



 Department of Housing Services  
**2017-2027 Strategic Plan**



A ten-year plan to provide a continuum of affordable housing options that promote community strength

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## MISSION: What We Do

The Washington County Department of Housing Services provides a continuum of affordable housing options that promote community strength.



## STRATEGIES: How We Accomplish Our Mission

- Provide rental assistance.
- Assist people in achieving housing stability, focusing on lower income populations.
- Develop, acquire and maintain affordable housing.
- Provide career placement and training opportunities through partner organizations.
- Connect low-income people to additional programs and services.
- Provide home ownership opportunities, where appropriate.
- Collaborate with public and private partners.

## EQUITY STATEMENT

The Department of Housing Services provides housing opportunities to all eligible persons no matter their race, color, religion, national origin, age, disability, familial status, marital or domestic partnership status, sex, gender identity, sexual orientation, veteran status, legal source of income or type of occupation.

In order to be relevant and effective in a rapidly changing and increasingly diverse environment, the Department of Housing Services commits to the principles of diversity, equity and inclusion for all members of the community we serve. Equitable access to resources and opportunity is the means to healthy, economically vibrant people and communities. We believe that authentically listening to, working inclusively with, and being accountable to the community we serve increases innovation and effectiveness and leads to more successful outcomes.

VISION: The Ultimate Goal Everyone in Washington County has a safe, decent and affordable place to call home.



## BRIEF HISTORY

The Housing Authority was formed on August 4, 1970 by resolution of the Washington County Board of Commissioners. Its original mission was “providing housing assistance to low-income families of Washington County to the maximum extent of [its] fair share of available federal funding.” The Housing Authority began leasing units in 1972 under the Section 23 housing program, a predecessor of the Section 8 Certificate and Voucher programs. Over time, the Housing Authority expanded its repertoire of housing programs to include the Section 8 Housing Assistance Program, Public Housing, Moderate Rehabilitation, Substantial Rehabilitation and eventually Section 8 Vouchers in 1985.

The Housing Authority operated semi-autonomously from the Washington County government until 1992, when the Department of Housing Services was formed to administer Housing Authority activities and provide additional services, such as for people who are homeless, to better serve the residents of Washington County.

Since its creation, the department has undertaken many innovative and new activities in its efforts to provide an array of housing options to low- and moderate-income households in Washington County, including partnering with other organizations, purchasing and holding land for future development, providing seed money loans, acting as a development consultant, using surplus land and donated structures to create affordable housing, administering federal funds for the creation of affordable housing and homeless programs, issuing bonds for the development of affordable housing and creating and supporting home ownership opportunities for first-time low- and moderate-income buyers.

We in the Department of Housing Services look forward to our next chapter as we continue our mission to provide housing opportunities for households in need and work through collaborative partnerships to strengthen the community for the benefit of all its residents.

## VALUES: How We Do Our Work

- **HOME.** We believe that having a safe and affordable place to call home is the foundation for good health and a stable future.
- **URGENCY.** Our work directly impacts the health and well-being of everyone in our community. We are compelled to work strategically and with urgency.
- **EQUITY.** We strive to remove barriers to housing opportunity.
- **COLLABORATION.** We believe we are more effective when we work collaboratively with the people we serve, other public agencies, non-profit organizations, and private businesses.
- **ACCOUNTABILITY AND COMMUNICATION.** We accept accountability and the responsibility to keep stakeholders informed and to regularly seek their input.
- **RESPECT FOR CULTURE.** We believe an inclusive and diverse community is a strength. We strive to demonstrate respect and sensitivity toward all cultures.
- **INNOVATION.** We value trying new and evidence-based approaches and are committed to using our limited resources in the most creative and strategic ways.
- **EXCELLENCE AND PROFESSIONALISM.** We strive for high success rates, continual improvement and outstanding relationships with our program participants, partners and colleagues.

# SIGNIFICANT ACCOMPLISHMENTS



**1970**

Housing Authority of Washington County is formed.

**1972**

Lease-up of first units under the Section 23 Program.

**1975**

Section 8 Leased Housing Assistance Program established.

**1980**

First Public Housing units acquired.  
First Moderate Rehabilitation units under contract.

**1981**

Agreements with the cities of Hillsboro, Beaverton, Forest Grove, Tigard, Sherwood and Tualatin are enacted to rehabilitate housing units as well as develop new subsidized housing.



**1985**

First Section 8 Vouchers acquired.

**1983**

First partnership activity – agreement with Office of Community Development is established to rehabilitate deteriorated housing occupied by low- and moderate-income families in Neighborhood Strategy Areas (NSAs) in Hillsboro, Beaverton and Sherwood.

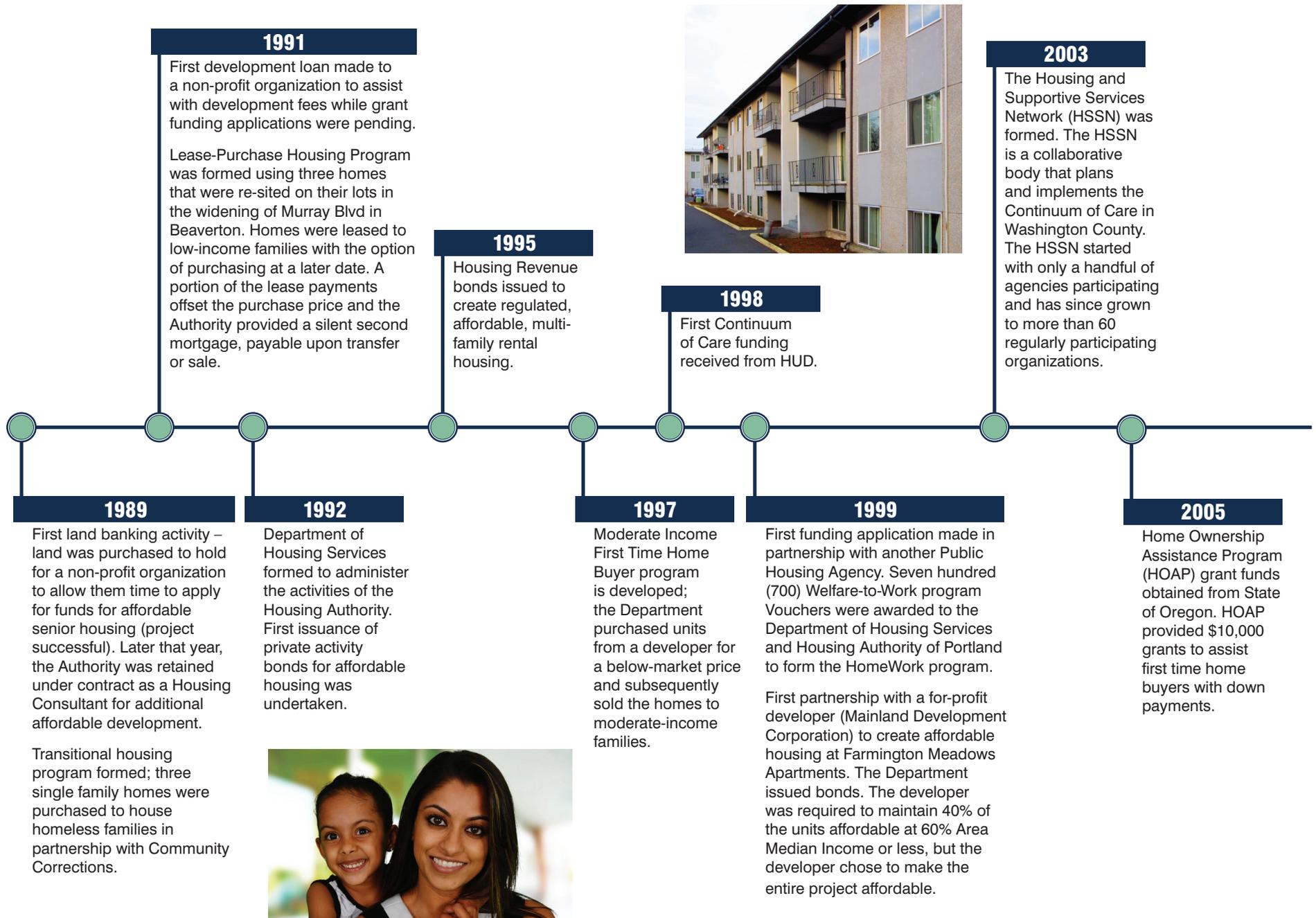
**1987**

First USDA Farmers' Home housing developed in North Plains, Oregon to provide 12 units of rental housing for low-income seniors.

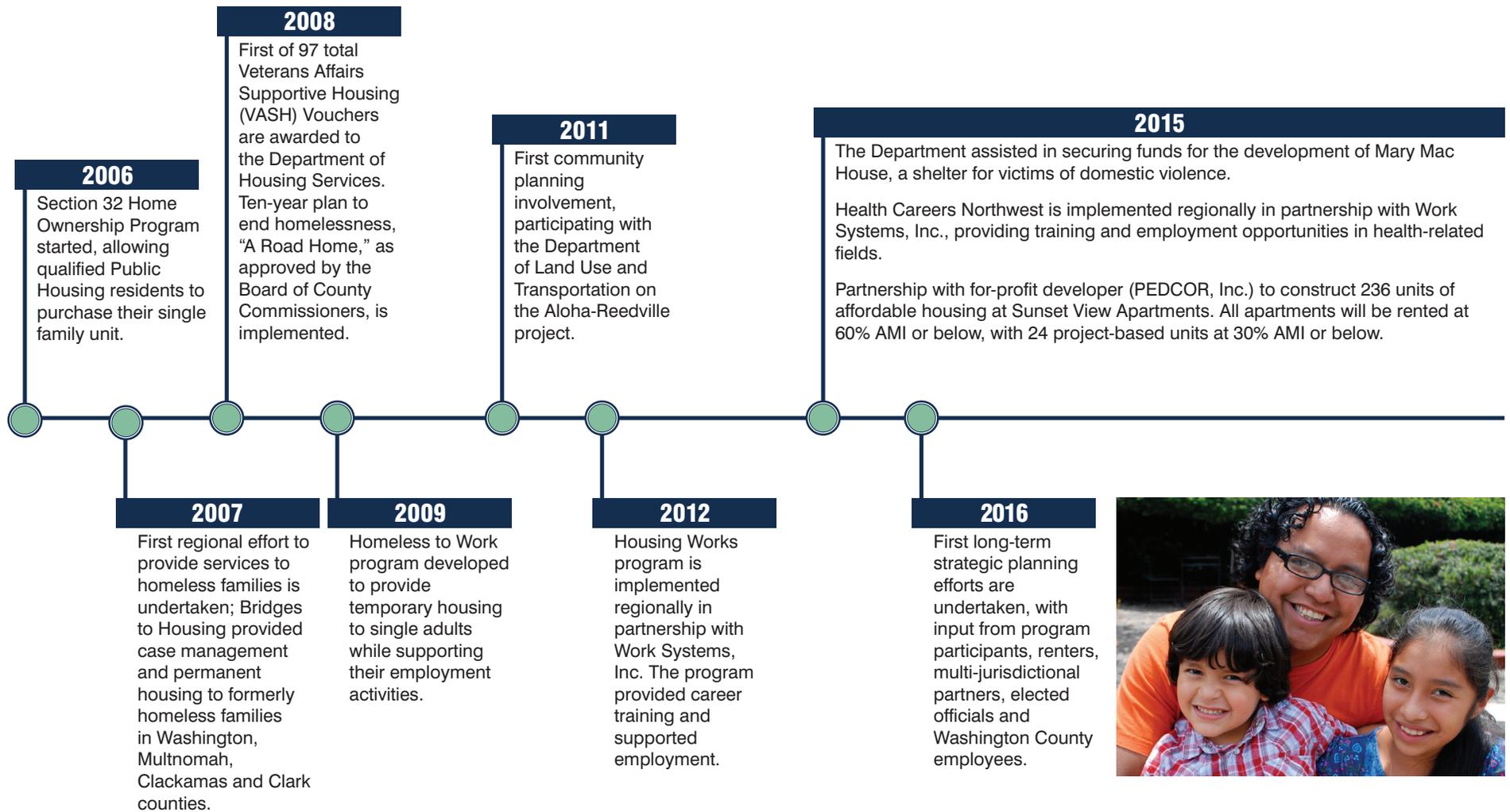
**1988**

First Proclamation of April as Fair Housing Month in Washington County.





# SIGNIFICANT ACCOMPLISHMENTS



# GOAL 1 - PROGRAMS

By 2027, the number of affordable housing units is increased by 1,000 (100 additional units per year on average).

Strategy A: Increase affordable housing via acquisition or new development.

<i>Supporting Activities</i>	<i>Who's Responsible</i>	<i>Timeline</i>	<i>Indicators of Accomplishment</i>
1. Apply for federal funds for new construction of affordable housing for special populations.	<ul style="list-style-type: none"> <li>▪ Homeless Program Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Grant applications are submitted as opportunities arise, including to HUD Continuum of Care Program and Health and Human Services.</li> <li>▪ More affordable housing units are available to special populations.</li> </ul>
2. Assist Washington County in raising funding for developing or acquiring more affordable housing.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Assistant Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Department of Housing Services and other county staff work together on an ongoing basis to identify opportunities for raising funding for affordable housing.</li> <li>▪ New methods of county funding are identified.</li> <li>▪ New money is raised and invested in new affordable housing units.</li> </ul>
3. Secure bonds to develop or acquire more affordable housing.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Assistant Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ As needed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bonds are issued or secured as needed to develop or acquire more affordable housing.</li> </ul>
4. Continue to work with non-profit developers.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Assistant Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ New affordable housing units become available through partnerships with non-profit developers.</li> </ul>
5. Continue to work with for-profit developers.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Assistant Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ New affordable housing units become available through partnerships with for-profit developers.</li> </ul>
6. Educate developers about the availability of tax breaks and other incentives for affordable housing development or acquisition.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Assistant Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developers learn about and take advantage of tax breaks and other incentives to build and acquire new affordable housing.</li> </ul>
7. Secure state and federal grant funds for new construction or acquisition.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Assistant Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ State and federal grants are awarded that result in the construction of new or acquisition of affordable housing units.</li> </ul>
8. Create a viable list of available county and private properties.	<ul style="list-style-type: none"> <li>▪ Asset Manager</li> <li>▪ Housing Development Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Washington Co. Facilities Dept. notifies the Asset Manager when county surplus and foreclosed properties become available in accordance with Washington County guidelines.</li> <li>▪ Department of Housing Services has relationships with local brokers who notify the department when appropriate properties become available.</li> <li>▪ Department of Housing Services receives notification from the State when surplus property is available.</li> </ul>
9. Coordinate with the state and Metro to identify regulated subsidized multi-family projects whose contracts are expiring, and support partners in acquiring them.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Assistant Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ An inventory of preservation projects in Washington County is created using Metro, HUD and State housing databases.</li> <li>▪ As needed, Department of Housing Services assists partners in attaining funding to acquire the projects.</li> <li>▪ A minimum of 50 regulated subsidized units are preserved each year, on average.</li> <li>▪ Affordability of acquired units is maintained.</li> </ul>

## GOAL 1 - PROGRAMS, CONTINUED

By 2027, the number of affordable housing units is increased by 1,000 (100 additional units per year on average).

Strategy B: Use creative strategies beyond acquisition and construction.

<b>Supporting Activities</b>	<b>Who's Responsible</b>	<b>Timeline</b>	<b>Indicators of Accomplishment</b>
1. Invest in land banking as resources allow.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Assistant Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ A partnership is established with an appropriate entity to hold the assets.</li> <li>▪ Land is held for affordable housing development.</li> </ul>
2. Apply for special grants that support the department's goals.	<ul style="list-style-type: none"> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Special grants are received.</li> </ul>
3. Work with Washington County and local jurisdictions to acquire surplus land, including abandoned, condemned and under-utilized properties, for affordable housing development by Department of Housing Services or other developers.	<ul style="list-style-type: none"> <li>▪ Assistant Director</li> <li>▪ Housing Development Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ A minimum of 5 parcels of land are acquired by 2027.</li> </ul>
4. Regularly review information on HUD property auctions and those types of opportunities.	<ul style="list-style-type: none"> <li>▪ Asset Manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ A minimum of 2 HUD properties are acquired by 2027.</li> </ul>
5. Evaluate emerging practices and opportunities such as tiny houses, shipping container houses, micro units, and infill development and pursue new promising methods of development as resources allow.	<ul style="list-style-type: none"> <li>▪ Assistant Director</li> <li>▪ Housing Development Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Emerging practices are evaluated through annual strategic planning and as opportunities arise.</li> <li>▪ At least one new method of affordable housing development is implemented and results in new affordable housing units by 2027.</li> </ul>
6. Provide support for Accessory Dwelling Unit (ADU) permitting and development.	<ul style="list-style-type: none"> <li>▪ Housing Development Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Department of Housing Services supports the Department of Land Use and Transportation's work in this area.</li> </ul>
7. Provide support for streamlined permitting for affordable housing developments.	<ul style="list-style-type: none"> <li>▪ Program Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Department of Housing Services supports the Department of Land Use and Transportation's work in this area.</li> </ul>
8. Ask employers bringing 2000 or more new employees to the community to provide funding for employer-supported housing.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Housing Development Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Department of Housing Services supports the Washington County Administrative Office's work in this area.</li> </ul>
9. Ask cities creating urban renewal plans to include plans to create sufficient affordable housing.	<ul style="list-style-type: none"> <li>▪ Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2019 – Start initiative</li> <li>▪ 2021</li> </ul>	<ul style="list-style-type: none"> <li>▪ By 2021, every urban renewal plan in Washington County has an affordable housing component.</li> </ul>
10. Seek more resources to help with gap financing of Washington County affordable housing developments that need gap financing beyond what HOME Investment Partnerships and Community Development Block Grant (CDBG) provide.	<ul style="list-style-type: none"> <li>▪ Assistant Director</li> <li>▪ Housing Development Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2020</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local, state or federal gap financing sources are identified and accessed.</li> </ul>

## GOAL 2 - PROGRAMS

Increase resources and funding, especially unrestricted funding, for affordable housing development and preservation, and for homeless and other housing-related services.

Strategy A: Coordinate resources and funding across political, jurisdictional, and mission lines.

<b>Supporting Activities</b>	<b>Who's Responsible</b>	<b>Timeline</b>	<b>Indicators of Accomplishment</b>
1. Work with all partners to create a comprehensive list of resources supporting affordable housing development in Washington County.	<ul style="list-style-type: none"> <li>▪ Assistant Director</li> <li>▪ Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ A comprehensive list of resources supporting affordable housing development is created and maintained.</li> </ul>
2. Facilitate agreements among partners to coordinate and leverage additional resources to create the most affordable housing possible.	<ul style="list-style-type: none"> <li>▪ Assistant Director</li> <li>▪ Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resource use agreements are in place, as needed.</li> <li>▪ An annual analysis is conducted to evaluate the effectiveness of leveraging resources to create and maximize affordable housing units.</li> <li>▪ More affordable housing units are developed as a result of resource coordination and leveraging.</li> </ul>

Strategy B: Promote partnerships to increase affordable housing development, and homeless and other housing-related services. (Examples: THRIVES, Vision Action Network, Housing and Supportive Services Network, and non-profit partners.)

<b>Supporting Activities</b>	<b>Who's Responsible</b>	<b>Timeline</b>	<b>Indicators of Accomplishment</b>
1. Work with partners to identify opportunities for further collaboration.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings are held at least annually with current partners to discuss ongoing and new opportunities for collaboration.</li> <li>▪ Each year, at least one new prospective partner is approached.</li> </ul>
2. Facilitate agreements with and among partners to coordinate resource use so they leverage additional resources for more affordable housing and more services.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Executive Team Members</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2019</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collaborative agreements are established with at least one new partner every two years.</li> <li>▪ Current and new partnership agreements result in increased affordable housing and services (types of services offered, improved services, increased number of people served, etc.).</li> </ul>

Strategy C: Establish clear guidelines for resource allocation and funding to ensure our limited resources have the greatest impact possible in meeting community needs related to our mission.

<b>Supporting Activities</b>	<b>Who's Responsible</b>	<b>Timeline</b>	<b>Indicators of Accomplishment</b>
1. Seek input from stakeholders about how Department of Housing Services should set funding priorities.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ At least every two years, stakeholders are invited to provide input on priority setting.</li> </ul>
2. Establish funding priorities each year as part of the ongoing strategic planning process.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Assistant Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clear priorities are established and shared with stakeholders.</li> <li>▪ Resources are used to most effectively and efficiently increase the number of affordable housing units and to increase the quality of services and/or the number of people served, depending on the current strategic goals.</li> </ul>

## GOAL 2 - PROGRAMS, CONTINUED

Increase resources and funding, especially unrestricted funding, for affordable housing development and preservation, and for homeless and other housing-related services.

Strategy D: Consider using new financing tools that become available.

<b>Supporting Activities</b>	<b>Who's Responsible</b>	<b>Timeline</b>	<b>Indicators of Accomplishment</b>
1. Identify and evaluate new financing tools.	<ul style="list-style-type: none"> <li>▪ Finance Manager</li> <li>▪ Director</li> <li>▪ Assistant Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ New tools become available as part of the annual strategic planning process.</li> </ul>
2. Use new financing tools to save and/or leverage funding.	<ul style="list-style-type: none"> <li>▪ Finance Manager</li> <li>▪ Director</li> <li>▪ Assistant Director</li> </ul>	<ul style="list-style-type: none"> <li>• 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ New tools are used as appropriate.</li> <li>▪ Funding is leveraged and/or saved as a result of using these new tools.</li> </ul>

Strategy E: Evaluate a non-profit entity to generate additional resources and/or funding for affordable housing and services.

<b>Supporting Activities</b>	<b>Who's Responsible</b>	<b>Timeline</b>	<b>Indicators of Accomplishment</b>
1. Work with County Counsel, County Administrative Office and commissioners to establish the non-profit entity of the Housing Authority and its governance.	<ul style="list-style-type: none"> <li>▪ Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2019</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Department of Housing Services staff work with the appropriate people at the county to determine how best to structure and govern the non-profit entity.</li> <li>▪ The entity is established.</li> </ul>
2. Ask local private companies to contribute tax-deductible funds to the new non-profit entity.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2019</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ A minimum of 3 local companies are approached to contribute to the entity each year.</li> <li>▪ These funds provide additional affordable housing units, rental assistance and/or services.</li> </ul>

## GOAL 3 - PROGRAMS

Serve as an informed referral agent for affordable housing information to renters, developers, partners, elected officials and the community.

Strategy A: Create easy access to online information for renters, developers, partners, elected officials and the community.

<i>Supporting Activities</i>	<i>Who's Responsible</i>	<i>Timeline</i>	<i>Indicators of Accomplishment</i>
1. Develop and maintain a robust online knowledge base with appropriate links and information for renters, developers and the community.	<ul style="list-style-type: none"> <li>▪ Rental Assistance Program Manager</li> <li>▪ Assistant Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Specific web pages for online knowledge base are created.</li> <li>▪ The web pages are reviewed at least twice annually and refreshed as needed.</li> <li>▪ Users have a way to provide feedback online; feedback is used for continuous improvement.</li> </ul>
2. Raise awareness of this online resource and ensure that it's used.	<ul style="list-style-type: none"> <li>▪ Rental Assistance Program Manager</li> <li>▪ Assistant Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategies are developed and implemented to inform intended end-users of this new online resource.</li> <li>▪ The online resource is easy to use and provides helpful information to end-users.</li> <li>▪ Methods are developed to track how many people use this resource.</li> </ul>

Strategy B: Provide responsive and timely housing information.

<i>Supporting Activities</i>	<i>Who's Responsible</i>	<i>Timeline</i>	<i>Indicators of Accomplishment</i>
1. Train staff in basic information and referral techniques and ensure they are kept informed of available resources relating to housing.	<ul style="list-style-type: none"> <li>▪ Rental Assistance Program Manager</li> <li>▪ Homeless Program Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training is provided to staff; refresher training is provided annually.</li> <li>▪ A Resource Team is formed to maintain current information about available community resources and inform staff of changes.</li> </ul>
2. Encourage landlords to complete web form to post available units on Department of Housing Services' website. Maintain real-time information and relevant data on available units.	<ul style="list-style-type: none"> <li>▪ Rental Assistance Program Manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Current data on available units is maintained.</li> <li>▪ Landlords submit information via an online form to announce available units.</li> </ul>

## GOAL 3 - PROGRAMS, CONTINUED

Serve as an informed referral agent for affordable housing information to renters, developers, partners, elected officials and the community.

### Strategy C: Provide outreach and training to landlords.

<b>Supporting Activities</b>	<b>Who's Responsible</b>	<b>Timeline</b>	<b>Indicators of Accomplishment</b>
1. Develop and present landlord training regarding the Housing Choice Voucher program.	<ul style="list-style-type: none"> <li>▪ Rental Assistance Program Team</li> <li>▪ Rental Assistance Program Manager</li> <li>▪ Asset Manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training is provided at least annually.</li> <li>▪ Trainings are regularly updated to reflect changes in the program.</li> <li>▪ Trainings are regularly improved based on participant evaluations.</li> <li>▪ Training evaluations indicate that 80% of participants rate the training "helpful" or "very helpful."</li> </ul>
2. Establish a group email list for landlord communication about program changes, updates, etc.	<ul style="list-style-type: none"> <li>▪ Finance Team</li> <li>▪ Asset Manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ The group email is established.</li> <li>▪ It's used to keep landlords updated on DHS programs, etc.</li> </ul>

### Strategy D: Provide affordable housing information and technical assistance to county jurisdictions and developers (non-profit and for-profit).

<b>Supporting Activities</b>	<b>Who's Responsible</b>	<b>Timeline</b>	<b>Indicators of Accomplishment</b>
1. Engage in robust outreach to developers to inform them of the availability of the Department of Housing Services as a partner and/or consultant to support developing more affordable housing.	<ul style="list-style-type: none"> <li>▪ Housing Development Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jurisdictions are aware that DHS is willing to partner with, or otherwise support, jurisdictional efforts to develop affordable housing.</li> <li>▪ Jurisdictions develop affordable housing with the assistance or partnership of the Department of Housing Services.</li> </ul>

### Strategy E: Provide information and support for local and state policies that promote development and sustainability of affordable housing.

<b>Supporting Activities</b>	<b>Who's Responsible</b>	<b>Timeline</b>	<b>Indicators of Accomplishment</b>
1. Meet regularly with, and support, partner organizations.	<ul style="list-style-type: none"> <li>▪ Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings are held as requested, and Department of Housing Services offers to lend support when opportunities arise.</li> <li>▪ Local policies are developed that support affordable housing development.</li> </ul>
2. Create reports and presentations as needed to support policy development and implementation.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Housing Program Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reports are created and presentations are conducted as opportunities arise.</li> <li>▪ Local policies are developed that support affordable housing development.</li> </ul>

# GOAL 4 - PROGRAMS

Expand and enhance services for participants.

Strategy A: Further support participants in attaining self-sufficiency.

<b>Supporting Activities</b>	<b>Who's Responsible</b>	<b>Timeline</b>	<b>Indicators of Accomplishment</b>
1. Develop a dynamic web page to promote topics beneficial to program participants, including, but not limited to these: <ul style="list-style-type: none"> <li>▪ Family Self-Sufficiency Program</li> <li>▪ Job fairs, education grants, going back to school</li> <li>▪ Access to affordable internet and phone service</li> <li>▪ Access to affordable early childhood education</li> <li>▪ Health and wellness</li> <li>▪ Community resources</li> <li>▪ Resources for improving credit, building assets, preparing for home ownership</li> </ul>	<ul style="list-style-type: none"> <li>▪ Rental Assistance Program Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ The web page is developed, including a “subscription” function that notifies users of updates.</li> <li>▪ Usage rates indicate increasing site visits each year.</li> <li>▪ Number of subscribers increases each year.</li> </ul>
2. Reactivate Aligned Partner Network (APN) membership to expand program participants’ access to employment services and training.	<ul style="list-style-type: none"> <li>▪ Assistant Director</li> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2020</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ APN membership is reactivated.</li> <li>▪ Program participants have access to APN services and funds.</li> </ul>
3. Request wavier to increase Zero HAP grace period to allow additional time for participants to complete probationary employment periods and increase their success.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Rental Assistance Program Manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Waiver is requested.</li> <li>▪ Wavier is received.</li> </ul>
4. Partner with basic skills and ESL providers; follow up with participants referred to monitor outcomes.	<ul style="list-style-type: none"> <li>▪ FSS Coordinators</li> <li>▪ Career Coach(es)</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2019</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partnerships are established.</li> <li>▪ Successful referrals are made.</li> <li>▪ Participants complete training.</li> <li>▪ Participants report positive outcomes, such as attaining employment.</li> </ul>
5. Partner with organizations providing home ownership opportunities for low-income households.	<ul style="list-style-type: none"> <li>▪ Asset Manager</li> <li>▪ Housing Development Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partnerships are established.</li> <li>▪ Successful referrals are made.</li> <li>▪ Participants complete training.</li> <li>▪ Some participants are able to attain home ownership.</li> </ul>

## GOAL 4 - PROGRAMS, CONTINUED

### Expand and enhance services for participants.

Strategy B: Work with partners (such as the Department of Human Services, Oregon Health Authority, and others) to assist vulnerable populations.

<b>Supporting Activities</b>	<b>Who's Responsible</b>	<b>Timeline</b>	<b>Indicators of Accomplishment</b>
1. Secure additional resources to provide housing and services to people who are particularly vulnerable.	<ul style="list-style-type: none"> <li>▪ Homeless Program Coordinator</li> <li>▪ Rental Assistance Program Manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2020</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Additional resources are secured.</li> <li>▪ New services are implemented to better serve these populations.</li> </ul>
2. Work with partners to increase knowledge of programs and resources offered by the Department of Housing Services. Seek input from partners regarding best practices for disseminating information to ensure vulnerable populations are informed.	<ul style="list-style-type: none"> <li>▪ Homeless Program Coordinator</li> <li>▪ Rental Assistance Program Manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2019</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff members make presentations at community events and/or partner agencies as requested.</li> <li>▪ Vulnerable populations are made aware of the housing and services offered.</li> <li>▪ Communication methods are reviewed annually with community partners (including HSSN) and feedback is received.</li> </ul>

Strategy C: Improve customer service to program participants.

<b>Supporting Activities</b>	<b>Who's Responsible</b>	<b>Timeline</b>	<b>Indicators of Accomplishment</b>
1. Evaluate customer service through surveys.	<ul style="list-style-type: none"> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ At least one survey is conducted each year.</li> <li>▪ Feedback is used to improve services.</li> <li>▪ Survey results indicate improvement in customer service within 12 months.</li> </ul>
2. Seek training to improve communications, including culturally specific trauma-informed care trainings.	<ul style="list-style-type: none"> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Trainings are provided at a minimum of two all-staff meetings per year.</li> </ul>
3. Research ways in which reception area could be made more efficient and provide better service.	<ul style="list-style-type: none"> <li>▪ Finance Manager</li> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Options are researched.</li> <li>▪ Physical and financial feasibility are determined.</li> <li>▪ Option(s) are implemented.</li> </ul>
4. Evaluate a Housing Navigator/Resident Services Coordinator position (paid or volunteer) to facilitate access to services, mitigate landlord/tenant issues, assist in housing searches and make referrals to partner agencies.	<ul style="list-style-type: none"> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2020</li> </ul>	<ul style="list-style-type: none"> <li>▪ Role(s) determined with list of basic responsibilities.</li> <li>▪ Office space is reserved.</li> <li>▪ Outreach to participants is completed.</li> <li>▪ Services are successfully delivered, based on participant feedback.</li> </ul>

# GOAL 5 - ADMINISTRATION

## Continually improve operations.

Strategy A: Continue to provide support and professional development to staff, paying special attention to equity and inclusion.

<b>Supporting Activities</b>	<b>Who's Responsible</b>	<b>Timeline</b>	<b>Indicators of Accomplishment</b>
1. Establish guidelines to develop and maintain a "Standard Operating Procedure (SOP)" including SOP prioritization.	<ul style="list-style-type: none"> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> </ul>	<ul style="list-style-type: none"> <li>▪ Formatting and writing guidelines created.</li> <li>▪ Reviewing and testing guidelines created.</li> <li>▪ Implementing, training and updating guidelines created.</li> </ul>
2. Standardize the following processes: <ul style="list-style-type: none"> <li>▪ Digital document management</li> <li>▪ Wait list management</li> <li>▪ File management</li> <li>▪ Contract management</li> <li>▪ Maintenance work order and unit turnover management</li> <li>▪ Financial management</li> <li>▪ Department policies management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2019</li> </ul>	<ul style="list-style-type: none"> <li>▪ A process map with the steps to complete the process is created.</li> <li>▪ Best practices of completing each step are identified.</li> <li>▪ An SOP (Standard Operating Procedure) is created and tested.</li> <li>▪ The SOP is implemented.</li> </ul>

## GOAL 5 - ADMINISTRATION, CONTINUED

### Continually improve operations.

Strategy B: Continually seek efficiencies and improvements in how we operate.

<b>Supporting Activities</b>	<b>Who's Responsible</b>	<b>Timeline</b>	<b>Indicators of Accomplishment</b>
1. Explore online application options to streamline application data input and updates.	<ul style="list-style-type: none"> <li>▪ Rental Assistance Program Manager</li> <li>▪ Finance Manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2019</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cost-benefit analysis is prepared for online application options/systems.</li> <li>▪ The most suitable option/system is determined; fund and implementation resources earmarked.</li> <li>▪ Online application is implemented; internal and external training materials are created.</li> </ul>
2. Update the phone system to better serve operations. Users are surveyed; feedback is used for continual improvement.	<ul style="list-style-type: none"> <li>▪ Finance Manager</li> <li>▪ Rental Assistance Program Manager</li> <li>▪ ITS Liaison</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ The automated attendant script is reviewed, tested and revised.</li> <li>▪ The automated attendant script is updated.</li> <li>▪ Survey is developed and initiated.</li> </ul>
3. Add drop box for applicants and participants to submit paperwork.	<ul style="list-style-type: none"> <li>▪ Rental Assistance Program Manager</li> <li>▪ Asset Manager</li> <li>▪ Finance Manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> </ul>	<ul style="list-style-type: none"> <li>▪ Drop box is installed.</li> <li>▪ Availability of drop box is promoted online and in department communications.</li> </ul>
4. Explore flexible business hours to better serve the public.	<ul style="list-style-type: none"> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2019</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customer survey is conducted; feasibility determined.</li> <li>▪ Options are determined and approved by the county.</li> <li>▪ Flexible work schedule is implemented.</li> </ul>
5. Create an effective span of control that fosters accountability and collaboration.	<ul style="list-style-type: none"> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2020</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adequate supervisory support is available to all employees.</li> <li>▪ Employees are empowered to make decisions within their areas of work.</li> </ul>
6. Establish dashboard reports to track performance and improve efficiency.	<ul style="list-style-type: none"> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Operational/financial performance metrics are identified for each program.</li> <li>▪ Dashboard reports are developed to provide current measure of performances.</li> <li>▪ Standards are upheld.</li> </ul>
7. Develop streamlined and user-friendly budget to enhance general awareness of the availability and use of financial resources.	<ul style="list-style-type: none"> <li>▪ Financial Management Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased staff awareness of department budget.</li> </ul>
8. Continually promote professional behavior and conduct at all organization levels.	<ul style="list-style-type: none"> <li>▪ All staff</li> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2017</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Department Employee/Management Compact is reviewed annually and updated as needed.</li> <li>▪ Annual training for all staff is provided regarding ethics, code of conduct, privacy/non-disclosure and other related topics.</li> </ul>

## GOAL 6 - ACCOUNTABILITY / CONTINUED STRATEGIC PLANNING AND EVALUATION

Regularly review progress in meeting the strategic plan goals and revise the plan as necessary.

Strategy A: Regularly evaluate the Department of Housing Services' ability to meet "indicators of accomplishment."

<b>Supporting Activities</b>	<b>Key People / Committees</b>	<b>Timeline</b>	<b>Indicators of Accomplishment</b>
1. Evaluate Department of Housing Services' ability to meet "Indicators of Accomplishment" semi-annually.	<ul style="list-style-type: none"> <li>▪ Executive Team</li> <li>▪ Program Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ At least semi-annually.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Executive Team monitors progress at least semi-annually and reports on this to the staff.</li> <li>▪ Adjustments to work are made as needed.</li> <li>▪ Recommendations for changes to the plan are made as needed.</li> </ul>

Strategy B: Maintain an up-to-date plan that effectively guides the department's day-to-day work.

1. Schedule annual strategic planning meetings with all staff.	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Program Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2018</li> </ul>	<ul style="list-style-type: none"> <li>▪ An annual strategic planning meeting is held.</li> </ul>
2. Amend and approve goals, strategies, activities and other details, as needed, to maintain an up-to-date plan.	<ul style="list-style-type: none"> <li>▪ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ As needed, changes are documented through approved strategic plan revisions.</li> </ul>

# THE HOUSING AUTHORITY OF WASHINGTON COUNTY (HAWC)

provides affordable housing and public housing, as well as tenant and project based vouchers to help keep housing affordable for tenants. A list of these community assets follows.



## VOUCHERS

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Tenant Based Vouchers: 2,803

Project Based Vouchers: 249

## PUBLIC HOUSING

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HAWC owns 243 scattered site homes that are a mix of single family homes, duplexes, and multifamily properties the largest of which is 17 units.

Location: Scattered throughout Washington County

Total Units: 243

AMI Target: up to 50% AMI

Status: Acquired over time

Financing: Federal Public Housing Funds

Cost: not known

## AFFORDABLE HOUSING

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### 185th Duplexes

Three duplexes that were relocated on County-owned property and renovated to meet building code requirements.

Location: 185th & Johnson, Aloha

Total Units: 6

AMI Target: up to 80% AMI

Status: Completed 1993

Financing: CDBG, bank financing

Cost: \$239,900

### Amberwood Apartments

Amberwood Apartments were initially developed by Dalton Company, a private for-profit company, using HOME funds. HAWC acquired them in 2001.

Location: 1605 SE Maple Street, Hillsboro

Total Units: 40

AMI Target: 8 units up to 50% AMI; 32 units up to 60% AMI

Status: Constructed 1994; HAWC; Acquired 2001

Financing: HAWC Conduit Bonds, HOME, lender tax credit

Cost: \$2,310,000

### Bonita Villa Apartments

HAWC acquired the garden-style Bonita Villa Apartments in 2002; a \$2,400,000 substantial rehab occurred in 2003-2004.

Location: 7520 SW Bonita Road, Tigard

Total Units: 96

AMI Target: 38 units up to 60% AMI; 58 units up to 80% AMI

Status: Acquired 2002

Financing: HAWC Conduit Bonds

Cost: \$4,200,000

### Holly Tree Village

Holly Tree Village is for seniors and the disabled, initially built in 1980 with a 30-year OHCS Section 8 contract. The contract is renewed on a regular basis to keep vouchers with the property. Tenants pay 30% of their income towards rent with Project Based Vouchers making up the difference between the tenant contribution and contract rents.

Location: 5335 SW Murray Blvd, Beaverton

Total Units: 140

AMI Target: up to 50% AMI

Status: Acquired 1999

Financing: HAWC Conduit Bonds

Cost: \$15,750,000

# AFFORDABLE HOUSING, CONTINUED

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## **Marilann Terrace**

Marilann Terrace was subsidized from 1983-1998 under the Section 8 Moderate Rehabilitation Program. HAWC acquired the property when the subsidy expired, and kept the units affordable by limited rents based on 80% AMI.

Location: 21250 SW Alexander, Beaverton  
Total Units: 18  
AMI Target: 7 units up to 60% AMI; 11 units up to 80% AMI  
Status: Acquired 2002  
Financing: HAWC conduit bonds  
Cost: \$4,200,000

## **Parkside Apartments**

HAWC acquired Parkside in 1999 to preserve the below-market rents in the community. The development is located close to Pacific University, shopping, parks, and schools.

Location: 2715 Main, Forest Grove  
Total Units: 24  
AMI Target: 10 units up to 50% AMI; 14 up to 80%  
Status: Acquired & rehabilitated 1999  
Financing: HAWC Conduit Bonds  
Cost: \$1,235,000

## **Tarkington Square**

Constructed in 1979, Tarkington Square is an elevator-served apartment building for seniors. Residents pay approximately 30% of their income towards rent with Project Based Vouchers from OHCS making up the difference between the tenant contribution and contract rents.

Location: 375 NW 1st Avenue, Hillsboro  
Total Units: 48  
AMI Target: up to 50% AMI  
Status: Acquired 2001  
Financing: HAWC Conduit Bonds  
Cost: \$2,560,000

## **The Colonies Apartments**

The Colonies was built in 1972 and is a two-story garden unit apartment complex that HAWC purchased in July 2001.

Location: 14220 SW 112th Avenue, Tigard  
Total Units: 96  
AMI Target: 39 units up to 60% AMI; 57 units up to 80% AMI  
Status: Acquired 2001  
Financing: HAWC Conduit Bonds  
Cost: \$4,100,000

## **The Villager Apartments**

The Villager, built in 1974, is located near shopping, public transportation and Pacific university. HAWC rehabilitated the units after purchase in 1999.

Location: 1921 Fir Road, Forest Grove  
Total Units: 36  
AMI Target: 14 units up to 60% AMI; 22 units up to 80% AMI  
Status: Acquired & rehabilitated 1999  
Financing: HAWC Conduit Bonds  
Cost: \$1,771,875

## **The VanRich Apartments**

The VanRich Apartments were acquired by HAWC in order to preserve the development's below-market rents. It's located near Pacific University, shopping, parks and schools.

Location: 2016 B Street, Forest Grove  
Total Units: 17  
AMI Target: 7 units up to 50% AMI; 10 units up to 80% AMI  
Status: Acquired and rehabilitated in 1999  
Financing: HAWC Conduit Bonds  
Cost: \$877,000

# AFFORDABLE HOUSING, CONTINUED

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## **Kaybern Terrace Apartments**

Kaybern Terrace housing is for seniors; USDA-RD provides six (6) project based rental assistance vouchers so these six households pay only 30% of their income toward rent.

Location: 31380 NW Kaybern Street, North Plains

Total Units: 12

AMI Target: up to 60% AMI

Status: Acquired >20 years ago

Financing: USDA Rural Development

Cost: not known

## **Aloha Park Apartments**

Aloha Park was a distressed property purchased by HAWC for \$1 in order to preserve it as affordable housing. The property has eight OHCS Section 8 Project Based Vouchers.

Location: 875 SW 185th Avenue, Aloha

Total Units: 80

AMI Target: 8 units up to 30%; 72 units up to 80% AMI

Status: Acquired in 2010

Financing: HAWC Conduit Bonds

Cost: \$1

## **NSP Properties**

HAWC owns three (3) houses in Hillsboro purchased through a one-time grant of NSP (Neighborhood Stabilization Program) funds allocated to the State of Oregon by HUD. NSP helped revitalize communities by purchasing homes that were foreclosed during the recession and sitting empty.

Location: Hillsboro

Total Units: 3

AMI Target: up to 60% AMI

Status: Acquired in 2014

Financing: NSP grant

Cost: \$595,000

## **Tax Foreclosures**

There are two houses and one duplex owned by HAWC that were acquired through property tax foreclosure by the Washington County Assessor. HAWC took ownership of the properties and rents them to those who earn <80% AMI.

Location: Scattered throughout Washington County

Total Units: 4

AMI Target: up to 80% AMI

Status: Acquired over time

Financing: NA

Cost: NA

## **Supportive Housing Programs**

HAWC owns and manages five (5) units that are rented out to service providers for the mentally ill who oversee day to day operations.

Location: Beaverton & Aloha

Total Units: 5

AMI Target: homeless

Status: >20 years ago

Financing: State CIP funds

Cost: not known

## **Transitional Housing Programs**

HAWC owns and manages three (3) units that are rented out to persons exiting from correctional centers and thus transitioning back into society. HAWC oversees the day to day operations.

Location: Aloha

Total Units: 3

AMI Target: on probation & homeless

Status: not known

Financing: HUD grants

Cost: not known

# GENERAL PARTNER OR SPECIAL LIMITED PARTNERSHIPS

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## **Quatama Crossing**

Quatama is a partnership between HAWC, Tudor Foundation and Simpson Housing. The Conduit Bonds, which funded all development costs, were paid off in 2017.

Location: 20700 NW Trailwalk Drive, Beaverton  
Total Units: 711  
AMI Target: 285 units up to 60% AMI; 426 units up to 80% AMI  
Status: Constructed in 1998  
Financing: HAWC Conduit Bonds  
Cost: \$54,000,000

## **Sunset View**

Sunset View was developed as a partnership between PEDCOR and HAWC. HAWC provided 24 Project Based Vouchers.

Location: 1455 SW 163rd Avenue, Beaverton  
Total Units: 236  
AMI Target: 24 units up to 30% AMI; 212 units up to 60% AMI  
Status: Construction completed 2017  
Financing: HAWC Conduit Bonds; LIHTC  
Cost: \$50,500,000

## **Orchards at Orengo** (Phase III Under Development)

HAWC, a Special Limited Partner with REACH CDC, provided 24 Project Based Vouchers (8 per phase) and also an annual property tax exemption. Phases I and II are designed to Passive House standards so buildings use much less energy and the residents pay less for utilities.

Location: 6520 NE Cherry Drive, Hillsboro  
Total Units: 167 Total: 57 Phase I; 58 Phase II; 52 Phase III  
AMI Target: 24 units up to 30% AMI; 143 units up to 60% AMI  
Status: Phase III completion estimate Fall 2018  
Financing: LIHTC; HOME; OHCS  
Cost: \$43,000,000

## **Willow Creek Crossing** (Under Development)

Willow Creek Crossing will be constructed on surplus County property and owned in partnership between DBG and HAWC with HAWC providing 15 Project Based Vouchers. The property is adjacent to the MAX line providing easy access to shopping and schools. It will also provide 1,725 SF of commercial space.

Location: 185th & Baseline, Hillsboro  
Total Units: 121  
AMI Target: 15 units up to 30% AMI; 106 units up to 60% AMI  
Status: Completion estimate Dec. 2018  
Financing: LIFT; LIHTC; State of Oregon Conduit Bonds  
Cost: \$29,500,000

## **The Fields Apartments** (Under Development)

The Fields Apartments will be a mixed use development owned in partnership between DBG and HAWC. It is a mixed use development providing approximately 100,000 gross SF of commercial space.

Location: corner of SW Hunziker St. and SW Wall St., Tigard  
Total Units: 264  
AMI Target: 26 units up to 30% AMI; 248 units up to 60% AMI  
Status: Completion estimate mid-2019  
Financing: LIFT; LIHTC; State of Oregon Conduit Bonds  
Cost: \$58,000,000



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