

CHAPTER SIX

STRATEGIC PLAN

Introduction

The 2010-2014 Clark County Consolidated Housing and Community Development Plan's Strategic Plan outlines the ways in which federal housing and community development funds will be used to respond to the needs of the community. A principal objective is the achievement of a more localized, community-based decision making structure regarding prioritization of needs and allocation of scarce resources. This chapter on strategic planning and implementation includes the following sections:

- Priority Needs Analysis
- Five-Year Housing and Community Development Goals
- Reduction of Barriers to Affordable Housing
- Reduction of Lead-Based Paint Hazards
- Anti-Poverty Strategy
- Institutional Structure
- Coordination
- Activities Addressing Public Housing Needs
- Resources and Implementation
- Barriers to Plan Implementation
- Federal Funding Monitoring Standards and Procedures
- Compliance with Fair Housing Act

Priority Needs Analysis

The plan clarifies general priorities for activities and associated HUD-supported investments focused on affordable housing, homelessness, and non-housing community development needs. These priorities are differentiated as follows: "H (high), "M" (medium), and "L" (Low). Priority need rankings were assigned according to the following HUD categories:

- **High Priority:** Actions undertaken to address these needs will be funded by the locality with federal funds, either alone or in conjunction with the investment of other public or private funds during the five year period.
- **Medium Priority:** If funds are available, actions are undertaken to address this need may be funded by locally using federal funds, either alone or in conjunction with the investment of other public or private funds, during the five-year period. The locality may take action to help this group locate other sources of funds.
- **Low Priority:** The locality will not fund actions focused on addressing these needs during the five-year period unless high and medium priorities have been funded. The locality will consider certifications of consistency for other entities' applications for federal, state, or local assistance.
- **No Such Need:** The locality finds there is no need or that the need already has been substantially addressed. The locality will not support other entities' applications for Federal assistance for actions where no such need has been identified. In Clark County, no assessments of need fell within this category.

In general, high priority needs tend to focus on lower income households, especially those with incomes at or below 50 percent of AMI. The unmet need is determined by addressing households with housing problems, particularly the number of households that are paying more than 30 percent of their total gross income for housing and/or without complete kitchen or plumbing facilities. For renters, housing

costs include rent plus utilities paid. For owners, housing costs include mortgage payments, taxes, insurance, and utilities.

The priority needs are based on the housing and community development data discussed in earlier chapters, including affordable housing, community development, homelessness, and non-homeless special needs.

**TABLE 6-1
Affordable Housing Needs Summary Table (HUD Table 2A)**

Priority Housing Needs						
Households	Priority	Unmet Need	Goals			
Non-Homeless Special Needs	Elderly	0-80%	H	4,161	150	
	Frail Elderly	0-80%	M	1,754	70	
	Severe Mental Illness	0-80%	H	8,662	400	
	Physical Disability	0-80%	M	13,446	25	
	Developmental Disability	0-80%	M	700	350	
	Alcohol/Drug Abuse	0-80%	H	2,240	120	
	HIV/AIDS	0-80%	M	45	5	
	Victims of Domestic Violence	0-80%	M	175	40	
Renter	Small Related	0-30%	H	1,015	203	
		31-50%	H	898	179	
		51-80%	M	662	66	
	Large Related	0-30%	H	304	60	
		31-50%	H	279	55	
		51-80%	M	280	28	
	Elderly	0-30%	H	255	51	
		31-50%	H	225	45	
		51-80%	L	141	14	
	All Other	0-30%	M	596	59	
		31-50%	M	421	42	
		51-80%	L	371	26	
			Owner	Rehab		
Owner	Small Related	0-30%	L	H	1,559	62
		31-50%	M	M	783	23
		51-80%	H	L	2,293	46
	Large Related	0-30%	L	H	645	26
		31-50%	M	M	375	11
		51-80%	H	L	868	17
	Elderly	0-30%	L	H	1,887	75
		31-50%	M	M	747	22
		51-80%	H	L	666	13
	All Other	0-30%	L	H	630	25
		31-50%	M	M	306	9
		51-80%	H	L	619	12

TABLE 6-2
Community Development Needs (HUD Table 2B)

Priority Community Development Needs	Priority Need Level	Unmet Priority Need	Estimated Resources
Acquisition of Real Property	High	Property to be used for: - community space - parks, recreation open space - housing	\$10 Million
Disposition	Low		
Clearance and Demolition	Low		
Clearance of Contaminated Sites	Low		
Code Enforcement	Low		
PUBLIC FACILITY NEEDS (projects)			
Senior Centers	High	Community Facilities for: - delivery of social services - provision of meeting space for community groups - provision of parks, recreation and open space in accordance with GMA requirements	\$14 Million
Handicapped Centers	Medium		
Homeless Facilities	Low		
Youth Centers	Low		
Child Care Centers	Medium		
Health Facilities	Medium		
Mental Health Facilities	Medium		
Neighborhood Facilities	High		
Parks and/or Recreation Facilities	High		
Parking Facilities	Low		
Tree Planting	Low		
Fire Stations/Equipment	Low		
Abused/Neglected Children Facilities	Low		
Asbestos Removal	Medium		
Non-Residential Historic Preservation	Low		
INFRASTRUCTURE (projects)			
Water/Sewer Improvements	Medium	Infrastructure to respond to: - new demand - need to improve old infrastructure to meet modern standards - safety problems / regulatory changes	\$42 Million
Street Improvements	High		
Sidewalks	High		
Solid Waste Disposal Improvements	N/A		
Flood Drain Improvements	Low		
PUBLIC SERVICE NEEDS (people)			
Senior Services	N/A	The Clark County Urban County Policy Board does not fund activities eligible under the CDBG Public Services and Planning categories.	\$7 Million
Handicapped Services	N/A		
Youth Services	N/A		
Child Care Services	N/A		
Transportation Services	N/A		
Substance Abuse Services	N/A		
Employment Training	N/A		
Health Services	N/A		
Lead Hazard Screening	N/A		
Crime Awareness	N/A		
Other Public Service Needs	N/A		
ECONOMIC DEVELOPMENT			
ED Assistance to For-Profits (businesses)	Medium	Economic Development for: - job creation and retention programs - Development of small businesses - infrastructure to support commercial/ industrial development	\$12 Million
ED Technical Assistance (businesses)	Low		
Micro-Enterprise Assistance (businesses)	Medium		
Rehab; Publicly- or Privately-Owned Commercial/Industrial (C/I)(projects)	Medium		
C/I Infrastructure Development (projects)	Medium		

TABLE 6-2 (Continued)
Community Development Needs (HUD Table 2B)

Priority Community Development Needs	Priority Need Level	Unmet Priority Need	Estimated Resources
PLANNING			
Planning	N/A	Planning work for: - organizational/business strategies	Less than \$.2 Million
TOTAL ESTIMATED DOLLARS NEEDED			\$75 Million

TABLE 6-3
Homeless and Special Needs Populations (HUD Table IA)

Housing Type	Family Units	Family Beds	Individual Beds	Total Beds
Emergency Shelters	7	26	31	57
Transitional Housing	93	314	178	492
Permanent Supportive Housing	106	318	269	587
Total	206	658	478	1,136

Source: 2008 HUD McKinney-Vento Application

TABLE 6- 4
Continuum of Care: Homeless Population and Sub-population Chart (HUD Table IA)

Part 1: Homeless Population	Sheltered		Unsheltered	Total
	Emergency	Transitional		
1. Number of Households <u>With</u> Dependent Children	67	137	30	234
1a. Total Number of Persons in these Households (adults and children)	201	331	90	622
2. Number of Households <u>Without</u> Dependent Children	135	243	112	490
2a. Total Number of Persons in these Households	148	247	142	537
Total Persons (Add Lines 1a and 2a)	349	578	232	1159
Part 2: Homeless Subpopulations (Adults only, except g. below)				
	Sheltered		Unsheltered	Total
a. Chronically Homeless	136		22	158
b. Severely Mentally Ill	96		18	114
c. Chronic Substance Abuse	83		16	99
d. Veterans	52		4	56
e. Persons with HIV/AIDS	11		-	11
f. Victims of Domestic Violence	124		4	128
g. Unaccompanied Youth (Under 18)	17		30	47

Source: Council for the Homeless, 2009

**TABLE 6-5
Special Needs (Non-Homeless) Populations (HUD Table 1B)**

Special Needs Household Subpopulation*	Priority Need Level	Unmet Need	Services	Estimated Resources	Goals (5 year)
Elderly	Medium	4,161	Rent/Mortgage Assistance Case Management Life Skills Mental Health Treatment Medical Care Child Care Job Training Transportation Assistance Education Cash Assistance Food Stamps	\$18 Million	208
Frail Elderly	Medium	1,754			87
Persons with Severe Mental Illness (16-64)	High	Total 8,662			866
		5,488 Unemployed			
Persons with a Developmental Disability	Medium	700			35
Persons with a Physical Disability (16-64)	Medium	Total 13,446			409
		8,175 Unemployed			
Persons w/Alcohol/Drug Addictions	High	2,240			224
Persons w/HIV/AIDS	Medium	45			5
TOTAL	--	22,536	--	1,834	

*Any household in which one of the residents is classified in any of these categories is itself classified (in its entirety) as part of that special needs category.

Dollars to Address Unmet Need: Based on current case management average costs at approximately \$350/person and current rental one-bedroom market value estimated at roughly \$655/person for the next five years.

Goals: Goals are based on the number of people who will require any of the identified services and are based on a 10 percent increase of currently served clients at 2004 funding levels. However, this is not consistent.

Elderly: Based on CHAS data; defined as one or two member households with either person 62 years old or older who are renters living at or below 50 percent of the AMI with a housing cost burden greater than 30 percent of their income and/or overcrowding and/or without complete kitchen or plumbing facilities.

Frail Elderly: Based on CHAS data; defined as households who meet the definition of elderly, with an additional condition that limits substantially one or more basic physical activities, such as walking, lifting, carrying and/or a physical, mental, or emotional condition lasting more than six months that creates difficulty with dressing, bathing, or getting around the house.

Severely Mentally Ill: Based on 2000 Census; people who are mentally disabled and unemployed between ages 16 - 64.

Developmentally Disabled (DD): Based on data reported in the Developmental Disabilities Comprehensive Plan, the county estimates that 1,700 people live in residential service facilities within the county DD system. Of those, 580 adults and 35 children are in need of some sort of residential service. The 700 cited above includes children in foster care.

Physically Disabled: Based on 2000 Census; people who are physically disabled and unemployed between ages 16 - 64.

Persons w/Alcohol/Drug Addictions: National prevalence indicates that nine percent of the population of Clark County (32,000) have alcohol or drug use disorders. However, only 7,000 people accessed the area's treatment facilities. According to the State Information System, only 1,684 received public funded treatment or detoxification services. Of these, 587 were homeless (35%) and 972 were in their own homes (58%) leaving seven percent who are in need of housing. Using this data, 7 percent (2,240) of 32,000 would require housing assistance.

Persons with HIV/AIDS: Data derived from Clark County HIV/AIDS case management program.

TABLE 6-6
CLARK COUNTY 2010 - 2014
CONSOLIDATED FIVE-YEAR HOUSING AND COMMUNITY DEVELOPMENT PLAN STRATEGIC GOALS

OBJECTIVE ONE
Establish and Maintain a Suitable Living Environment and Economic Opportunities

	Activity	5 Year Goal	Outcomes
<p>Strategy 1: Support acquisition of, and improvements to, facilities that provide services to low-income, elderly or special needs persons.</p> <p>HUD Community Planning & Development Performance Measures: Objective: Suitable Living Environment Outcome: Sustainability</p>	<p>CD-1.1: Support acquisition of, and improvements to, community facilities to enhance service delivery to low-income persons (consistent with neighborhood/community plans). Facilities should meet sustainability and accessibility standards.</p>	10 organizations	2
<p>Strategy 2: Revitalize and enhance low-income neighborhoods and communities by improving their physical, social character and elimination of slums and blight.</p> <p>HUD Community Planning & Development Performance Measures: Objective: Suitable Living Environment Outcome: Sustainability</p>	<p>CD-2.1: Fund infrastructure improvements (streets, sidewalks, storm drainage, water, sewer) needed in eligible neighborhoods and communities (consistent with neighborhood/community plans).</p>	15 activities	3
	<p>CD-2.2: Fund the acquisition of, and improvements to, parks and recreation facilities to improve the livability of low- and moderate-income neighborhoods (consistent with neighborhood/community plans). Facilities should meet sustainability standards.</p>	10 activities	2
<p>Strategy 3: Support community economic vitality through activities that build a diverse economic base that enhances the opportunity for low income persons to become financially independent.</p> <p>HUD Community Planning & Development Performance Measures: Objective: Economic Opportunity Outcome: Availability/Accessibility</p>	<p>CD-3.1: Support activities that retain or create jobs for low/moderate-income persons.</p>	2 activities	

TABLE 6-6 (Continued)

**OBJECTIVE TWO
Ensure Decent Affordable Housing**

	Activity	5 Year Goal	Outcomes
<p>Strategy 1: Increase the supply of housing in urban growth areas that is affordable to renter households, earning 60 percent or less of AMI. Projects should serve households with a range of incomes, provide a variety of unit sizes, incorporate universal design and meet recognized sustainability standards.</p> <p>HUD Community Planning & Development Performance Measures: Objective: Decent Housing Outcome: Affordability</p>	<p>AH-1.1: Support the construction of new affordable rental housing.</p>	40 HHs 0-30% AMI*	8
		35 HHs 30-50% AMI	7
		12 HHs 50-80% AMI	2
		87 HHs total	
	<p>AH-1.2: Support acquisition and/or rehabilitation of rental housing to increase affordable housing stock.</p>	10 HHs 0-30% AMI	2
		15 HHs 30-50% AMI	3
		5 HHs 50-80% AMI	1
		30 HHs total	
<p>Strategy 2: Preserve existing affordable housing threatened with loss due to condition, location, expiring federal contracts, redevelopment efforts, lead-based paint, or other situations.</p> <p>HUD Community Planning & Development Performance Measures: Objective: Decent Housing Outcome: Affordability/Accessibility</p>	<p>AH-2.1: Support preservation of existing low-income single-family housing.</p>	10 HHs 0-30% AMI	2
		15 HHs 30-50% AMI	3
		15 HHs 50-80% AMI	3
		40 HHs total	
	<p>AH-2.2: Support preservation of existing low-income rental housing.</p>	10 HHs 0-30% AMI	2
		10 HHs 30-50% AMI	2
		10 HHs 50-80% AMI	2
		30 HHs total	
	<p>AH-2.3: Reduce accessibility barriers in single-family owner occupied and rental housing.</p>	15 HHs 0-30% AMI	3
		15 HHs 30-50% AMI	3
10 HHs 50-80% AMI		2	
40 HHs total			

TABLE 6-6 (Continued)

**OBJECTIVE TWO
Ensure Decent Affordable Housing**

	Activity	5 Year Goal	Outcomes
Strategy 3: Promote homeownership opportunities for low- and moderate-income households, including persons with disabilities and first-time homebuyers. HUD Community Planning & Development Performance Measures: Objective: Decent Housing Outcome: Affordability/Accessibility	AH-3.1: Support homeowner assistance for first-time or low-income homebuyers and encourage participation in pre- and post-purchase housing education.	1 HHs 0-30% AMI	0
		5 HHs 31-50%AMI	1
		50 HHs 51-80% AMI	10
	AH-3.2: Support techniques to assist low-income households to become homeowners or preserve home ownership.	Ongoing – will report in narrative form	
Strategy 4: Create additional housing opportunities for self-sufficiency for low-income elderly and persons with disabilities or special needs. Projects should incorporate universal design and meet recognized sustainability standards. HUD Community Planning & Development Performance Measures: Objective: Decent Housing Outcome: Affordability/Accessibility	AH-4.1: Support the creation of housing for low-income elderly.	18 HHs 0-30% AMI	3
		16 HHs 30-50% AMI	3
		10 HHs 50-80% AMI	2
		144 HHs total	
	AH-4.2: Support the creation of housing for disabled and special needs populations.	25 HHs 0-80% AMI	5
Strategy 5: Plan for and support strategies and initiatives to promote fair housing and increase access to housing and housing programs. HUD Community Planning & Development Performance Measures: Objective: Decent Housing Outcome: Accessibility	AH-5.1: Work to increase access to housing for households with special needs.	Ongoing – will report in narrative form	
	AH-5.2: Disseminate fair housing information to the public through support for regional housing search services, through community agencies, and support of fair housing conferences.		
	AH-5.3 Provide fair housing technical assistance to housing providers and community.		

*HH = Household

AMI = Area Median Income

TABLE 6-6 (Continued)
OBJECTIVE THREE
Provide Services to End Homelessness

	Activity	5 Year Goal	Outcomes
<p>Strategy 1: Prevention/diversion/discharge planning: Programs aimed to keep at-risk people in their housing, approaches to divert people from jail into housing and treatment services, and policies/resources that assure people are discharged from correctional facilities, hospitals, residential treatment facilities, and foster care with affordable housing and necessary supporting services in place.</p> <p>HUD Community Planning & Development Performance Measures: Objective: Decent Housing Outcome: Affordability</p>	<p>HS-1.1: Increase housing stability for individuals and families at risk of homelessness by supporting and expanding programs that provide short-term rental housing assistance, eviction prevention services, incentives for landlords to rent to low income households, and other supportive services.</p>	<p>40 households maintain housing stability through the receipt of financial assistance; 50 households avoid eviction.</p>	18
		<p>100 families will not become homeless as a result of accessing the specific assistance.</p>	20
	<p>HS-1.2: Increase coordination and linkage among mainstream programs that provide care and services to low-income people in order to consistently assess and respond to their housing needs to prevent homelessness, and ensure that public institutions discharge people into housing.</p>	<p>Establish and refine a discharge plan and re-entry procedures from hospitals, jails, prisons, treatment programs and foster care of juvenile facilities.</p>	
<p>Strategy 2: Housing plus supportive services: Expand the affordable housing available and provide the necessary supporting services to assist homeless youth, families, and single adults to reach self sufficiency. For most homeless populations, services will be transitional; more intense initially and tapering off over time. For the chronic homeless/disabled population, ongoing supporting services linked to affordable housing should be required.</p> <p>HUD Community Planning & Development Performance Measures: Objective: Suitable Living Environment Outcome: Availability</p>	<p>HS-2.1: Preserve and expand the supply of permanent housing and permanent supportive housing affordable to households with very low incomes.</p>	<p>50 housing units for households below 30% AMI will be preserved or developed.</p>	10
	<p>HS-2.2: Preserve and expand the supply of transitional supportive housing for individuals and families.</p>	<p>Support current transitional housing programs.</p>	
		<p>Create 20 beds of supportive housing for people who are chronically homeless and 25 beds for those who are non-chronically homeless</p>	9
	<p>HS-2.3: Increase access to educational and employment programs to increase earning potential for individuals who are homeless, or at risk of homelessness, and lead to self-sufficiency.</p>	<p>20 persons who are chronically homeless will receive supported employment</p>	
<p>30 persons who are unemployed that are at-risk or temporarily homeless will have jobs</p>			
<p>75 people will complete credit building and financial planning training</p>			

TABLE 6-6 (Continued)
Provide Services to End Homelessness

	Activity	5 Year Goal	Outcomes
<p>Strategy 3: Short term emergency response: Quickly identify people who are homeless, assess their needs, and move them into housing with appropriate supporting services. They include outreach, shelter, and rapid access to benefits, services, and affordable housing.</p> <p>HUD Community Planning & Development Performance Measures: Objective: Suitable Living Environment Outcome: Availability/Accessibility</p>	HS-3.1: Maintain an effective outreach program to chronically and non-chronically homeless persons having difficulty accessing services in order to link them to resources.	25 people who are homeless receive detox, mental health and medical services	5
		75 people who are homeless are treated at the free clinic	15
	HS-3.2: Ensure availability and access to clearinghouse, emergency shelter and services in the existing shelter system.	Funding and location identified for a Resource Center	
		Continue to fund and increase access to the current shelter and outreach programs 30-60 youth per year will move towards self-sufficiency through transitional housing and case management	9
<p>Strategy 4: System wide Improvement: The Clark County Homeless Plan contains two strategies that are designed to improve the overall performance, efficiency, and accountability of the homeless system.</p>	HS-4.1: Plan and coordinate system-wide to efficiently manage limited resources for ending homelessness.	Report on progress toward meeting goals, and updates to 10-Year plan every 2-3 years	
	HS-4.2: Build on successful implementation and expansion of Homeless Management Information System (HMIS) in Clark County.	Analyze HMIS data to determine where additional exploration is needed to understand homelessness in Clark County	
		Incrementally expand the agencies participating in the HMIS and collecting performance outcome measurements	

Reduction of Barriers to Affordable Housing

Concern for housing affordability is a nationwide issue. Much of Clark County's growth in the last 20 years can be attributed to its affordability compared to the surrounding region. In the county, maintenance of affordability into the future is a priority. The Consolidated Plan and the 20-Year Comprehensive Plan provide opportunities to focus on the leadership role that local government can exercise to work cooperatively with all segments of the community to increase affordability within the context of protecting public health, safety and welfare. Desired outcomes include:

- Helping moderate-income families find housing that is near economic opportunities and good schools;
- Decreasing commuting and congestion across metropolitan areas; and
- Assisting employers in hiring suitable workers who live in a reasonable commuting distance.

Over the next five years, the county will work to remove barriers to affordable housing, including: (1) land use regulations and policies that may impede the development of affordable housing, (2) the lack of financing options for private and public housing developers, and (3) the lack of financing programs that enable individual households to buy or rent adequate housing.

The county will:

- Develop or enhance programs that assist low and moderate-income households financially by helping them to rent or buy affordable, adequate housing;
- Coordinate workshops for public and private housing developers to provide funding information and technical assistance for housing development projects; and
- Implement the policies and programs of the Housing Element of the Clark County 20-Year Growth Management Plan.

Lead-Based Paint Hazard Reduction

Over the next five years, the following actions will be implemented to evaluate and reduce lead-based paint hazards:

- Coordinate public and private efforts to reduce lead-based paint hazards in residential units;
- Participate in region-wide efforts by agencies to reduce lead-based paint hazards;
- Follow the existing Housing Rehabilitation Program's Policies and Procedures regarding lead hazard evaluation, reduction, and education activities;
- Continue to train rehabilitation staff on lead-based paint procedures;
- Pursue lead-based paint funds to identify and control LBP hazards in both renter and owner-occupied housing; and
- Support and promote comprehensive public health programs aimed at education and testing, especially for low and moderate-income households and households at risk.

Anti-Poverty Strategy

The Clark County Department of Community Services works with schools, businesses, service providers, and people who live in poverty to identify issues and develop programs and strategies that will help to prevent poverty and provide people with the skills and opportunity for self-sufficiency. Programs are designed to provide services that are accessible, flexible, promote personal freedom, and include all of the community to solve the community's problems.

Clark County Department of Community Services can impact only some of the causes of poverty. The County can do this by encouraging employers that pay livable wages, ensuring that the area has housing and human service providers able to offer the continuum of services necessary for self-sufficiency, and develop or continue programs aimed at reducing the number of households in poverty. The Community Funds (House Bills 2060, 2163 and 1359) distributed by Clark County have enabled the county to provide additional funds to address poverty and homelessness.

Clark County's anti-poverty strategies focus on increasing the self-sufficiency of low-income individuals and families. In achieving this goal, the County participates in the following programs:

- **Community Service Block Grant (CSBG):** Working through a network of community action agencies, CSBG targets the reduction of poverty, the revitalization of low-income communities, and the empowerment of low-income families and individuals in rural and urban areas to become fully self-sufficient (particularly families who are attempting to transition away from public assistance). As the Community Action Program agency, Clark County staffs a tripartite community advisory board, which establishes priorities based on community needs. Participation from low-income persons is an integral part of this process.
- **Emergency Shelter and Homeless Prevention Program (ESHP):** ESHP provides funds for temporary short-term emergency shelter and related interventions, either through direct service or voucher, to persons and families who are without housing and lack requisite funds to rent or purchase lodging. Homelessness prevention and intervention activities include case management, short-term subsidies to help defray rent and mortgage arrearage of one month or less, and first month's rent to enable homeless persons or families to move into their own housing. Funds are awarded to service providers based on a collaborative community process.
- **Homeless Prevention and Rapid Re-Housing Program (HPRP):** These funds were authorized by Congress as part of the three-year American Recovery and Reinvestment Act of 2009 to provide financial assistance and services to prevent individuals and families from becoming homeless and help those who are experiencing homelessness to be quickly re-housed and stabilized. It provides temporary financial assistance and housing relocation and stabilization services to individuals and families who are homeless or would be homeless but for this assistance.
- **Housing Preservation and Weatherization Program:** This program provides financial assistance for home repairs to homes owned by persons living on low and moderate incomes in Clark County. The Weatherization Assistance Program focuses on installing cost effective measures for energy conservation and addresses health and safety concerns for low-income households.
- **Low-Income Home Energy Assistance Program (LIHEAP):** LIHEAP is a federal program administered by Clark Public Utilities. LIHEAP provides grants for energy assistance for up to 3,000 eligible customers per year. Eligibility for assistance is based on factors such as income, household size and home heating costs.

- **Marriage License Fee Surcharge:** This surcharge is imposed by state legislature and the local revenue is provided to the Department of Community Services to fund family services, particularly for families with children. Family services include resource information, parenting classes, child development activities, health and educational activities, family support centers and domestic violence prevention and intervention services.
- **Neighborhood Stabilization Program (NSP):** This funding was authorized under Title III of the Housing and Economic Recovery Act of 2008 for the purpose of stabilizing communities that have suffered from foreclosures and abandonment. Clark County is using these funds to purchase three foreclosed residential properties to be operated by local nonprofits; operate a homeownership program in which low-income, first-time homebuyers will purchase foreclosed homes; and purchase a foreclosed piece of vacant land that will be developed with low-income multi-family housing in the future.
- **Veterans Assistance Program:** The Veterans Assistance Fund was established to provide assistance to indigent veterans and their families. The fund was developed in accordance with Revised Code of Washington 73.08 and Clark County Ordinance Title 2 Administration and Personnel Chapter 2.29 Veterans Relief. Veterans Assistance is funded through county property taxes and provides a variety of assistance to veterans such as: rent, utilities, food, transportation, prescription coverage, clothing, tools and referral services.

The Department of Social and Health Services provides rent and utility assistance to forestall evictions to approximately 2,000 households per year. Case managers and social workers provide counseling regarding money management and other support services. Additional family and housing support and assistance are provided by:

- 211 info;
- Affordable Community Environments;
- Clark County Community Services Energy Assistance and Weatherization Program;
- Clark County Food Bank;
- Clark County Veterans Assistance Fund;
- Clark Public Utility;
- Columbia Non-Profit Housing;
- Columbia River Mental Health Services;
- Community Services Northwest;
- Council for the Homeless;
- Cowlitz Indian Tribe;
- Interfaith Treasure House;
- Janus Youth Program;
- Longview Housing Authority;
- North County Community Food Bank;
- Partners in Careers;
- Salvation Army & Stop Hunger Warehouse;
- Second Step Housing;
- Share, Inc;
- St Vincent de Paul Society;
- Vancouver Housing Authority;
- Vancouver School District;
- Volunteer Lawyers Program;
- Washington Dept of Veteran Affairs; and
- YWCA SafeChoice Program.

Alleviating poverty involves more than providing homeless shelters, rental assistance and food banks. A critical element to support a self-sustaining community is job and business development. The community is involved in many different projects to develop options for employment and job training, including special programs and projects involving tax advantages and incentives for businesses. Some available projects include:

- **Workforce Development Council:** Provides job-training and employment and wage progression skills to low-income persons, dislocated workers and others needing assistance in gaining and retaining employment.
- **WorkSource Washington:** Administered by the Washington State Employment Security Department, provides support and training to encourage long-term welfare recipients to go to work and allocates a federal income tax credit to employers that hire program participants.
- **Partners in Careers:** Assists refugees, persons with limited English proficiency, ex-offenders, seniors, persons with disabilities, veterans, and welfare recipients by providing employment and training services. The goal of this program is to assist participants in becoming economically self-sufficient.
- **Columbia River Mental Health Employment Services:** Provides job development services for employers. It provides job search assistance and on the job support for clients with mental health issues.
- **Opportunity Tax Credit:** Federal income tax credit designed to encourage employers to hire people who can be classified in one of eight targeted groups.
- **Distressed Area Deferral Exemption:** Credit for sales and use tax for any manufacturer who builds or remodels a facility in an area adjacent to a distressed area.
- **Washington State Job Skills Program:** Grants available for customized quick-start training projects that can help people become employed in high-tech or international companies.
- **Sales/Use Tax Exemption on Machinery and Equipment:** Exempts manufacturers and processors from paying sales or use taxes on new machinery and equipment directly used in manufacturing.
- **Community Economic Revitalization Board Funding:** Washington State fund to finance local public infrastructure improvements required to facilitate private sector development.
- **Industrial Development Revenue Bonds:** Tax-exempt bond financing for the building of industrial facilities.
- **Community Development Finance Program:** Washington State program designed to assist business and industry in securing long-term expansion loans.

Clark County shall continue its support for workforce training, emergency food programs, low-income medical assistance, and programs to assist people who are in danger of losing their housing. Many factors affect the demand for these programs including difficulties faced by specific industries, disasters, and general economic slowdown. The county responds to these factors by supporting the development of new programs and pursuing additional sources of funding.

Strategies to End Chronic Homelessness

The following strategies from the Clark County 10-Year Homeless Plan are listed in priority order:

Strategy 1 PREVENTION	Increase housing stability for individuals and families at risk of homelessness by supporting and expanding programs that provide short-term rental housing assistance, eviction prevention services incentives for landlords to rent to low income households, and other supportive services.
Strategy 2 DIVERSION/ RE-ENTRY	Increase coordination and linkage among mainstream programs that provide care and services to low-income people in order to consistently assess and respond to their housing needs to prevent homelessness, and ensure that public institutions (hospitals, prisons, jails, mental health facilities) discharge people into housing.
Strategy 3 PERMANENT HOUSING	Preserve and expand the supply of permanent housing and permanent supportive affordable to persons with very low incomes.
Strategy 4 TRANSITIONAL/ SUPPORTIVE	Preserve and expand the supply of transitional supportive housing for individuals and families.
Strategy 5 EMPLOYMENT/ INCOME SUPPORT	Increase access to educational and employment programs to increase earning potential for individuals who are homeless, or at risk of homelessness, and lead to self-sufficiency.
Strategy 6 OUTREACH/ ACCESS/ LINKAGE	Maintain an effective outreach program to chronically and non-chronically homeless persons having difficulty accessing services in order to link them to mainstream resources, as well as comprehensive housing, case management, physical and mental health services, and chemical dependency treatment.
Strategy 7 ACCESS TO SHELTER	Ensure availability and access to staffed clearing house, emergency shelter and services in the existing shelter system.
Strategy 8 PLANNING/ COORDINATION	Plan and coordinate countywide and systemwide to efficiently manage limited resources for ending homelessness.
Strategy 9 DATA ANALYSIS	Build on successful implementation and expansion in Clark County.

Institutional Structure

Clark County's institutional structure for implementation of the H&CD Strategies is strong. A variety of agencies and organizations play key roles in delivering and managing housing and community development programs throughout the county. Every city within the county (other than the City of Vancouver) participates and has an equal vote on the Urban County Policy Board (UCPB), which oversees the CDBG and HOME funding. Examples of projects funded by the UCPB include sewer and water system improvements, street and sidewalk improvements, park purchases and the development of community centers. The UCPB will look to increase the capacity of local housing providers, to support the development of housing for people with a variety of special needs, and to provide low-income housing rehabilitation throughout the county.

In 2008, Clark County improved its housing and community development institutional structures by using its HB2163 and HB1359 funds in a combined application process for two years of funding. The Clark County Housing and Community Development unit of the Department of Community Services is

responsible for housing and community development policy analysis, implementation of programs identified in the H&CD Plan, advocacy for affordable housing, monitoring progress towards objectives, creation of non-profit developers, allocation of state and county resources, integration of state, local funds, federal funds with the needs and capacity of local housing and homeless service providers, and technical support. Clark County's housing and community development strategies will be implemented by a variety of public, private, and non-profit organizations. Table 6-7 identifies the agencies expected to be involved with the implementation of the H&CD Plan strategies, as well as their purposes and roles. These purposes and roles include:

- Community-wide planning: the assessment of needs, identification of resources to meet needs, and development of goals and policies for implementation;
- Development: the creation and implementation of housing and community development projects;
- Management: the administration and monitoring of projects, funds, contracts; and
- Financing: the fiscal control and allocation of housing and community development funds.

In general, intergovernmental cooperation and coordination between local units of government and agencies located within the county is strong around housing issues. A good working relationship exists between housing and human service agencies and organizations. A free exchange of information is supplemented by a strong emphasis on coordinating services. Certain strengths and weaknesses of the county's institutional structure for addressing housing and community development needs impact mitigations outlined in this plan. These strengths and weaknesses are enumerated below:

Strengths

- Strong coordination and cooperation between public housing providers;
- Streamlined services for homeless persons seeking shelter and other services;
- Cooperation with Washington State Department of Commerce;
- Strong interest in creating affordable units among public, private, non-profit sector;
- Greater use of data to define housing problem and target financial resources;
- Recognition by providers of the relationships between affordable housing and transportation, services, infrastructure, and other elements;
- Local decision-making as it applies to state priorities;
- Few non-profits competing for funds; and
- Reputable public housing authority providing leadership.

Weaknesses

- Lack of coordination among housing providers regarding the number and location of physically accessible units; and
- Lack of information and coordination among building community and advocates for housing for persons with special needs (for example, design of accessible units).

TABLE 6-7
Primary Purposes and Roles of Organizations and Agencies Involved in
Clark County's Housing and Community Development System

Agency/Organization	Type	Purpose and Role			
		Community-Wide Planning	Development	Management	Finance
Clark County Community Services	Public	X	X	X	X
Clark Community Development	Public	X			
Clark County Public Works/Trans	Public	X		X	X
Cities	Public	X	X	X	X
Dept. of Social and Health Services	Public	X	X	X	X
Dept of Veterans Affairs	Public	X			
Vancouver Community Planning	Public	X		X	X
Vancouver Housing Authority	Public	X	X	X	X
WA State Dept. of Commerce	Public	X	X		X
Affordable Community Environments	Non-Profit		X	X	
Catholic Community Services	Non-profit			X	
Col River Economic Dev Council	Non-Profit	X			
Columbia River Mental Health	Non-profit		X	X	
Columbia Non-Profit Housing	Non-profit		X	X	
Comm. Housing Resource Center	Non-profit		X	X	
Community Services NW	Non-profit	X			
Council for the Homeless	Non-profit	X		X	
Evergreen Habitat For Humanity	Non-profit		X	X	
Food Bank Coalition	Non-profit	X		X	
Homes for Community Living	Non-profit		X	X	
Janus Youth	Non-profit	X			
Human Services Council	Non-profit	X	X	X	
Inland Empire Residential Resources	Non-profit		X	X	
Interfaith Treasure House	Non-profit	X			
Salvation Army	Non-profit	X	X	X	
Second Step Housing	Non-profit		X	X	
Share	Non-profit	X	X	X	
SW WA Community Land Trust	Non-Profit		X	X	
YWCA	Non-profit		X	X	
2-1-1 info	Non-profit	X		X	
Private Lenders	Private				X
Private Developers	Private		X	X	X

Source: Clark County Department of Community Services.

Coordination

Clark County will enhance coordination of public, private, and nonprofit housing providers, human service agencies, and social service providers through the following actions:

- Continue to work with other jurisdictions and agencies within the County to prioritize housing needs, provide services, and maximize the use of federal, state, and local funds for affordable housing, community development, and related services throughout the county.
- Continue to participate in coordination efforts initiated by the Council for the Homeless for shelter and services for homeless individuals and families.
- Facilitate groups of service providers to provide information on current projects, share information about funding sources, collaborate on projects and problem-solve.
- Continue to work with the Vancouver Housing Authority and public housing residents to identify gaps in housing for low-income renters and special needs populations and to develop housing programs to meet these needs.
- Through the Community Fund planning and allocation process as well as quarterly meetings and community reports from providers, this has encouraged a closer working relationship with various service providers throughout the county who are addressing poverty and homelessness issues.

Activities Addressing Public Housing Needs

The following programs and initiatives address public housing needs and encourage public housing residents to become more involved in management and participate in homeownership:

Improvements to Housing Units

Specific actions and steps to improve management, operation, and living environment of public housing in Clark County are reported in the VHA's Comprehensive Grant Program Plan.

Public Housing Resident Initiatives

VHA is committed to working with residents to assist them in becoming self-sufficient. Project HOPE provides drug-free activities for youth and families. The program is funded by HUD through the Public Housing Drug Elimination Program. The RISE & STARS Community Center provides a meeting place for Moving to Work and other programs designed to help residents develop the skills they need to find employment and improve work skills, as well as develop healthy family and life skills. The Center provides over 5,000 square feet for programs and 2,100 square feet for a licensed child care center. The facility supports several programs simultaneously, including after-school tutoring programs, computer labs, job readiness workshops and a host of other learning and recreational activities for children, youth and adults. In addition, Clark County Resident Council has office space in the community center. The council provides technical assistance in the development of resident employment opportunities. A part-time person also is paid to work directly with Moving to Work participants to assist in identifying local resources to support a move from public assistance to financial independence.

Resources and Implementation

More than the investment of federal resources will be required to accomplish the five-year goals. Implementation will require a wide range of resources and a network of non-profit organizations and agencies. Table 6-8 provides a list of the local, state, federal and private financial resources that can be accessed by those working to implement parts of the plan.

**TABLE 6-8
Public and Private Resources Available to Implement
Consolidated Plan Strategies and Objectives**

Project Name	Description	Eligible Activities
I. Federal Programs a. Formula/Entitlements		
Community Development Block Grant (CDBG) Approximate annual allocation: \$1,350,000	Grants awarded on a formula basis for housing and community development activities. Most recipients must have low or moderate income levels (up to 80% MFI), or reside in a low/moderate-income target area.	<ul style="list-style-type: none"> - Property acquisition, disposition, clearance - Rehabilitation - Homebuyer assistance - Economic development - Homeless assistance - Public services (15% cap) - Neighborhood revitalization - Public Facilities
Clark County Home Investment Partnership Program (HOME) Approximate annual allocation: \$550,000	Flexible grant program awarded on a formula basis to implement local housing strategies. Recipients must be low to moderate-income (up to 80% MFI) for homeownership, with low-income (up to 50 - 60%) targeted for rental housing. Requires 25% non-federal matching funds.	<ul style="list-style-type: none"> - New construction - Site improvements - Acquisition - Demolition - Rehabilitation - Relocation - Homebuyer assistance - CHDO operating expenses
Capital Fund Program (CFP) (formerly Comprehensive Grant Program)	A formula-based funding program utilized by VHA to make physical and management improvements to public housing developments.	<ul style="list-style-type: none"> - Upgrade living conditions - Correct physical deficiencies - Achieve operating efficiency
Section 8 Housing Choice Rental Assistance Program	Rental assistance payments to owners of private market rate units, or directly to tenants (vouchers). Section 8 tenants must be low income (up to 50% MFI). Administered by VHA.	<ul style="list-style-type: none"> - Rental assistance
Housing Opportunities for Persons with AIDS (HOPWA)	Grant administered through City of Portland for housing assistance and supportive services for low-income persons with HIV or AIDS.	<ul style="list-style-type: none"> - Acquisition, rehabilitation, conversion, lease and repair of facilities - New construction - Rental assistance - Short-term rent, mortgage and utility payments. - Support services - Planning - Operating costs

TABLE 6-8 (Continued)
Public and Private Resources Available to Implement
Consolidated Plan Strategies and Objectives

Project Name	Description	Eligible Activities
I. Federal Programs		
b. Competitive Programs		
Supportive Housing Program	Promotes development of supportive housing and services for homeless. Applicants may be government entities, private non-profits, or public non-profit community mental health associations	Acquisition/rehabilitation, new construction, and leasing for: <ul style="list-style-type: none"> - Transitional housing - Permanent housing for homeless with disabilities - Supportive services for homeless
Shelter Plus Care	Provides rental housing assistance in connection with supportive services to be provided with other sources of funds. Assistance provided to homeless persons with disabilities and their families. Selection is on nationwide competitive basis.	<ul style="list-style-type: none"> - Tenant-based rental assistance - Project-based rental assistance - Sponsor-based rental assistance - Section 8 Moderate Rehab Assistance for SRO dwellings.
Section 202 – Supportive Housing for the Elderly	Grants to non-profits for supportive housing for the elderly. Rental assistance is available to elderly persons (up to 50% AMI).	<ul style="list-style-type: none"> - Acquisition/Rehabilitation - New construction - Rental assistance - Support services
Section 811 – Supportive Housing for Persons with Disabilities	Grants to non-profits for supportive housing for persons with disabilities. Provides capital advances and/or project rental assistance. Rental assistance available to disabled people up to 50% AMI.	<ul style="list-style-type: none"> - Acquisition - Rehabilitation - New construction - Rental assistance
FHA Single-Family Mortgage Insurance Program	Section 203(b) is the primary FHA effort to assist low/moderate-income homebuyers, helping to purchase 1-4 family dwellings as well as refinance existing residences. FHA insures mortgages and provides coverage in case of default. Section 203(k) is used to insure financing for acquisition and rehabilitation of existing 1-4 unit properties. Certain loan limits and downpayment requirements apply.	<ul style="list-style-type: none"> - Purchase and refinance of single family homes - Acquisition, rehabilitation, relocation of unit, refinance
FHA Multi-Family Mortgage Insurance Program	Mortgage insurance for multi-family housing projects.	<ul style="list-style-type: none"> - Single room occupancy - Rental housing - Purchase or refinancing of existing multi-family housing projects - Section 202 Supportive Housing for elderly - Section 811 Supportive Housing for persons with disabilities - Rental housing for elderly - Rental and cooperative housing

TABLE 6-8 (Continued)
Public and Private Resources Available to Implement
Consolidated Plan Strategies and Objectives

Project Name	Description	Eligible Activities
2. State Programs		
Department of Commerce	Grants and loans to nonprofits for low-income housing construction, acquisition, rehabilitation, homeowner acquisition, or farm worker housing. Competitive funds distributed semi-annually.	- New Construction/Rehabilitation - Homebuyer assistance
Low Income Housing Tax Credit – 9% Tax Credit 4% Tax Credit/State tax exempt bonds –subject to annual volume cap	Federal tax credits to invest in low-income rental housing. Tax credits are awarded through the state on a competitive basis. 20% of project units set-aside for households earning 50% AMI, or 40% of units at 80% AMI. Projects competing for 9% tax credits typically set income targeting at 40% AMI or below to remain competitive.	- New Construction – Rental - Substantial Rehabilitation – Rental - Acquisition – Rental
3. Private Resources/Financing Programs		
Federal National Mortgage Association (Fannie Mae)		
a. Community Home Mortgage Improvement Program	Mortgages that fund the purchase and rehabilitation of a home.	-Home purchase - Home rehabilitation
b. Community Second Mortgage Loans	Second mortgage loans secured/ subsidized provided in conjunction with a Fannie Mae Community Lending Product fixed-rate first mortgage.	- Homebuyer assistance - Rehabilitation
c. Fannie Neighbors	Second mortgage secured/ subsidized by a federal, state, or local government agency at no or very low interest.	- Second mortgages
Federal Home Loan Bank Affordable Housing Program (AHP)	Long-term financing provided as grants or loans for qualified homeownership and rental housing projects. Assistance limited to 80% AMI, although program is competitive and often requires lower targeting. Funds distributed through semi-annual grant process.	- New Construction - Acquisition - Purchase - Rehabilitation
Private Lenders	The Community Reinvestment Act requires certain regulated financial institutions to achieve goals for lending in low-moderate income areas. As a result, most of the larger private lenders offer one or more affordable housing programs, such as first-time homebuyer, housing rehabilitation, or new construction.	- Varies, depending on individual program offered by bank

TABLE 6-8 (Continued)
Public and Private Resources Available to Implement
Consolidated Plan Strategies and Objectives

Project Name	Description	Eligible Activities
4. Local Resources		
Community Funds Document Recording Surcharge (HB 2163)	A \$10 surcharge on documents recorded in the county. Fifty seven percent of the collected surcharge is retained by the county. Remaining funds are returned to CTED. All households assisted must be at or below 50% of AMI.	- Emergency shelter operations - Acquisition, construction - Rental operating costs and voucher
Homelessness Housing and Assistance Act (E2SHB 1359)	A \$10 surcharge on documents recorded in the county, 61% goes to the county, 39% returned to CTED. All households assisted must be homeless or formally homeless.	- Homeless housing development - Operating subsidies - Outreach services - Rental vouchers - Services to prevent homelessness

Barriers to Plan Implementation

The most significant barrier to implementing this plan’s goals is funding limitations. Circumstances beyond the county’s control also impact implementation. For example, the high cost of land, high construction costs, fluctuations in the market for construction supplies and materials (such as steel and fuel), local opposition to development (NIMBY), and difficulties with finding vacant land suitable for construction. Finally, since circumstances that cause an individual or a family to become homeless are numerous and complex, services or programs designed to address single causes may only enjoy limited success.

Federal Funding Monitoring Standards and Procedures

Clark County will assess the long-term outcomes set by the 5-year Consolidated Plan. The assessment of long-term outcomes for each goal area will generally be conducted over a number of years, and will depend on the performance measure chosen in the Consolidated Plan.

Annually, the timely expenditure rate, staying within the caps and spending the required percentage of CDBG funds on activities benefiting low- to moderate-income households, HOME spending, allocation of the 15 percent CHDO set-a-side, HOME match requirements, review of rent income requirements and Housing Quality Standard inspection of completed rental projects are reviewed.

At the project level, staff will work to ensure that funded projects comply with the applicable federal regulations, OMB Circulars relating to financial management systems, procurement and contracting, property management and disposition, labor standards, record keeping and reporting requirements of the fund sources. Project monitoring consists of a desk monitoring or on site monitoring. Each quarter the status of each project is reviewed and provided to funding policy boards. Recipients meeting any of the criteria below are monitored more closely:

- New organization
- Experiencing key staff turnover
- Repeated performance or compliance problems
- Undertaking multiple activities
- Not submitting timely documentation

The county will conduct cross-program and cross-funder sharing of monitoring responsibilities whenever feasible. Completed HOME rental projects require a Housing Quality Standard inspection of the HOME-assisted units based on the following schedule:

- Every three years for projects with a total of less than five units;
- Every two years for projects with five to 25 units; and,
- Annually for projects with more than 25 total units.

Annually, the county reviews the income of tenants and the rents charged for all HOME-assisted rental units. This is generally done in cooperation with other funders.

Compliance with Fair Housing Act

Clark County has an approved fair housing policy, which complies with state and federal regulations. The county participates in fair housing related educational activities, outreach activities and systemic testing of fair housing laws.

Clark County and City of Vancouver have prepared an analysis of impediments to fair housing (Analysis of Impediments to Fair Housing in Clark County and the City of Vancouver, April 2005). The analysis suggests that based on formal complaints filed with the US Department of Housing and Urban Development, Washington State Human Rights Commission, and investigations by the Fair Housing Council of Oregon, recurring discrimination in the housing market based on familial status, disability, and race exists. Additional evidence suggests an inadequate supply of affordable housing units in standard condition, and an inadequate supply of units accessible to persons with disabilities, although more units are being constructed. The analysis suggested several avenues to overcome impediments including implementation of the following initiatives:

- Research, identify, fund and establish a fair housing coordinator/officer/liason to (1) provide fair housing education and outreach and (2) to receive fair housing complaints for referral to mediation, enforcement or education;
- Encourage the location of new affordable housing near accessible transportation routes and employment centers;
- Continue outreach and education of fair housing laws and statutes; and
- Monitor future home mortgage loan application activity in Clark County.

The Analysis of Impediments to Fair Housing Report includes an Analysis of Home Mortgage Disclosure Act Data for Clark County and City of Vancouver. Analysis of data from 2002 demonstrated certain fair housing realities in the area:

- Whites have a lower denial rate than minorities;
- The City of Vancouver has a higher denial rate than the rest of Clark County and Portland Metropolitan area; and
- Even though the income of a minority applicant may increase, minority loan rejection rates remain high relative to rejection rates of whites.

In prior years, Clark County has supported Housing Connections, a web-based community service intended to better connect providers of housing and housing services to renters who seek housing opportunities. This web-based tool provides access to up-to-date housing information using user-friendly tools that are customized for each user group including renters, landlords and property managers, and housing agency staff who help people in need find and keep housing.

As a housing information and business center, Housing Connections is a virtual location where all players in the housing industry can connect and conduct business. Housing Connections offers a number of tools and services, including:

- **The Housing Locator:** Landlords can list, and renters can search for, affordable, accessible or special needs housing;
- **The Housing Calculator:** Renters can determine their affordable monthly rent payment and their median family income (necessary for eligibility for some rentals); and
- **The Housing Services Locator:** Anyone can search for services provided by local agencies that address a variety of housing barriers and issues.

Annually, Clark County provides financial support to the Oregon Fair Housing Conference, a regional conference on fair housing held in the spring.