activities where there is sufficient information to make eligibility and/or national objective determinations;
- Evaluate the reasonableness of judgments made for those activities that necessarily involve high levels of program participant judgment;
- Ascertain the Sponsor’s ability to ensure that activities carried out meet compliance requirements;
- Verify the accuracy of the program participant’s records; and,
- Identify apparent causes of any problem(s) and offer recommendations for corrective actions.

ELIGIBILITY AND NATIONAL OBJECTIVE COMPLIANCE CRITERIA

The specific categories of eligible activities under which an activity may be carried out by a program participant using CDBG funds are found at 24 CFR 570.201 through 24 CFR 570.206. The criteria for determining whether an activity addresses one or more of the three national objectives are found at 24 CFR 570.208.

The specific categories of eligible activities under which a homeless services activity may be carried out by a program participant using ESG funds are found at 24 CFR Part 576.

DOCUMENTATION

As described in the CDBG regulations at 24 CFR 570.200(a), each Sponsor is required to maintain records that fully describe the assisted activity, including related financial and eligibility information, typically to show that the project funded with CDBG funding is benefitting low and moderate income individuals. The required documentation that must be maintained by the program participant is described at 24 CFR 570.506(a) and (c) for eligibility and at 24 CFR 570.506(b) for national objectives. Required documentation and recordkeeping requirements under the ESG program are found at 24 CFR 576.500.

APPROACH TO MONITORING

OCD staff views monitoring not as a once-a-year or a periodic exercise, but as an ongoing process involving continuous communication with the Sponsor and evaluation of financial records. Such a process involves frequent telephone/email contacts, written communications, analysis of reports and audits, and periodic meetings as needed. It is the responsibility of OCD staff to keep fully informed concerning Sponsor's compliance with program requirements and the extent to which technical assistance is needed.

The overriding goal of monitoring is to determine compliance, prevent/identify deficiencies and design corrective actions to improve or reinforce Sponsor performance. As part of this process, OCD staff must be alert for fraud, waste and mismanagement or situations with potential for such abuse. Where possible, any identified deficiencies in need of corrective action should be handled through discussion, negotiation, or technical assistance in a manner that maximizes local discretion. Monitoring also provides opportunities to identify program participant accomplishments as well as successful management, implementation, and evaluation techniques that might be replicated by other Sponsors.

OCD will conduct monitoring in the fall, with a few exceptions. OCD staff will revise the Monitoring Checklist annually to determine which projects are to be monitored. The Program Manager will be provided a copy of the monitoring schedule. Past practice has been to monitor all Sponsors who have spent funds since last year, but in years where there may be too many projects to monitor, staff will use their discretion to implement a method to calculate those projects that may be more vulnerable and require monitoring more often than others. Emergency Solutions Grant projects will be monitored each year.

MONITORING STANDARDS

Because it is not always possible that OCD staff will be able to monitor all of a program participant's activities, projects and/or functions, or even review activities in a specific area spanning a participant's entire program year, random sampling is generally expected to form the basis for drawing conclusions about the program participant's performance. Staff may choose to take a sufficient sample of projects to be monitored, based on a "risk" calculation to determine a sampling of units to be monitored. In certain instances, however, non-random sampling will be the more efficient method to use. Such cases include activities that have only a few projects to review, any activities with unresolved problems remaining from previous monitoring visits, any new types of activities being undertaken, and/or activities considered high risk. Note that any sample review or spot-check of program participant records that raises questions concerning the accuracy of the data indicates the need for further follow-up.

For a detailed summary of the monitoring selection process for CDBG and ESG projects, procedures manuals can be found on the County's website.

A-133 AUDIT RESPONSIBILITIES

All sponsors that expend \$750,000 or more in federal funds in a year must meet the audit requirements as specified in OMB Circular A 133. Additionally, all financial transactions with CDBG monies are subject to federal audit. Each sponsor is required to permit independent auditors access to the records and financial statements at least once a year, or not less frequently than every two (2) years. Sponsors must be prepared to explain how transactions were made, why, and be able to account for any funds expended. A-133 compliance is audited on a yearly basis separate from the project monitoring outlined above.

Table 6-1: Emergency Solutions Grant (ESG) Performance Objectives/Standards by Activity				
Eligible Activities*	Street Outreach	Emergency Shelter	Homeless Prevention	Rapid Re-Housing
Performance Objectives (HUD standards)	Objective: Suitable Living Environment Outcome: Availability/ Accessibility	Objective: Suitable Living Environment Outcome: Availability/Accessibility	Objective: Decent Housing Outcome: Affordability	Objective: Decent Housing Outcome: Affordability
Performance Standards	Entry and exit measures Destination at exit Measurement: Number of individuals who participate in Community Connect, Washington County's Coordinated and Centralized Assessment System	Reducing the time spent homeless Measurement: Average shelter stay for families exiting to permanent housing Measurement: Length of time families spent on the shelter wait list last year	Reduce the time spent homeless Measurement: Reduction in new incidences of homelessness and a reduced recidivism rate.	Reduce the time spent homeless Measurement: Reduction in new incidences of homelessness and a reduced recidivism rate.
Opening Doors: Federal Strategic Plan to Prevent and End Homelessness Objectives (U.S. Interagency Council on Homelessness)	Objective 10: Transform homeless services to crisis response systems that prevent homelessness and rapidly return people who experience homelessness to stable housing.	While funding to support Emergency Shelter activities cannot be directly linked to a goal identified in the federal strategic plan, the need for shelters is still recognized as a crucial component of the County's homelessness crisis response system.	Objective 6: Improve access to mainstream programs and services to reduce people's financial vulnerability to homelessness.	Objective 3: Provide affordable housing to people experiencing or most at risk of homelessness Objective 4: Provide permanent supportive housing to prevent and end homelessness.
Washington County's 10-Year Plan to End Homelessness Goals	Goal 3: Link people to appropriate services and remove barriers	While funding to support Emergency Shelter activities cannot be directly linked to a goal identified in Washington County's 10-Year Plan to End Homelessness, the need for shelters is still recognized as a crucial component of the County's homelessness crisis response system.	Goal 1: Prevent people from becoming homeless	Goal 2: Move people into housing
Consolidated Plan Objective	C.8.v Provide outreach services to homeless persons and families. C.8.n Provide services through "Community Connect", Washington County's Coordinated and Centralized Assessment System (CCAS), to provide a central point of referral for homeless and at-risk households to prevent and end episodes of homelessness.	C.8.b Provide supportive services and case management to vulnerable populations including homeless, mentally ill, persons with HIV/AIDS.	C.8.e Provide one-time or short-term rental support for low-income persons at risk of becoming homeless. C.8.w Provide case management services to homeless families or those at risk of becoming homeless including those fleeing from domestic violence. C.8.u Provide supportive services to homeless individuals and families (and those at risk of homelessness) that would include, but not be limited to, child care, housing education (e.g. Rent Well), mental health and addiction counseling, employment training, information and referral, parenting skills, accessing housing, and homeless prevention services.	

*Note: Objective and outcomes reporting is not applicable for Administration and HMIS activities.

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Table 6-2 Housing Priority Needs

	Priority Need Name	Priority Level*	Population	Associated Goals
6-2.a	Homelessness	High	Extremely Low Income Persons Low Income Persons Persons with Disabilities Persons Experiencing or At-Risk of Homelessness	~Provision of supportive services for homeless persons and families ~Provide support to projects that implement strategies from the Washington County Ten Year Plan to End Homelessness
6-2.b	Rental Housing	High	Extremely Low-income Households Low-income Households Moderate-income Households** Families with Children Elderly/ Frail Elderly Persons with Disabilities Farmworkers	~New project-based rental assistance for extremely low-income households ~Focus on the construction of new affordable rental housing ~Preserve existing affordable rental housing, including acquisition, acquisition and rehabilitation, rehabilitation and refinancing activities ~Provide weatherization, rehabilitation, and accessibility improvements to affordable rental properties
6-2.c	Owner-Occupied Housing	High	Extremely Low-income Households Low-income Households Moderate-income Households Elderly/Frail Elderly Persons with Disabilities	~ Provide support for affordable homeownership opportunities through community land trust and homebuyer sweat equity programs ~ Provide support for rehabilitation of housing owned and occupied by low income households including, but not limited to rehabilitation, weatherization and accessibility improvements

Non-Housing Priority Needs

	Priority Need Name	Priority Level	Population	Associated Goals
6-2.d	Public Facilities	Low	Extremely Low Income Persons Low Income Persons Moderate Income Persons Persons with Developmental Disabilities Elderly/ Frail Elderly Homeless Persons with Severe and Persistent Mental Illness Youth	~Acquire, construct or rehabilitate public facilities benefiting eligible populations ~Acquire and/or rehabilitate existing facilities to house persons with special needs ~Improve existing facilities designed to provide services to seniors
6-2.e	Public Infrastructure	Low	Extremely Low Income Persons Low Income Persons Moderate Income Persons	~Construct or improve infrastructure in income-qualified areas to ensure the future health and safety of communities ~Increase neighborhood pride and viability through improvements to existing infrastructure
6-2.f	Public Services	Low	Extremely Low Income Persons Low Income Persons Moderate Income Persons Families with Children Abused/Neglected Children	~Provide a vast array of supportive services designed to assist low-income and vulnerable households overcome barriers in an effort to achieve self-sufficiency
6-2.g	Economic Development	Low	Low and Moderate Income Persons Micro Enterprises owned by LMI Persons Buildings in designated SBA areas	~Provide microenterprise assistance ~Provide store-front improvement program

* High vs. Low Priority: HUD's eCom Planning Suite only provides for a Low or High Priority. The Washington County Consortium therefore stipulates that low priority does not mean an activity will not be funded. A low designation will mean that special rating points are not provided for these activities.

** For Rental Housing, some activities may have more restrictive income limits (such as the HOME program).

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Table 6-3 Other Consolidated Plan Strategies Included in the Five-Year Strategic Plan

	Strategy	Timeframe
6-3.a	Preference for coordinated approaches that align multiple state and local housing and services priorities, as evident in the Governor's Budget (including a strategy for supportive housing integrated with healthcare)	Staff to review these priorities at the state level with regard to this strategy. Consideration of this strategy will be made if there is applicability.
6-3.b	Age-Friendly Housing and More Visitable and Accessible Housing (includes Priority for Age-Friendly Housing that Allows Individuals to Age in Place in their Housing)	Years 1 to 3: Staff to analyze policy implications to meet this strategy. Years 4 to 5: Implementation of this strategy with regards to applications
6-3.c	Integration into the Anti-Poverty Strategy for Activities	Years 1 to 3: OCD and Anti-Poverty Work Group will study the policy implications of moving to an Anti-Poverty Strategy more aligned with the CDBG program. This would be subject to review and approval by the Policy Advisory Board. If approved, it would be implemented in Year 4.
6-3.d	CDBG Resident Services Set-Aside	Years 1 to 5: Continue to set aside CDBG public services funding for resident services programs operated by the Tier 1-certified Community Housing Development Organizations (CHDOs) in Washington County
6-3.e	Fair Housing Set-Aside	Years 1 to 5: Continue to set aside CDBG funds towards a variety of fair housing training and activities in Washington County
6-3.f	Funding a Role for CDBG in the Development of Affordable Housing through the CDBG Affordable Rental Housing Strategy	Years 2 to 5: Implement this strategy to set-aside up to \$100,000 of CDBG funds for off-site public infrastructure or other CDBG-eligible costs to support rental housing sponsored by community housing development organizations pursuing HOME funds for affordable rental housing development. This strategy involves a CDBG allocation formula outlined in Chapter 4 for use in the 2015-2020 Consolidated Plan commencing in Year 2.
6-3.g	Mixed-Income Housing	Year 1: Append the Mixed Income Recommendation Report undertaken as a result of the 2010-2015 Consolidated Plan
6-3.h	Assessing the County's Community Development Code for revisions to comply with the Fair Housing Act recommendations, including: <ul style="list-style-type: none"> • further review of how special uses could be updated • the current provision excluding group homes in Transit-Oriented Development (TOD) zones • Parking requirements are higher per unit for multifamily housing than for single family housing with no waiver based on the conditions of the population residing in the multifamily housing 	Such an assessment was initiated as part of the Aloha-Reedville Study. LUT and/or DHS to report back to OCD as progress is made.

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Table 6-4 2015-2020 Consolidated Plan Jurisdictional Strategies

Plan and advocate for the inclusion of affordable housing as an integral element of the County’s sustainable public infrastructure. (Because it provides a public service and requires a public investment to be built, affordable housing should be considered as much of a part of the County’s public infrastructure as water and sewer lines, streets and parks. Affordable housing makes communities more socially sustainable.)		
Actions	Lead Contact	Progress Targets
6-4.a Support affordable housing by developing model(s) for expediting the review of eligible projects. Models could include designation of an “ombudsman” staff person in each jurisdiction, coordination of either city departments (Hillsboro model) or service districts (Beaverton model), or accelerated review (Tigard Suggestion). Examples could also include a “one-stop” permitting center for all affordable rental development applications in the County or plats review and approved simultaneously at the jurisdictional and County levels.	Hillsboro Planning Dept. / Beaverton Planning Dept./Tigard Community Development Department/ Washington County Long Range Planning Division	Have model processes available for jurisdictions to review by Year 3. Identify ombudsmen in participating jurisdictions by Year 3. The group intends to explore this strategy for the smaller jurisdictions. Currently, the selection of “ombudsman” staff is done informally in each jurisdiction through assignment of planning staff.
6-4.b Develop a coordinated approach to fee waivers/fee reduction strategies by identifying existing policies in individual jurisdictions, discussing additional options and developing a menu of potential fee waivers/fee reduction policies targeted to affordable housing developments that meet specific affordability targets. Determine whether there are policies likely to be supported by multiple jurisdictions, thus forming a “trans-jurisdictional” policy package.	Hillsboro Planning Dept. / Beaverton Planning Dept. / Tigard Community Development Department	Identify replacement funding sources in participating jurisdictions by Year 2. Have draft policies available for participating jurisdictions’ elected officials to consider by Year 3. Currently, the City of Tigard already has an affordable housing fee waiver program. No replacement funding sources have been identified yet outside of Tigard.
6-4.c Jurisdictions will provide an opportunity for affordable housing in Metro Urban Growth Boundary expansion areas consistent with Metro UGMFP Title 11. Compliance includes specific implementation strategies and enforcement. Prior to adoption, jurisdictions will discuss effectiveness of proposed compliance documents with professionals with expertise in affordable housing.	Washington County Long Range Planning Division/ Hillsboro Planning Dept. / Beaverton Planning Dept./ Tigard Community Development Department	Year 1 through 5: Individual jurisdictions prepare Title 11 compliance documents for each UGB expansion area (e.g., South Cooper Mountain, South Hillsboro, Area 93, River Terrace). The Coordinating Group felt that this could include cluster housing and multigenerational housing. The Coordinating Group also felt that jurisdictions could choose to implement a density transfer (reducing density requirements as an incentive) in areas like Area 93, as well as incentives that might include a reduction to the open space requirement in exchange for provision of affordable housing.

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Table 6-4 2015-2020 Consolidated Plan Jurisdictional Strategies (continued)

	Actions	Lead Contact	Progress Targets
6-4.d	<p>Work with the counties and the cities within the county, TriMet and Metro to expand all forms of transit opportunities for low income households along transit corridors, town centers and elsewhere, with a focus on paratransit and accessibility of modes of transit. Allow transit services as permitted land uses in “neighborhoods of opportunity” and in UGB expansion areas. Adopted plans that address this action include: TriMet 5 Year Plan (TriMet), Regional Transportation Plan (Metro), Transportation Systems Plans and Comprehensive Plans (each jurisdiction).</p>	<p>Washington County Long Range Planning Division</p>	<p>Year 1: Convene meetings with transit providers and jurisdictions to assess needs. Years 2 through 5: Expand transit opportunities and zone for services through various planning efforts, such as UGB expansion area planning and CET grant planning. Choice Neighborhoods Initiative (a proposed HUD program), if approved, may be a funding resource to support affordable housing in healthy, transit-rich neighborhoods.</p> <p>The Washington County Long Range Planning Division requested that this include active transportation planning, including bike and pedestrian modes in line with Metro goals.</p>
6-4.e	<p>Develop and promulgate a variety of methods to promote affordable and accessible housing. This will include the development of incentives (e.g. smaller and denser housing such as courtyard housing, infill housing and expanded applicability of accessory dwelling units) that enable voluntary inclusionary zoning. “Inclusionary zoning” refers both to the inclusion of affordable housing units and the inclusion of accessible housing units.</p> <p>Provide incentives that encourage the inclusion of units that meet visitability standards in excess of those required by current law.</p>	<p>Washington County Long Range Planning Division, Hillsboro Planning Dept. / Tigard Community Development Department</p>	<p>Years 1-3: Gauge interest and feasibility in each jurisdiction.</p> <p>Years 4-5: Develop model code, visitability standards and programs. Provide to lead staff in jurisdictions for consideration where feasible.</p> <p>The Washington County Long Range Planning Division reported that it adopted an ordinance to expand accessory dwelling units that include accessible housing units. The Washington County Long Range Planning Division also included a density bonus incentive in its ordinance at North Bethany.</p> <p>The Coordinating Group wanted a placeholder for cluster housing in this strategy. Hillsboro wants to consider special uses such as co-housing and cluster housing to meet this strategy.</p> <p>The Coordinating Group also determined that fee waivers or fee reductions could also be considered for remodeling or retrofitting existing housing to be more accessible and age-friendly.</p>
6-4.f	<p>Increase the number of units affordable to those households in the lower income bracket by providing property tax exemptions for units affordable to residents at 60% MFI and below.</p>	<p>Washington County Department of Housing Services</p>	<p>Years 1 – 5. The number of units increased due to the availability of tax exemptions for units affordable to residents at 60% MFI and below will now be measured on an annual basis.</p>

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Table 6-4 2015-2020 Consolidated Plan Jurisdictional Strategies (continued)

	Actions	Lead Contact	Progress Targets
6-4.g	Continue to develop and implement the transjurisdictional strategies of the Coordinating Group (i.e., strategies for which models would be developed, but for which implementation would involve the approval of individual jurisdictions, either by elected officials or by management).	Washington County Long Range Planning Division (Washington County Office of Community Development new lead contact)	Year 1: Decide on a forum for coordination and collaboration Year 1 – 5: Utilize the forum. Coordinating group decided to meet on an annual basis to coordinate potential transjurisdictional strategies.
6-4.h	Through the forum established in Action 7.h above, consider additional municipal strategies to support affordable housing as a contributing part of the city, such as: <ul style="list-style-type: none"> • Reduced parking requirements based on population characteristics and transit access • Identification of grants to support public improvements related to affordable housing development • Municipal housing inspection program to maintain the quality of existing housing • Enhanced safety program to reduce crime and improve the safety of rental properties 	Coordinating Group established in Action above	Years 1-5 The City of Beaverton is currently exploring the possibility of implementing a municipal housing inspection program to maintain the quality of existing housing. The City is examining what has been done to date in the City of Gresham. The City of Beaverton is also currently discussing additional support for community land trusts.
6-4.i	Encourage the use of “Guide for Examining Local Land Use with a Fair Housing Lens” by land use planners in Washington County and its cities. The guide can be used by local land use planners to: <ul style="list-style-type: none"> • Undertake an internal audit of a jurisdiction’s land use plans and implementing codes • Identify actions to comply with fair housing law • Affirmatively further fair housing through adopting best practices 	Washington County Office of Community Development	Years 1-5

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Table 6-5 ANTI-POVERTY STRATEGIES

Strategy 1: Public Policy Implement innovative public policy that affirmatively seeks new ways to promote the economic independence and well-being of low income residents.			
	Action	Lead Contact	Progress Targets
1.a	Increase awareness of poverty issues among community leaders	Community Action	Years 1-5: Identify existing efforts and key partners. Conduct outreach to City and business leaders. Provide information about local issues of poverty and service utilization
1.b	Continue to staff ongoing Anti-Poverty Work Group to guide implementation of Anti-Poverty Strategy, monitor progress, address barriers and respond to changing conditions as they arise. Work Group should collaborate with and support current anti-poverty initiatives including: VAN Workforce Development Work Group, Washington County Thrives, Ten Year Plan to End Homelessness, Washington County Early Learning HUB, etc.	Community Action	Years 1 – 5: Periodic meetings of the Anti-Poverty Work Group to guide implementation of Anti-Poverty Strategy, monitor progress, publicize results, address barriers and respond to changing conditions as they arise. Year 1: Work to increase membership (Oregon Food Bank, WorkSystems, United Way Washington County (Early Learning Plan staff and others).
1.c	Address the “cliff effect” and other disincentives to transitioning off services (in local, state, and federal programs) and moving toward greater independence and self-sufficiency.	Pacific University Community Action	Year 0-1: Leverage Pacific University partnership to undertake a two-part study effort: Part 1 to include review of original 2008 data collection effort and report; identification of key federal, state and local programs/policies that contribute to the cliff effect; provides recommendations in response to findings. Part 2 to include identification, through interviews, of key populations that may disproportionately be impacted by these policies. Year 2-3: Disseminate results and convene summit to identify next steps to address these policies at the federal, state and local level. Years 2 – 5: Implement next steps, focusing on addressing policies that can be changed at the local level. This should be a coordinated effort among agencies.
1.d	Locate affordable housing and services to promote resident access to the opportunities that help people succeed in life.	Office of Community Development	Year 0 - 2: Create mapping tool(s) that address local needs under the CDBG and HOME funding cycles as well as to address new rules pertaining to Affirmatively Furthering Fair Housing. Year 1: Implement “preliminary set of mapping tools for use in Year 2 funding. Year 1-2: work with new HUD rules to define a more final set of mapping tools for use in Years 3-5.

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1.e	Increase opportunities for communication, collaboration, and coordination between groups that fund organizations and agencies to undertake anti-poverty efforts.	Office of Community Development	Year 1: Identify existing efforts and key partners. Establish funders forum to identify areas of potential collaboration.
1.f	Consolidated Plan consultations have pointed to a need for a more targeted approach using CDBG public service funding. Staff will analyze the benefits and implications of moving towards a targeted approach thereby further aligning Consolidated Plan goals.	Office of Community Development	Year 1 and 2: Work with Anti-poverty Work Group to develop and implement a strategic plan for undertaking the analysis including a timeframe for completion, a plan for public outreach, and development of the appropriate application and rating tools. Brief the Policy Advisory Board on the plan to solicit feedback. Year 2 or 3: If there is merit to the strategy of a more targeted approach, undertake public process (if applicable) and seek Policy Advisory Board review and approval. Year 3 or 4 Implement.
1.g	Continue to set aside the maximum available (15%) under the CDBG-funded Public Services category.	Office of Community Development	Years 1 – 5: Ongoing
1.h	Within policy guidelines, exercise local control to support TANF recipient participation in employment and training programs.	Department of Human Services	Years 1-5: Work with Aligned Partner Program providers to ensure that, to the greatest extent possible within policy guidelines, clients participating in employment and training programs are able to maintain TANF benefits.
1.i	Identify and follow new planning efforts where coordination with Consolidated Plan strategies may make sense.	Anti-poverty Work Group	Year 1-5: Discuss whether representation from the Anti-Poverty Work Group makes sense to learn about new effort and whether there is a place at the table for one of our members, or at least request an opportunity to share what the Consolidated Plan is and try to encourage incorporation of same strategies where applicable.

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Strategy 2: Service & Support Systems			
Provide comprehensive and integrated services that focus on prevention and are strongly consumer driven			
Action	Lead Contact	Progress Targets	
2.a	Increase provider awareness of services available within community Community Action	Years 1-5: Continue to host Information and Referral Networking Breakfasts and C.A.O.Find Listserve	
2.b	Improve Information and Referral infrastructure to increase consumer awareness and understanding of available resources Community Action and 211 info	Years 1-5: Convene work group to implement outreach and sustainable funding plan. Approach Cities to request ongoing support for I & R Activities.	
2.c	Strengthen Community Safety Net Services. Safety Net Services consist of emergency, short-term rent, energy and food assistance that enable residents to remain stable in their homes. Community Action	Years 1-5: Identify existing efforts and key partners. Identify/Create new sources of funding to secure and sustain “Safety-Net” Services. Years 1-5: Improve access to safety net services by increasing collaboration and coordination among providers	

Strategy 3: Civic Capital			
Increase sense of community and belonging among low-income and minority residents as well as overall public investment in the social and political well-being of the entire community			
Action	Lead Contact	Progress Targets	
3.a	Continue to engage low-income and minority residents in the development of the Consolidated Plan and Fair Housing Plan. Office of Community Development	Years 1 and 2: Work with agencies that serve underrepresented communities to develop a plan for continued and improved outreach to, and recruitment of, low-income and minority residents to participate in focus groups and interviews to gain insight about the community. Years 2-5: Implement.	
3.b	Continue to seek opportunities to solicit feedback from the low-income community about the quality and effectiveness of services and identify unmet and emerging needs in the community. Community Action Office of Community Development	Years 1-5: collect and disseminate information on a yearly basis through various outreach opportunities (including but not limited to Project Homeless Connect) to identify trends and inform planning processes where appropriate.	

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Strategy 4: Affordable Housing Plan			
Increase and/or preserve affordable housing units for low-income residents as a means of achieving or regaining self-sufficiency by reducing housing cost burden			
Action	Lead Contact	Progress Target	
4.a	Anti-Poverty Work Group	Years 1-5: Anti-Poverty Work Group to continue to follow progress in these areas to ensure that whenever possible and logical, alignment of systems can support other efforts (example, Enterprise Community Partners, Meyer Memorial, State of Oregon Governor's Initiatives, OHCS funding rounds, etc).	
4.b	Office of Community Development	Years 1-5: Review and amend existing application materials and rating tools for use in Year 1 (for FY 16/17 funding). Implement this strategy starting in Year 2 and continue through Year 5.	
4.c	Office of Community Development	Production target data will be reported in the Affordable Housing Plan of the Consolidated Plan	
4.d	Office of Community Development	Production target data will be reported in the Affordable Housing Plan of the Consolidated Plan	
4.e	Office of Community Development/ Housing Authority of Washington County	Years 1-5: Ongoing	
4.f	Office of Community Development	Years 1 – 5: Continue to work with the Continuum of Care (HSSN) on allocation of the funding.	

Table 6-6 Washington County and the Cities of Beaverton and Hillsboro 2015-2020 Consolidated Plan Goals Summary			
<i>Housing</i> Priority Need	Associated Goal /Goal Outcome Indicator	5-Year Goal	Unit of Measurement
Homelessness	Homeless Supportive Services		
	Public service activities other than Low/Moderate Income Housing Benefit	1,000	Persons Assisted
	Tenant-based rental assistance / Rapid Rehousing	50	Households Assisted
	Homeless Person Overnight Shelter	2,800	Persons Assisted
	Homelessness Prevention	60	Persons Assisted
Homelessness	Projects that Implement 10 Year Plan Strategies		
<i>City of Beaverton</i>	Public service activities other than Low/Moderate Income Housing Benefit	1,425	Persons Assisted
<i>City of Beaverton</i>	Homelessness Prevention	1,425	Persons Assisted
<i>Washington County</i>	Public service activities other than Low/Moderate Income Housing Benefit	12,345	Persons Assisted
<i>Washington County</i>	Homelessness Prevention	35,940	Persons Assisted
Rental Housing	New Construction of Affordable Rental Housing		
	Rental units constructed	352	Household Housing Units
Rental Housing	Preservation of Existing Affordable Rental Housing		
	Rental units rehabilitated	152	Household Housing Units
Rental Housing	Assistance to Affordable Rental Properties		
	Rental units rehabilitated	275	Household Housing Units
Owner-Occupied Housing	Homebuyer Programs		
<i>City of Beaverton</i>	Homeowner Housing Added	10	Household Housing Units
<i>Washington County</i>	Homeowner Housing Added	10	Household Housing Units
Owner-Occupied Housing	Owner-Occupied Housing Rehabilitation/ Assistance		
<i>City of Beaverton</i>	Homeowner Housing Rehabilitated	150	Household Housing Units
<i>Washington County</i>	Homeowner Housing Rehabilitated	2,120	Household Housing Units

Table 6-6 Washington County and the Cities of Beaverton and Hillsboro 2015-2020 Consolidated Plan Goals Summary

<i>Community Development</i> Priority Need	Associated Goal /Goal Outcome Indicator	5-Year Goal	Unit of Measurement
Public Facilities	Public Facility Investment		
<i>City of Beaverton</i>	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	50	Persons Assisted
<i>Washington County</i>	Low/Moderate Income Housing Benefit	25,000	Persons Assisted
Public Facilities	Public Facility Investment for Special needs Populations		
<i>City of Beaverton</i>	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	50	Persons Assisted
<i>Washington County</i>	Low/Moderate Income Housing Benefit	25	Persons Assisted
Public Facilities	Public Facility Investment for Seniors		
<i>City of Beaverton</i>	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	50	Persons Assisted
<i>Washington County</i>	Low/Moderate Income Housing Benefit	600	Persons Assisted
Public Infrastructure	Public Infrastructure Construction		
<i>City of Beaverton</i>	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	50	Persons Assisted
<i>Washington County</i>	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	4,436	Persons Assisted
<i>City of Beaverton</i>	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit	50	Households Assisted
<i>Washington County</i>	Low/Moderate Income Housing Benefit	50	Assisted
Public Infrastructure	Public Infrastructure Improvements		
<i>City of Beaverton</i>	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	50	Persons Assisted
<i>Washington County</i>	Low/Moderate Income Housing Benefit	1,121	Persons Assisted
Public Services	Supportive Services		
<i>City of Beaverton</i>	Public service activities other than Low/Moderate Income Housing Benefit	3,750	Persons Assisted
<i>Washington County</i>	Income Housing Benefit	14,453	Persons Assisted
Economic Development	Microenterprise Assistance		
<i>City of Beaverton</i>	Businesses Assisted	400	Businesses Assisted
<i>Washington County</i>	Businesses Assisted	10	Businesses Assisted

CHAPTER 6

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