

Strategic Plan

SP-05 Overview

Strategic Plan Overview

The following sections outline the priority needs and associated goals for the Consortium and for the City of Gresham. Priorities were established after review of information and outreach within the community to residents and to providers of services.

The priority needs are:

- Affordable housing choice
- Basic services & homeless prevention/intervention
- Community & economic development

Priority goals are:

- Increase and preserve affordable housing choice
- Reduce homelessness & increase stability
- Infrastructure, facilities & economic opportunity

SP-10 Geographic Priorities - 91.415, 91.215(a)(1)

Geographic Area

Table 1 - Geographic Priority Areas

General Allocation Priorities

Describe the basis for allocating investments geographically within the state

The City of Gresham has not identified specific geographic target areas for this plan. Allocations are normally made for projects applicable to low-income persons and/or qualifying low-income neighborhoods. The City has set as a priority investing in community infrastructure development and redevelopment in lower-income neighborhoods to safeguard public health, improve livability and promote economic development. Where possible, funds will be leveraged to make substantial improvements in those areas, including increasing economic opportunities. The City works with regional partners to make significant improvements along transportation corridors and in areas targeted for urban renewal, including Central Rockwood, the Civic Neighborhood, and Downtown. The City will continue to view projects with the objective of maximizing impact from investment.

SP-25 Priority Needs - 91.415, 91.215(a)(2)

Priority Needs

Table 2 – Priority Needs Summary

1	Priority Need Name	Affordable housing choice
	Priority Level	High
	Population	Extremely Low Low Moderate Large Families Families with Children Elderly Public Housing Residents Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Victims of Domestic Violence Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Victims of Domestic Violence
	Geographic Areas Affected	
	Associated Goals	Increase & preserve affordable housing choice

	Description	<p>The cost of housing in Gresham has traditionally been more affordable than in Portland. With continuing rising prices in Portland, people are looking for lower-cost opportunities in east Multnomah County and Gresham. This demand, coupled with low vacancies in Gresham will influence the cost of housing, whether for purchase or for rent. According to the 2015 Gresham Neighborhood Change Analysis, housing costs rose much more than income from 2000 to 2014, and more so in Portland than in Gresham. (The cost of single family housing rose 77% in Portland and 43% in Gresham. The cost of multifamily housing rose 79% in Portland and 40% in Gresham. Income rose 29% in Portland and just 8% in Gresham.) Housing costs are increasing because of demand and income is not keeping pace, which especially burdens lower-income households. People displaced from Portland because of rising housing costs are vulnerable to further displacement if costs continue to rise in Gresham. Ensuring appropriate housing for all populations (persons with disabilities, seniors, young households just starting out, skilled workers and families) and choices in price is recognized as essential to a vibrant city and to a vibrant economy.</p>
	Basis for Relative Priority	<p>Each of the three needs is related and of top priority to Consortium members. The priority status of the need for affordable housing choice is supported by Comprehensive Plans, regional housing plans, the 10-year plan to end homelessness and input from community members and other stakeholders.</p> <p>The City and it's subrecipients intend to target CDBG assistance as is the Consortium with all of the funding going to low-mod income households. When appropriate funding will go to extremely low and low income households.</p>
2	Priority Need Name	Basic services & homeless prevention/intervention
	Priority Level	High

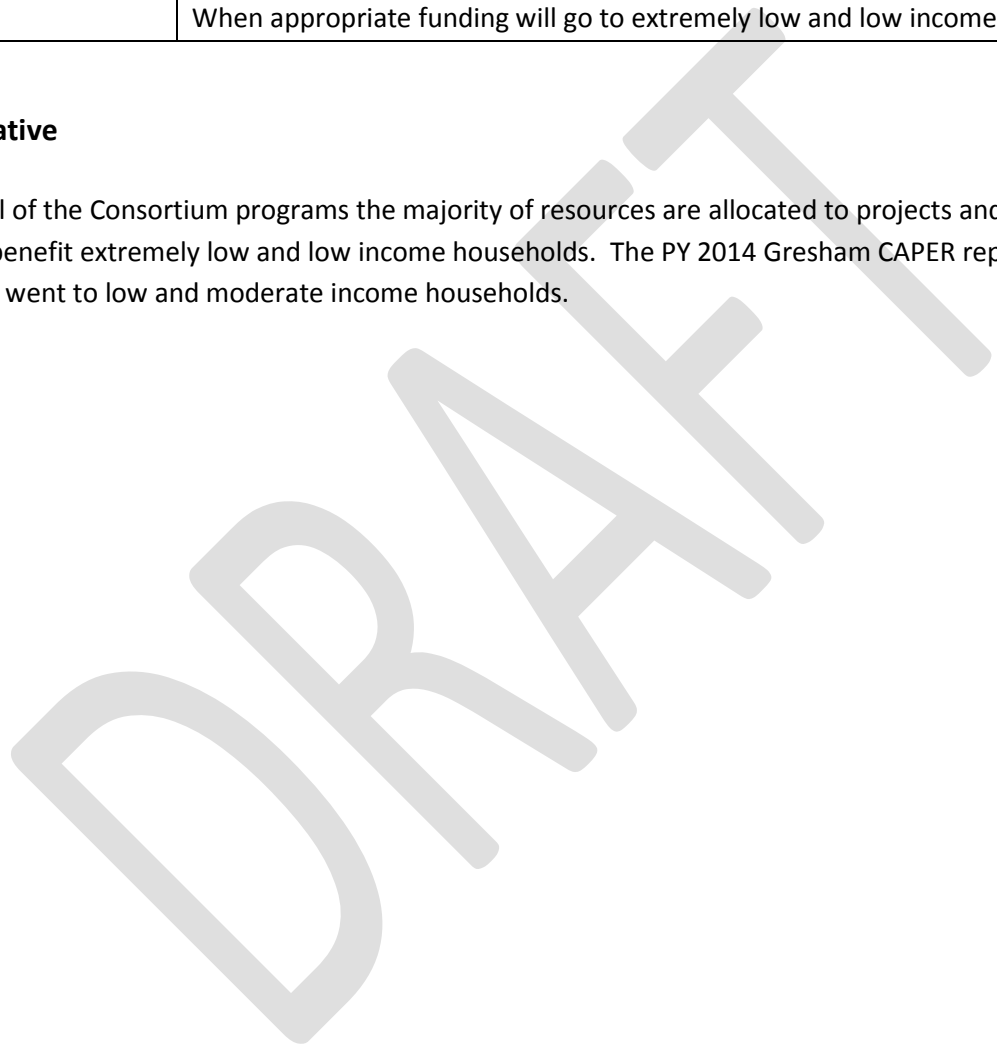
<p>Population</p>	<p>Extremely Low Low Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence</p>
<p>Geographic Areas Affected</p>	
<p>Associated Goals</p>	<p>Reduce homelessness & increase stability</p>
<p>Description</p>	<p>Demand for public services is considerably in excess of system capacity for service. Gresham is a partner in the Continuum of Care and A Home for Everyone applies to needs in Gresham as elsewhere. However, Gresham and East Multnomah County are seeing increasing needs as people leave Portland looking for more affordable housing. According to 2014 Poverty in Multnomah County Report, poverty is increasing and is shifting into East Multnomah County. Safety net programs have been cut and face additional cuts. People in poverty, including people of color, have moved to areas with fewer resources to support meeting basic needs, including access to social services, quality education, food, parks, transit, sidewalks and jobs. In addition, there is increased demand for culturally and language-appropriate service connections, a necessity that puts added burdens on taxed systems.</p>

	Basis for Relative Priority	<p>Each of the three needs is related and of top priority to Consortium members. The priority status of the need for basic services and homeless prevention/intervention is supported by human services plans (domestic violence, seniors, mental health, substance abuse, youth, gang violence) and by the 10-year plan to end homelessness and input from community members and other stakeholders.</p> <p>The City and it's subrecipients intend to target CDBG assistance as is the Consortium with all of the funding going to low-mod income households. When appropriate funding will go to extremely low and low income households.</p>
3	Priority Need Name	Community & economic development
	Priority Level	High
	Population	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Non-housing Community Development
	Geographic Areas Affected	
	Associated Goals	Infrastructure, facilities & economic opportunity
	Description	Establishing safe neighborhoods is essential, as is laying the foundation for economic development. The City of Gresham has extensive needs for public facilities. There are currently no community centers, no senior centers and no recreation facilities. Community gathering places and safe recreation opportunities for youth are priorities. Improved transportation, including multimodal transportation options is a regional priority. Façade improvement and rejuvenation of blighted or vacant storefronts or businesses is a significant step in supporting job creation, including jobs linked to businesses created by neighborhood residents.

<p>Basis for Relative Priority</p>	<p>Each of the three needs is related and of top priority to Consortium members. The priority status of the need for community and economic development is supported by Capital Improvements Plans, regional economic development plans, and regional transportation plans, as well as input from community members and other stakeholders.</p> <p>The City and it's subrecipients intend to target CDBG assistance as is the Consortium with all of the funding going to low-mod income households. When appropriate funding will go to extremely low and low income households.</p>
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Narrative

For all of the Consortium programs the majority of resources are allocated to projects and programs that benefit extremely low and low income households. The PY 2014 Gresham CAPER reported 100% of funds went to low and moderate income households.



SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)

Introduction

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	876,399	35,000	102,123	978,522	3,155,036	The program income is from NSP transferred funds and will be used for CDBG qualified activities
Section 108	public - federal	Acquisition Economic Development Housing Public Improvements	650,000	0	0	650,000	0	

Table 3 - Anticipated Resources

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

The City of Gresham alone, and as part of the HOME Consortium with the City of Portland and Multnomah County, makes every effort to leverage HUD grant funds with other public and private investments. Housing development and rehabilitation activities are highly leveraged because public funds are used as “last in” gap financing amounts, which requires that more substantial investments are in place. In the 2014-2015 fiscal year, Gresham leveraged almost four times the amount of CDBG-expended funding from other sources – other federal, state/local, private and in-kind. The Portland Housing Bureau as the Consortium lead makes required matches for use of HOME funds.

In the months and years ahead, communitywide efforts will continue to move forward to find increased opportunities to leverage and better align economic opportunities and resources to support housing stability and reduction in homelessness.

If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan

The City of Gresham does not anticipate the use of publicly-owned land or property in projects currently planned or underway. If those opportunities arise, however, such land and property will be included to the extent practicable.

SP-40 Institutional Delivery Structure - 91.415, 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
City of Gresham	Government		Jurisdiction

Table 4 - Institutional Delivery Structure

Assess of Strengths and Gaps in the Institutional Delivery System (SP-40)

The City of Gresham works with Consortium members and partner agencies to coordinate administration of limited funds. These continued partnerships aim to reduce redundancies and target projects to priority needs. Remaining gaps are those resulting from limited resources in light of growing needs.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy	X	X	X
Legal Assistance	X		
Mortgage Assistance	X		
Rental Assistance	X	X	
Utilities Assistance	X		
Street Outreach Services			
Law Enforcement	X		
Mobile Clinics	X	X	
Other Street Outreach Services		X	
Supportive Services			
Alcohol & Drug Abuse	X	X	
Child Care	X		
Education	X		
Employment and Employment Training	X	X	X
Healthcare	X	X	X
HIV/AIDS	X	X	X
Life Skills	X	X	X
Mental Health Counseling	X		

Supportive Services			
Transportation			
Other			

Table 5 - Homeless Prevention Services Summary

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)

While services are available in most critical areas of need, it is a challenge to provide the quantity and level of services to meet the need. In light of reduced funding and increased demand the gaps may become increasingly apparent in the future. For example, while rental assistance is available to intervene and prevent homelessness, funding runs out well before the entire need is met for the year.

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above

Consortium partners work closely with nonprofit housing developers to coordinate activities and leverage funds. Members also participate in the Continuum of Care and jointly prioritize goals and strategies as outlined in the 10-year plan A Home for Everyone. These and other partnerships intend to align services with needs. However, agencies are stretched. Many basic and support services are lacking. Childcare, for example, is extremely limited. Efforts to increase self-sufficiency of clients seeking change are limited by the many barriers in place – lack of transportation, lack of childcare, lack of family wage jobs.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs

Consortium members and the City of Gresham will continue to work locally and regionally to increase coordination of services and to enhance delivery capacity. Consortium members also look forward to a stronger coordination with regional transportation and economic development plans that put forth the same priorities for services, economic opportunity, housing choice, infrastructure and community development as are referenced in this strategic plan.

SP-45 Goals - 91.415, 91.215(a)(4)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Increase & preserve affordable housing choice	2016	2020	Affordable Housing Public Housing Homeless		Affordable housing choice	CDBG: \$730,000	Public service activities other than Low/Moderate Income Housing Benefit: 125 Persons Assisted Rental units rehabilitated: 170 Household Housing Unit Homeowner Housing Rehabilitated: 80 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
2	Reduce homelessness & increase stability	2016	2020	Homeless Non-Homeless Special Needs		Basic services & homeless prevention/intervention	CDBG: \$555,000	Public service activities other than Low/Moderate Income Housing Benefit: 26000 Persons Assisted Tenant-based rental assistance / Rapid Rehousing: 440 Households Assisted Homelessness Prevention: 400 Persons Assisted
3	Infrastructure, facilities & economic opportunity	2016	2020	Non-Housing Community Development		Community & economic development	CDBG: \$1,870,036 Section 108: \$650,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 15000 Persons Assisted

Table 6 – Goals Summary

Goal Descriptions

1	Goal Name	Increase & preserve affordable housing choice
	Goal Description	Projects accomplishing this goal include home repair, down payment assistance, support for new housing development, affordable housing development, rental housing rehabilitation and permanent supportive housing.
2	Goal Name	Reduce homelessness & increase stability
	Goal Description	Projects meeting this goal will likely include support of tenant based rental assistance; supportive and emergency services; transitional housing, shelters; Fair Housing education, job training and increasing options for access to employment; programs in support of children and youth; and, support for development of life skills.
3	Goal Name	Infrastructure, facilities & economic opportunity
	Goal Description	Projects that support the goal of infrastructure, facilities and economic opportunities include maintaining and improving infrastructure, streets, sidewalks, lighting and other safety measures; providing improvements to make streets and public places accessible to those with disabilities; improving parks and recreational opportunities; support for businesses and façade improvements; support for microenterprises and business development; improving multimodal transportation options; and, enhancing safety in neighborhoods.

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)

SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)**Actions to address LBP hazards and increase access to housing without LBP hazards**

The City of Gresham implements its CDBG and HOME programs in compliance with requirements of the Residential Lead-Based Paint Reduction Act. None of the programs or projects currently funded by Gresham provides in excess of \$5,000 in rehabilitation assistance. Notification and visual inspection requirements will be followed for Gresham's HOME funded homeownership programs. The City of Gresham provides brochures about safe lead practices as part of the homebuyer assistance efforts. Buyers and sellers are required to sign certifications. Inspectors employed in the Rental Inspection Program are trained and certified in safe practices. In addition, Gresham provides brochures in their Permit Center. The City will look for opportunities, in the future, to increase the capacity to reduce lead-paint hazards.

Multnomah County complies with federal regulations and continues to work towards increasing small Lead Based Paint contractors through building their capacity through education and safe work practices. The City of Portland has successfully administered three HUD Lead Hazard Reduction Grants, providing over \$12 million dollars in lead hazard reduction assistance to over 1,000 low-income households (protecting over 1,200 children from lead poisoning) since 1998.

How are the actions listed above integrated into housing policies and procedures?

Housing that receives public resources is tested for lead hazards and plans are included to make the home lead safe. Public education about lead hazards includes access to affordable lead testing. Lead-safe practices are required in all rehabilitation programs where housing was constructed prior to 1978, as described above.

SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

The City of Gresham has supported a number of projects over the years, and in the current year, to reduce the level of poverty and increase the capacity of families to earn living wages. Workforce development and training efforts are supported through the Living Solutions program which assists low-income persons to gain job skills and then places those individuals in career-path jobs. The City is also working with regional partners to improve the transportation system, notably the bus-rapid-transit system (BRT) along Powell and Division and to the employment campuses in northeast Gresham, including Mt. Hood Community College.

The City sponsors a program to encourage small businesses by offering incentives for permits and licenses for remodeling and façade improvements for vacant and some occupied business spaces. The Small Business Center actively assists potential business in Central Rockwood, the Civic Neighborhood or Downtown. To date at least 140 businesses have been helped to the benefit of both the business and the community.

The City is a partner in the Comprehensive Economic Development Strategy (CEDS) and supports links between industry and education (at the high school and higher education levels), supports diversity in the workplace and in industry, and supports activities raising the skills and employability of underrepresented and disadvantaged populations. The Economic Development Traded Sector Jobs Strategy defines the City's vision for targeted job growth and development which relies on existing industry sectors: advanced electronics and specialized machinery and equipment. An integral component is supporting a trained workforce. Part of this development incorporates efforts by WorkSource (WSI) and Mt. Hood Community College which is developing an industry-supporting curriculum in mechatronics (the interface between machines and software).

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan

The City of Gresham actively supports quality housing that is affordable to all residents. The Rental Inspection Program has been in place since 2007 and has been a model for other jurisdictions. A modest licensing fee has allowed the City to work with landlords to improve properties over the years. The program results in periodic inspection for compliance with a broad range of habitability standards including fire, life, and safety code violations. Common violations found and corrected are visible mold, inadequate ventilation, illegal heat sources, plumbing disrepair, inoperable smoke detectors, and exposed wiring. The inspection program is a practical approach to raised expectations for both landlords and tenants.

To further the objective of quality housing for all segments of the population, the City supports rehabilitation of units to provide permanent accessibility for persons with disability and home repair assistance for lower-income households. In addition, the City provides assistance for lower-income homebuyers in the form of down payment assistance.

The City is also looking forward to improving an array of housing choices for residents in the future. Gresham adopted amendments to the City's Housing Policy in 2013. The Housing Policy project provided new housing data and information on housing trends used to develop housing goals, policies and action measures for Gresham as a whole, Downtown, the Civic Neighborhood and Rockwood. The City is updating this data in the near future. The City is working with partners (Powell-Division Transit and Development Project, Metro, TriMet, the City of Portland, the Oregon Department of Transportation and Multnomah County) to meet transportation needs of Gresham residents and bring key investments to Gresham. Along with transit elements, plans call for actions for economic development, community enrichment ("placemaking" particularly around hubs), and housing.

The City adopted several guiding principles regarding housing as a guide for affordable housing. In essence these principles recognize that everyone in Gresham deserves a decent, safe and affordable place to live and that sustainable and vibrant communities require a balance of jobs, housing and services. The principles recognized early on that concentrations of poverty and minority populations could block access to opportunities, which is reflected in national policies to promote equal opportunities in all neighborhoods (Affirmatively Furthering Fair Housing). The City promotes a diversity of housing types across all neighborhoods and recognizes that publicly-assisted housing is one component. The City is committed to fostering housing options that working individuals and families can afford. The City will look for new opportunities to preserve and expand housing options for all residents, including low-income residents who need ongoing support.

SP-80 Monitoring - 91.230

Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

The City of Gresham provides monitoring for CDBG and HOME funded projects. Monitoring activities may include program performance, fiscal accountability and regulatory compliance and may involve desk monitoring and/or on-site monitoring. An objective of all desk and on-site monitoring is to ensure that the City will meet the goals and objectives set forth in the Consolidated Plan.

Desk monitoring consists of completion of Risk Assessment and Desk Monitoring checklists; as well as, reviews of invoices and progress reports, external audits and other materials submitted by the contracting agency. This monitoring is to determine that the project is on schedule, fiscally accountable and compliant with contractual requirements and regulations. On-site monitoring can include any or all of the following: program and systems review at the contractor facility (e.g., income verification forms and process for collecting information), visiting sites where the activity is being carried out (e.g., a house under construction or the operation of a public service activity) or has been completed (in the case of property improvements), interviewing agency staff, and fiscal and systems review.

CDBG and HOME funded projects are desk monitored annually, with onsite monitoring occurring at least once every three years. Additional onsite monitoring may occur for high risk projects: Those organizations with turnover in key positions, such as executive director or program manager responsible for the program being funded or organizations that don't have familiarity with CDBG/HOME regulations.

For all housing projects for which the City provides funding for construction, a City building inspector and Community Revitalization staff monitor the progress of the project in the field and Community Revitalization staff monitors overall progress.