

A Road Home



Community Plan to Prevent and End Homelessness

July 2018 – June 2025



WASHINGTON COUNTY
OREGON

A Message of Hope

SUPPORT FROM WASHINGTON COUNTY LEADERSHIP

Bringing an end to homelessness is a challenge that Washington County will continue to address for years to come. Like many other communities across the country, we've learned that the reasons for homelessness are varied and complex, as are solutions. Nevertheless, we commit ourselves to this ongoing challenge until all of our neighbors are safely housed. Moving forward, bringing an end to homelessness means that our community will have a responsive system and resources in place that ensure homelessness is prevented whenever possible and if it does occur, it is a rare, brief, and non-recurring experience.

We're very fortunate to have so many committed partners joining us in this effort. Community stakeholders have developed specific strategies and benchmarks outlined in A Road Home. Together, we support local and national best practices which embrace the Housing First model and work quickly to identify and engage with people at-risk of and experiencing homelessness. Considerable effort is invested in prevention to divert people from the homeless system and to provide equal access to shelter, housing assistance and client-centered services to transition from the streets to affordable, stable housing.

A Road Home will focus on the community priorities for affordable housing serving extremely low-income households, wrap-around supportive services and increased economic supports through employment and access to benefit programs. Washington County agencies are building upon the successful outcomes realized in the 10-Year Plan and we envision the next phase, A Road Home, as the path forward to preventing and ending homelessness in our community.

Andy Duyck
Chair, Washington County Board of Commissioners

Washington County Board of Commissioners

Andy Duyck, Chair, At Large
Greg Malinowski, Vice Chair, District 2
Dick Schouten, District 1
Roy Rogers, District 3
Bob Terry, District 4

Washington County

Robert Davis, County Administrator
Komi Kalevor, Director, Washington County Department of Housing Services
Annette Evans, Program Manager, Washington County Department of Housing Services

June, 2018

LEADERS AND ARCHITECTS OF THE PLAN

A Road Home was made possible through the generous contributions of time, expertise and resources by many individuals and the municipalities that make up our community.

With the approval of the Homeless Plan Advisory Committee (HPAC), the six-month work plan commenced in October 2017 and engaged with community members associated with the issues that lead to homelessness. *A Road Home: Community Plan to Prevent and End Homelessness* is the community's vision on how best to address this social issue in Washington County, Oregon

Production

Planning and production of this report were carried out by the Washington County Department of Housing Services.

The Leadership Group

This group oversaw the planning process from the outset and was tasked with galvanizing support for the plan's strategies in multiple local sectors. The Homeless Plan Advisory Committee gratefully acknowledges the generous contributions of time and expertise from local leaders, representatives of community-based organizations, citizen volunteers, and a formerly homeless individual as participants in the Plan's Leadership Group.

Homeless Plan Advisory Committee

- Dick Schouten, Commissioner, Washington County
- Elena Uhing, Councilor, City of Forest Grove
- Komi Kalevor, Executive Director, Housing Authority of Washington County
- Carol Herron, Just Compassion of East Washington County and St. Anthony's Shelter
- Jeff Hindley, Citizen Member At-Large
- Kara Radecki, Owner, Ancora Counseling
- Kristin Griffey, Formerly Homeless/Peer Mentor
- Lindsay Coon, Manager of Marketing and Communications, Tuality Healthcare
- Rachael Duke, Executive Director, Community Partners for Affordable Housing
- Renée Bruce, Executive Director, Community Action Organization
- Russ Dondero, Ph.D. Political Science, Retired Professor
- Samira Godil, Executive Director, SW Community Health Center
- Shawn Fischer, Chief Deputy, Washington County Sheriff's Office
- Steven Berger, Director, Washington County Community Corrections
- Vera Stoullil, Vice-President of Operations, Boys & Girls Aid

Plan Workgroups

The planning process had widespread participation. Included were community leaders, citizen volunteers, formerly homeless people, shelter directors, local experts in services for the homeless, and state and county officials. The generous contribution of time and expertise from community stakeholders is gratefully acknowledged in the development of this Plan. These individuals are represented in the four workgroups.

HSSN WORKGROUP (THE COC BOARD)

- Andrea Logan-Sanders, Boys & Girls Aid
- Annette Evans, Washington County Department of Housing Services
- Cole Schnitzer, U.S. Department of Veteran Affairs
- David Pero, Homeless Education Network/Forest Grove Homeless Student Liaison
- Denise Turner, Denise's Spa Petite
- Ellen Johnson, Oregon Law Center
- Judy Hand, Luke-Dorf, Inc.
- Judy Werner, Lutheran Community Services Northwest
- Karen Voiss, Housing Independence
- Katherine Galian, Community Action
- Kelly Lesmeister, CODA Inc.
- Kendra Castaldo, Cascade AIDS Project
- Komi Kalevor, Housing Authority of Washington County
- Marci Nelson, Washington County Community Corrections
- Marcia Hille, Sequoia Mental Health Services, Inc.
- Matt Mattia, Washington County Office of Community Development
- Mellani Calvin, ASSIST Program
- Pat Rogers, Community Action
- Regina Rizo, Veteran Affairs Portland Health Care
- Renee Brouse, Good Neighbor Center

PREVENTION AND EMERGENCY SERVICES WORKGROUP

Workgroup Chair: *Annette Evans, Washington County Housing Services:*

Workgroup Participants:

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- Annie Heart, Family Promise of Washington County
- Bianetth Valdez, HomePlate Youth
- Brian Schimmel, Old Town Church Forest Grove
- Chief Deputy Shawn Fischer, Washington County Sheriff's Office
- Christina Graslie, Luke-Dorf, Inc.
- Danielle Stirnamen, Luke-Dorf, Inc.
- Danielle Taylor, Washington County Probation and Parole
- David Pero, McKinney-Vento Liaison - Forest Grove School District

- David Rodriguez, Luke-Dorf, Inc.
- Drew Williamson, Boys & Girls Aid
- Kara Radecki, Luke-Dorf, Inc.
- Kristy Eckhardt, Washington County Department of Housing Services
- Lukas Heaton, City of Hillsboro
- Omar Martinez, City of Hillsboro
- Pat Rogers, Community Action
- Regina Rizzo, U.S. Department of Veterans Affairs
- Renee Brouse, Good Neighbor Center
- Shawn Fischer, Washington County Sheriff's Office
- Tami Cockeram, City of Hillsboro
- Vera Stoulil, Boys & Girls Aid

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- Ben Sturtz, REACH CDC
- Brenda Sosa, Oregon Department of Human Services
- Bryan Robb, Washington County Land Use and Transportation
- Carol Herron, Just Compassion of East Washington County
- Chris Hartye, City of Hillsboro
- Fletcher Nash, Bridges to Change
- Gordon Teifel, Families for Independent Living/Daytime Enrichment And Recreation
- Heather Gramp, Oregon Health Authority
- Jennifer Anderson, Beaverton Social Justice League
- Jessica Woodruff, REACH CDC
- Kali Bose, Bienestar, Inc.
- Kim Armstrong, Washington County Land Use and Transportation
- Kristy Eckhardt, Washington County Department of Housing Services
- Madison Thesing, City of Hillsboro
- Mandie Ludlam, The Community Housing Fund
- Mark Forker, Willamette West Habitat for Humanity
- Melisa Dailey, Washington County Department of Housing Services
- Nathan Teske, Bienestar, Inc.
- Pam Hester, CareOregon
- Rachael Duke, Community Partners for Affordable Housing
- Shannon Wilson, Washington County Department of Housing Services
- Sheila Greenlaw-Fink, The Community Housing Fund
- Val Valfre, Councilor, City of Forest Grove

ECONOMIC OPPORTUNITY AND INCOME SUPPORT WORKGROUP

Workgroup Chair: *Katherine Galian, Community Action Organization*

Workgroup Participants:

- Annette Evans, Washington County Housing Services
- Chad Reinhardt, Oregon Department of Human Services
- Don Schweitzer, Pacific University
- Ellen Johnson, Oregon Law Center
- Jeanie Butler, Washington County Disability, Aging and Veteran Services
- Jennie Proctor, Washington County Office of Community Development
- Lukas Heaton, City of Hillsboro
- Omar Martinez, City of Hillsboro
- Patty Carr, Oregon Department of Human Services
- Stephen Blackford, WorkSystems, Inc.
- Tami Cockeram, City of Hillsboro

HEALTH AND HUMAN SUPPORTIVE SERVICES WORKGROUP

Workgroup Chairs: *Greg Watson and Josh Thomas, Washington County Health and Human Services*

Workgroup Participants:

- Annie Heart, Family Promise of Washington County
- Brian Schimmel, Old Town Church Forest Grove
- Danielle Stirnamen, Luke-Dorf, Inc.
- Danielle Taylor, Washington County Probation and Parole
- David Pero, McKinney-Vento Liaison – Forest Grove School District
- Drew Williamson, Boys & Girls Aid
- Heather Gramp, Oregon Health Authority
- Jane Glancy, Washington County Developmental Disabilities
- Jay Auslander, Washington County Behavioral Health
- Jeff Burnham, Luke-Dorf, Inc.
- Kara Radecki, Luke-Dorf, Inc.
- Kristin Griffey, Mental Health Association of Oregon
- Kristy Eckhardt, Washington County Department of Housing Services
- Lindsay Downen, Luke-Dorf, Inc.
- Lukas Heaton, City of Hillsboro
- Lydia Radke, Washington County Community Corrections
- Marci Nelson, Washington County Community Corrections
- Marcia Hille, Sequoia Mental Health Services, Inc.
- Pam Hesler, CareOregon
- Regina Rizzo, U.S Department of Veteran Affairs
- Renee Brouse, Good Neighbor Center
- Shelly Mead, Bridges to Change
- Tami Cockeram, City of Hillsboro

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Section One

EXECUTIVE SUMMARY

A New Approach: Washington County’s 2018-2025 Action Plan to Prevent and End Homelessness

In June 2008, Washington County adopted A Road Home: 10-Year Plan To End Homelessness. The Plan guided the local work of community partners through a great recession in 2009 with 10% unemployment rates and the beginning of a housing crisis in 2013 resulting in nearly 50% increase in rental costs over five-years – both have displaced many of our residents and created a new face of homelessness. Despite these economic challenges, new housing and services have been aligned with the jurisdictions homeless system that has been retooled to create equal access for all persons.

A Road Home: Community Plan to Prevent and End Homelessness intends to refocus and amplify our community’s existing efforts to support people who are homeless with housing programs and includes new national “best practice” methods. This new Plan continues to embrace three effective fundamentals:

- 1. Housing First:** The inclusive practice of facilitating rapid exits from shelters and life on the streets for all homeless people, regardless of needs and vulnerabilities, directly into affordable permanent housing without undue intermediary steps, screening, or barriers.
- 2. Wrap Around Client-Centered Services:** The development of human service interventions and programs linked and coordinated with housing and developed from insights into the multi-dimensional social, medical, and mental health needs of people who are homeless.

- 3. Income Opportunity:** Recognition that people experiencing homelessness need access to living wage employment or public mainstream benefit programs (e.g. Veteran Benefits, SSI/SSDI, health care, Section 8 Housing Choice Voucher Subsidy) if they are to sustain permanent housing for the long-term and avoid future episodes of homelessness.

This ambitious Plan will aspire to leverage the community’s understanding of homelessness, and the emerging consensus on how to address the socioeconomic factors that lead to homelessness through systemic and programmatic changes identified in the Plan’s goals and strategies.

Goals and Strategies

The comprehensive Plan includes six goals. Each goal has multiple coordinated strategies of which many are considered national best practices with proven effectiveness in reducing homelessness in other cities and counties nationwide. The goals and strategies are:

- Goal 1: Prevent People from Becoming Homeless
- Goal 2: Move People into Housing
- Goal 3: Link People to Appropriate Services and Remove Barriers
- Goal 4: Increase Income Support and Economic Opportunities
- Goal 5: Expand Data Collection
- Goal 6: Implement Public Education on Homelessness

A Road Home recognizes that homelessness cannot be solved with targeted homeless programs alone. The Housing and Supportive Services Network (HSSN) collaborates to perform strategic planning, implement system changes to reduce barriers to accessing resources, and develop community partnerships that leverage the mainstream housing and supportive services necessary to advance efforts on ending homelessness.

While the goals and strategies outlined in A Road Home will ensure all persons have equal access to prevention and homeless emergency housing and services, the Plan aligns with the Federal benchmarks that prioritize four population goals outlined in “Opening Doors: Federal Strategic Plan to Prevent and End Homelessness”.

With this Plan, Washington County will finish the work to coordinate and create a fully integrated system with capacity to reduce the likelihood of a slide into homelessness by our community’s most vulnerable members.

Prioritizing these populations will guide our local effort to build capacity and understanding in ending homelessness. The benchmarks serve as measurements to evaluate overall effectiveness of our homeless system and programs.

The Federal priorities include:

1. Finish ending veteran homelessness.
2. Finish ending chronic homelessness.
3. Prevent and end homelessness among unaccompanied youth and young adults by the end of 2020.
4. Prevent and end homelessness among families with children by the end of 2020.

Assessment of Impact

This Plan is more than a set of general goals for bettering our community’s efforts to address homelessness. It includes multiple specific strategies for new service innovations, pilot initiatives, and practices that will achieve these goals. Also laid out in the Plan are methods for implementation and measures of impact for each respective strategy. The impact measures will periodically be assessed to gauge the success that aspects of the Plan are having on reducing homelessness in our community. In addition, options for funding the respective initiatives and first steps towards implementation for each of them are also outlined in the Plan. Together, these elements of detail and specificity make this plan a working document that is assured to maintain our community’s focus on its tasks.

With this Plan, we will raise the profile of the crisis of homelessness across the County and in all sectors of our public service systems and amongst our citizenry. This heightened attention to the issue will assist us in calling for and engaging new financial resources to reach our goals. The collective capacity of our commitment to these goals is greater than the depth of this challenge.

The implementation cost of the goals to is estimated at \$150 million over seven years, with 48% of the Plan’s implementation funding requirements identified in Goal 2: Move People Into Housing.

Section Two

INTRODUCTION

Why a 7-Year Plan for Washington County?

Homelessness is a complex social issue that is impacted by institutions, such as mental health, foster care and criminal justice systems, as well as broader policies that include livable wages and affordable housing.

Approved in 2008, A Road Home: 10-Year Plan to End Homelessness launched a local effort to create greater alignment with local public, private, state and federal partnerships with a focus on cost effective, evidence-based solutions that would be scalable and measureable.

In 2012, the reauthorization of the McKinney-Vento Act created the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act. The amendment of A Road Home through this 7-year Plan brings together lessons learned, successes and greater alignment with the HEARTH Act priorities.

Washington County recognizes that while we have achieved outcomes in reducing the number of homeless individuals, youth, and families living on our streets, we have identified key focus areas to address system gaps that results in under-served populations.

- Provide emergency shelter for adult-only households and support all shelters in their effort to end homelessness using a Housing First model.
- Promote access to housing as a platform for recuperative care, for people affected by substance addiction and mental health, and re-entry populations.

- Develop relationships with landlords and property management to house vulnerable populations.
- Strengthen outreach engagement to create pathways to housing for people living in campsites and vehicles.

This Plan will provide the framework to learn from evolving practices, build on what is working and leading to positive outcomes, and focus on employment services and income supports to address housing stability. This work will create greater alignment with state and federal initiatives.

**1 of every 365 people
is homeless in
Washington County**

Future planning efforts for A Road Home will be aligned, where possible, with the Washington County Office of Community Development's planning activities to prepare the Consolidated Plan will begin in 2023. The integration of a single planning process to create both A Road Home and the Consolidated Plan will leverage the capacity of our stakeholders to participate in the planning process.

Additionally, this process will expand community stakeholder input to develop strategies that address both poverty and homelessness resulting in stronger coordination to address housing and service gaps, develop assumptions and make decisions on policy and programming to address the gaps, and provide communication among community stakeholders

people with the right resource for the right length of time to be successful.

Measuring Progress

The effectiveness of A Road Home will be measured and reported annually. The performance outcomes and challenges identified in the annual report will be used to develop policy and funding priorities that address the changing demographics of the homeless population, and ensure transparency to the public and our partners going forward.

Every community will have the capacity to:

- ***Quickly identify and engage people at-risk of and experiencing homelessness.***
- ***Intervene to prevent the loss of housing and divert people from entering the homelessness services system.***
- ***Provide immediate access to shelter and crisis services, without barriers to entry, while permanent stable housing and appropriate supports are being secured.***
- ***When homelessness does occur, quickly connect people to housing assistance and services – tailored to their unique needs and strengths – to help them achieve and maintain stable housing.***

- Opening Doors: Federal Strategic Plan to Prevent and End Homelessness, 2015

An end to homelessness does not mean that no one will ever experience a housing crisis again, but rather the episode will be rare, brief, and non-reoccurring. This requires a community to have the capacity within the homeless system to serve

Section Three

HOMELESSNESS IN WASHINGTON COUNTY

Needs Assessment

The planning process for A Road Home began with a comprehensive homeless needs assessment. The data included trends in homelessness to include the homeless population served through the coordinated entry system known as Community Connect, poverty rates, affordable housing inventory serving households at or below 50% AMI (area median income), unemployment rates, and mainstream benefits.

This needs assessment also investigated the unique experiences of homeless based on individual demographics and subpopulations. The data that is available is not perfect, but provides a benchmark to address racial disparities and gaps in the system for homeless families, seniors, chronically homeless with disabilities, runaway and homeless youth, and veterans.

\$23.88

The hourly wage needed to afford a 2-bedroom unit.

Measuring Homelessness

Homelessness is measured using three primary tools:

- Homeless Management Information System (HMIS). This software tool collects the universal data elements (UDE) required to identify a person and de-duplicate the data. Data is collected for persons seeking

homeless services and measures their progress towards housing stability.

- Point-In-Time Homeless Census. The annual collection of homeless data for sheltered and unsheltered people the last week of January provides trends on the sheltered and unsheltered population. This data tool is de-duplicated in HMIS and reported to HUD.
- System Performance Measurements. Data entered into HMIS by homeless outreach, shelter and housing programs throughout the year is extrapolated at the system-level to track progress in preventing homelessness and permanent housing exit/returns. The performance outcomes are used in strategic planning, develop policy, programs and funding priorities, and reported to HUD annually.

Measure 1: Reduce the length of time persons remain homeless.

Measure 2: Reduction in Returns to Homelessness (Recidivism).

Measure 3: Reduction in Number of Homeless People.

Measure 4: Increased Employment and Income Growth of Participants in HUD-funded CoC Programs.

Measure 5: Number of First-Time Homeless People.

Measure 6: Homeless Prevention and Housing Placement Success for Families and Youth Households.

Measure 7: Successful Placement from Street Outreach and Retention in Permanent Housing.

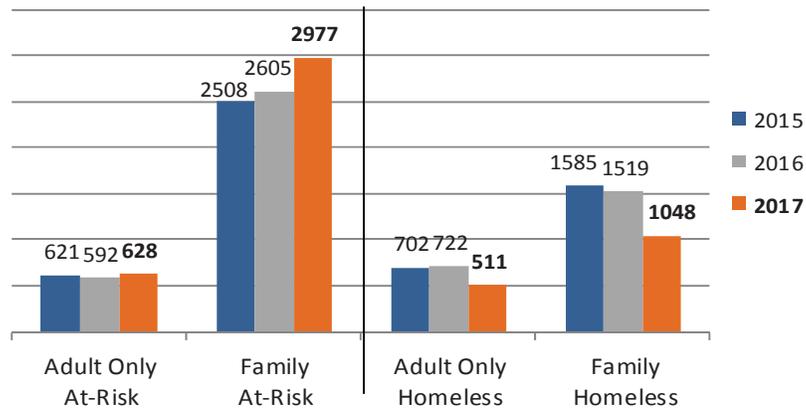
The Community Connect system was a strategy defined in the 2008 version of A Road Home and has demonstrated outcomes in reducing barriers to homeless housing programs and provides equal access for all persons to the resources available.

Who is Homeless Today?

In 2013, a consortium of cross-sector representatives, to include housing and service providers, fire/EMS, law enforcement, and formerly homeless, came together to develop a systemic approach to preventing and ending homelessness by aligning housing resources with a coordinated entry system – **Community Connect**.

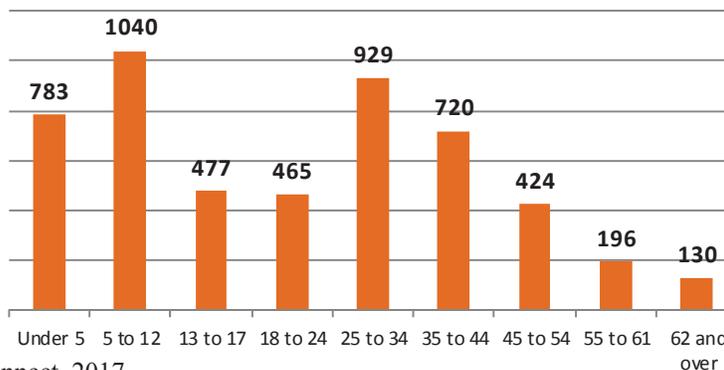
The system provides demographics on the number of people/households at-risk and experiencing homelessness. People are referred to the most appropriate prevention assistance and housing program resulting in a decline in recidivism (returns) to homelessness.

AT-RISK AND HOMELESS TRENDS
(People)



Source: Community Connect, 2015-2017

AGE
(People At-Risk and Homeless)

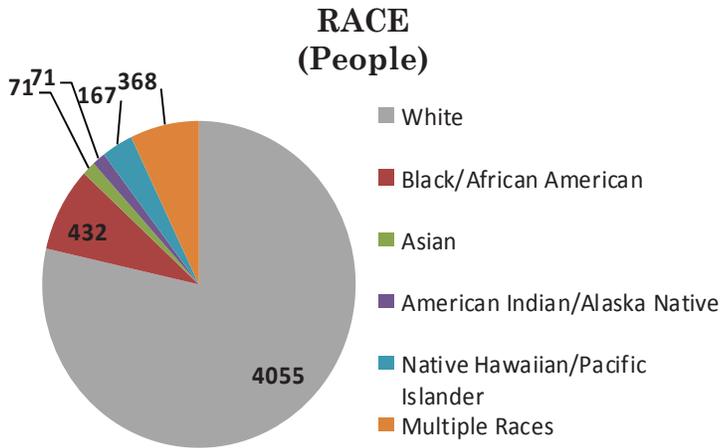


Source: Community Connect, 2017

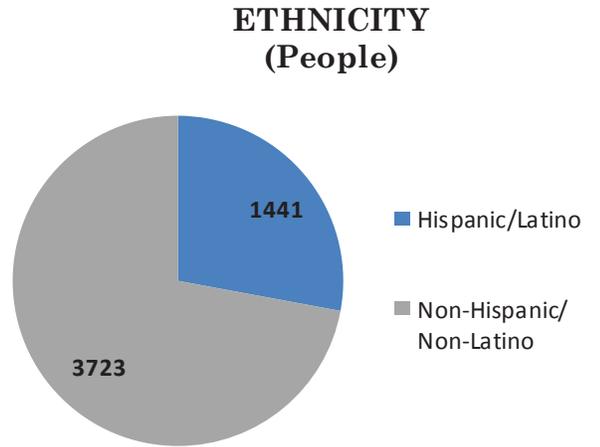
Demographics: Race, Ethnicity and Gender

5,164 people accessed the Community Connect system in 2017 seeking emergency prevention assistance and/or homeless services. Data reports single-parent females with children are primary users of the year-round family shelter network.

Washington County has a diverse population. People of color comprise 21% of the general population, and nearly 22% of the at-risk and homeless population.

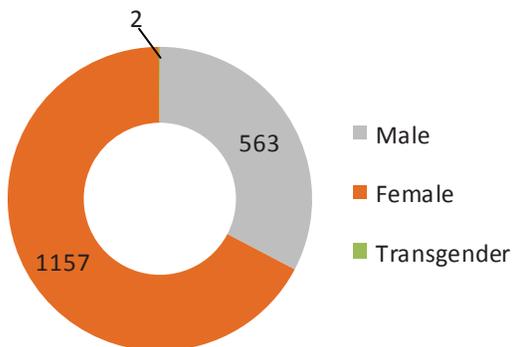


Source: Community Connect, 2017



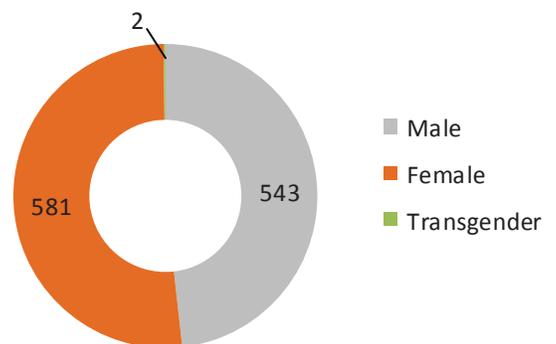
Source: Community Connect, 2017

GENDER BY HEAD OF HOUSEHOLD (Adults with Children)



Source: Community Connect, 2017

GENDER BY HEAD OF HOUSEHOLD (Adults Only)



Source: Community Connect, 2017

Rent Burdened Households

The Oregon Housing and Community Services Department reports Washington County has an estimated 24,000 gap in rental housing affordable to households with incomes less than 50% AMI.

The gap in meeting the demand to develop units below 50% AMI places a burden on the homeless system; e.g. demand placed on the system for ongoing emergency prevention rent assistance, and the “rent cliff” created when temporary re-housing rent assistance ends when the participant reaches the 12-months, 24-months or other deadline established by the funder agency.

The 2018 Oregon Legislative session passed HB 4006B, Local Government Rent Burden Reporting and Housing Cost Study. This bill requires cities where 25% of the population is severely rent burdened to hold a public meeting and complete a survey on housing and land use planning needs.

Oregon Housing and Community Services will develop the survey and collect responses. HB4006B also provides \$2 million for local jurisdiction planning grants to help address their housing needs and a study of the cost driver(s) for affordable housing.

Renter Affordability	<30% MFI	<50% MFI	<80% MFI
Renter Households	14,190	27,426	45,285
Affordable Units	4,275	12,885	65,195
Surplus / (Deficit)	(9,915)	(14,541)	19,910
Affordable & Available*	1,835	8,020	41,565
Surplus / (Deficit)	(12,355)	(19,406)	(3,720)

*Number of affordable units either vacant or occupied by person(s) in income group.

Source: Oregon Housing and Community Services; 2017 Strategic Goals Plan

Rent Burdened Households	2017	2007*
% of renters in Washington County	40%	39%
Fair Market Rents for 1-bedroom Apartment	\$ 1,132	\$ 638
Fair Market Rents for 2-bedroom Apartment	\$ 1,330	\$ 737
Fair Market Rents for 3-bedroom Apartment	\$ 1,935	\$ 1,073
% Change	55%	11%
Annual Income needed to afford 1-bedroom FMR	\$ 45,280	\$ 25,520
Annual Income needed to afford 2-bedroom FMR	\$ 53,200	\$ 29,480
Annual Income needed to afford 3-bedroom FMR	\$ 77,400	\$ 42,920
Rent affordable at Minimum Wage (40-hr week)	\$ 585	\$ 390
Washington County Area Median Income (AMI)	\$ 78,866	\$ 59,481
Rent affordable at Social Security Income	\$ 225	\$ 181

Source: A Road Home: 10-Year Plan, 2007; OHCS Strategic Plan, 2017; Town Charts, 2018

Note: 2007 % Change of 11% is for the period 2000 to 2007

Section Four

WASHINGTON COUNTY TOMORROW

Plan Goals and Strategies

Six Goals

On July 1, 2018, A Road Home will launch a new seven-year comprehensive and strategic plan as a recommitment to our vision of ending homelessness and to the steps needed to make this vision a reality. The Plan will embody the six general goals outlined in the previous plan as these goals have worked to prevent and end homelessness, and aligns with the local planning, development, implementation, and reporting efforts.

Each goal is correlated with several specific strategies -- many of which are new initiatives drawn from the needs assessment and the outcomes of implementing the previous 10-Year Plan. Some of these strategies will require a renewed pursuit of federal and state resources as well as investments from private contributors. Others will come about by shifting the existing resources in our community and investing in "pilot" initiatives that, when proven, will invite funding from outside partners. In other cases, the Plan strategies call only for implementing new policies or practices that will, in and of themselves, better our impact on homelessness without requiring new funding. All of the goals and strategies in the Plan were chosen for their proven track record, their cost-effectiveness, and their likelihood of addressing the root cause of homelessness. Taken together, these strategies will significantly amplify our community's commitment to reducing homelessness.

Goal 1

Prevent People from Becoming Homeless

Our Plan will develop and implement a series of initiatives to prevent vulnerable households and individuals from becoming homeless and entering a cycle of exacerbated health, social, and economic problems. Expanded *Outreach* and new prevention measures will focus on at-risk households and invest in problem-solving, referral, and crisis intervention that is inexpensive relative to the costs of homelessness.

Goal 2

Move People into Housing

The Plan considers affordable and supportive housing as the primary solutions to the problem of homelessness in our community. We will take a number of steps *to create new housing opportunities* for homeless people and redirect some of our existing resources towards housing that meets the needs of homeless people.

The plan is built around the concept of Housing First whereby homeless people are linked quickly and efficiently with housing without undue intermediary steps or barriers.

Goal 3

Link People to Appropriate Services and Remove Barriers

The Plan outlines several new service strategies to support the large proportion of homeless people in our community who require more than simply housing to resolve their homelessness. Central to these strategies will be a *Housing Navigator* that aligns homeless families and individuals to affordable housing and services.

Among existing resources for low income people in general, particular effort will be made to better the access that homeless and formerly homeless people have to case management, child care, and Veterans Affairs services.

Goal 4

Increase Income Support and Economic Opportunities

The Plan recognizes that each homeless person in the County requires some source of steady living wage income, either through employment or a public entitlement program to resolve homelessness and to maintain housing for the long term. For those who can work, new initiatives include the *Economic Opportunity Program* and expansion of the *Aligned Partner Program* to provide employment and life skills training for homeless people. In addition, the Plan intends to help position homeless people to take advantage of mainstream and community-based employment services that exist in the County by offering better access to child care and to a means of obtaining personal identification cards.

For those homeless people who have a severe disability, the Plan includes several strategies for increasing their access to SSI/SSDI. These include the *ASSIST Program* and *SOAR Training* to develop a small cadre of specialists trained to

work with the homeless individual to increase their chances of qualifying for mainstream benefits. In the realm of generating jobs, the Plan calls for recruiting employers to participate in the expansion of the *Supported Employment Program* targeted to homeless individuals who have difficulty retaining employment.

Goal 5

Expand Data Collection

The Plan includes multiple new strategies, pilot initiatives, and policy changes. Empirical data will be required to understand the relative impact of this Plan, the programs aligned with the homeless response system, and related general trends about the paths into and out of homelessness in our community.

To meet this need, the Plan will establish the *Homeless Management Information System* (HMIS) as the delivery system for data collection of sheltered and unsheltered homeless persons. While the HMIS already exists, it will be expanded to include a wider number of community-based user agencies to ensure a comprehensive data compilation pertaining to homeless persons receiving services within the County.

Another source for disseminating data will be the Housing and Supportive Services Network (HSSN) monthly meetings where the quantified impacts of A Road Home strategies will be regularly assessed. In addition, the County will continue submitting local data for use in the federal Annual Homeless Assessment Report (AHAR) that is provided to the federal government.

Goal 6

Implement Public Education on Homelessness

The final goal of our Plan is to build support in our community amongst local citizens through education on the socioeconomic factors that lead to homelessness, the Plan's strategies and how citizens and businesses can support this work. Among our first public education strategies will be a media campaign designed to demystify the truth about who is homeless and why they become homeless in our community. The Plan will use this campaign and other methods to engage citizen, private, public and nonprofit business partners in facilitating the development of specific strategies in the Plan.

Ongoing communications with interested citizen constituencies will include an annual report on the status of the Plan and a report to the Washington County Board of Commissioners, which will be made available to the public. Homeless and formerly homeless people themselves will be encouraged to participate in consumer advisory activities and other leadership roles within organizations serving homeless people.

Aspirational Goals

The Plan embraces local and federal system-level and programmatic performance goals as defined in the Needs Assessment and Plan Goals sections of this Plan. The goals established in this Plan are achievable, and represent the best tools at this time to track progress and will be further refined over time.

The Housing and Economic Workgroups developed aspirational goals to include:

1. Monitor program outcomes by collecting participant data on housing stability at 12-months post assistance, 18-months post assistance, and 24-months post assistance.

2. Continue to improve coordination between rental assistance programs and other programs and services.
3. Advocate for dual solutions to enforcement related to homelessness; e.g. by providing shelter beds/other options to households displaced by camp site sweeps.
4. Track the outcomes of homeless persons assisted to apply for SSI/SSDI, SNAP, TANF, and other eligible mainstream benefits within the first month of enrollment in the program.

Section Five

IMPLEMENTATION

Our Vision and Investments

A Road Home has a clear roadmap for its implementation. It includes tools for organizing details of the Plan, stated specifics pertaining to goals and intended outcomes, an organizational system identified to oversee implementation, timeframes, and reporting methods that will communicate progress of the Plan to all relevant constituencies.

The Matrix of Strategies

Each strategy in the Plan is detailed in the Matrix of Strategies found in the *Visualizing the Plan* section of this report. On this matrix, the Plan's specific recommended strategies are each correlated with methods for implementation, measures of success, funding options, estimated cost, and the agency responsible for facilitating implementation. Strategies on the Matrix identify anticipated timeframe for their implementation with goals set for the specific year over the course of the Plan that each strategy will come to fruition. This Matrix will be the primary reference used by all parties involved in the Plan's implementation. It will be updated annually in a Work Plan adopted by the Housing and Supportive Services Network (HSSN) to reflect changes in intentions or modifications to the strategies.

Facilitation of the Plan

While many agencies will be engaged in implementation of the Plan, there will be one primary group strategizing to meet the Plan's goals. The coordination of implementation will be provided by Washington County Department of Housing Services and the Housing and

Supportive Services Network (HSSN) which is made up of community stakeholders serving the homeless population. The HSSN will continue its calendar of monthly meetings and include activity related to A Road Home on its regular agenda. The responsibility for planning specifics of individual strategies of this Plan will be assumed by the agency identified as responsible in the Matrix of Strategies. Oversight to the HSSN work will be performed by the HSSN Workgroup, the CoC Board.

In addition, the Homeless Plan Advisory Committee (HPAC) will provide leadership and support to identifying resources and provide oversight to the Plan's implementation activities performed by the HSSN and Washington County staff.

Progress Reports

Annually, a report on the outcomes and challenges will be presented to the Homeless Plan Advisory Committee for review and recommend the findings be reported to the Washington County Board of Commissioners. This leadership committee will assist in charting the next year's course of action.

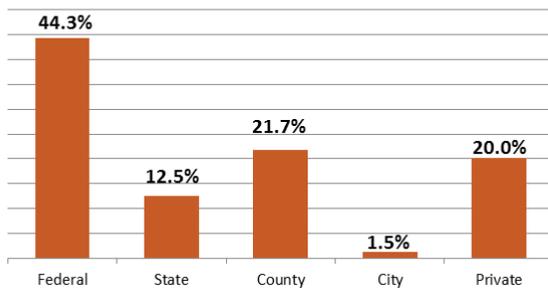
The annual report will be published and made available to the public on the County's website. Additionally, the report will be provided to federal, state and local city elected officials.

Current Source of Funding

A commitment to investing in the lowest-income households in our community is a priority. With the adoption of A Road Home: 10-Year Plan to End Homelessness in 2008, the investment in public and private funds to address the need for emergency prevention and shelter, re-housing assistance, services and income supports has increased 316%. This investment has demonstrated outcomes in reducing the recidivism rate (return to homeless) from 17.1% to 11% and increased income at program exit from 12.5% to 25.8%.

In 2017/2018, approximately \$9.5 million was invested in strategies that stabilize and re-housing vulnerable populations through public and private partnerships.

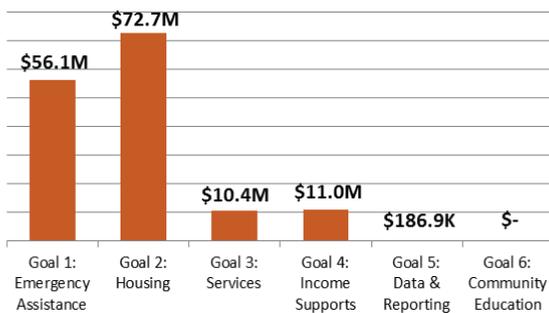
2017 FUNDING SOURCES
\$9.5 M



Source: A Road Home Year 9 Work Plan; 2017

Future Investments By Goal

FUNDING BY PLAN GOAL
\$150.4 M



Sources of Funding

Future investments are needed to create the efficient and effective system capacity necessary to prevent homelessness, and for people experiencing an episode of homelessness that housing and services be available to ensure the episode is rare, brief and non-reoccurring.

FEDERAL

CDBG and HOME
EFSP
ESG and CoC Program
HUD-VASH
National Housing Trust Fund
PATH
SAMHSA
Section 8 HCV
Section 811

STATE

Document Recording Fee
EHA and SHAP
LIFT
LIHEAP
LIHTC
Medicaid 1915i
OHA and OHCS Programs
RHY

LOCAL

County/City General Funds
Metro
University/Higher Education

PRIVATE

Business
Enterprise Foundation
Philanthropy/Foundation
Religious Institutions
The Community Housing Fund
WorkSystems, Inc.

Impacts of Future Investments

The impact and outcomes of implementing the plan will be realized in qualitative values and cost savings to the community.

- A highly skilled and educated workforce can be achieved when people have access to affordable housing.
- Early childhood education programs and housing will provide families a pathway out of poverty and increase academic success.
- Greater access to housing and services will reduce the fiscal burden placed on the public and business sector as homeless will be diverted from costly institutions of care. For example:
 - \$600+ per hospital emergency room visit
 - \$125 per day in the jail, and the effect and cost of crime on its victims
 - \$1,096 per day in the state psychiatric hospital
- Affordable housing is a critical social determinant that will result in fewer deaths of homeless living on our streets.

Section Six

VISUALIZING THE PLAN

A Matrix of the Strategies

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Goal 1

Prevent People from Becoming Homeless

Visualizing the Plan: A Matrix of the Strategies

ID	TASK NAME	METHODS	MEASURES OF IMPACT	START-END DATE	COST & POTENTIAL SOURCES	RESPONSIBLE AGENCY(S)
1.1	Expand 1-month <i>Rent and Energy Assistance</i> for at-risk tenancies with income less than 50% AMI.	a) Provide 1-month emergency rental and/or energy assistance.	<ol style="list-style-type: none"> Number of people with a 72-hour eviction notice that prevent homelessness. Reduction rate to the number of eviction court cases filed. Reduction in the number of first-time homeless. 	Year 1 – 7	\$26.5 million Funds: EFSP, LIHEAP Other local public and private	Nonprofit, Faith-based and Public Provider Agencies, Community Action Organization, Washington County, HSSN
1.2	Create <i>Severely Rent Burdened</i> assistance for at-risk tenancies with household income less than 50% and paying more than 50% of monthly income toward rent.	a) Provide 1 to 6 months' rent assistance to bridge household income for severely rent burdened households paying more than 50% of monthly income to housing rents. Work with Housing Specialist to seek alternative affordable housing and/or opportunities to increase income.	<ol style="list-style-type: none"> Number of people at imminent risk that prevent homelessness. Less than 5% of participants enter the homeless system within 2-years of receiving the rent assistance. 	Year 1-7	\$1 million Funds: CDBG, ESG, EHA, Other local public and private	Washington County, Community Action, Nonprofit Agency, HSSN
1.3	Staff <i>Housing Specialist</i> positions to counsel tenants facing eviction on (1) problem-solving with their landlords to retain their housing, (2) accessing emergency rental assistance or other services that can avert homelessness, and (3) work with landlord/property managers to prevent eviction and homelessness.	a) Expand # of positions to work with Evictions Court, tenants, and landlords.	<ol style="list-style-type: none"> Reduction rate in number of households facing eviction who lose their housing. (2,818 eviction court cases processed in 2017) Number of households that receive eviction counseling and mediation with landlord that prevents court eviction. 	Year 1 - 7	\$158,050 Year 1 \$1.4 million 7 Years Funds: CDBG, SHAP, EHA, OR-DHS, Other local public and private.	Community Action, Nonprofit Provider Agencies, Washington County, HSSN
1.4	Expand <i>Rental Education Programs</i> that increase the likelihood that homeless people, who obtain permanent housing, will ultimately be successful and stable as tenants and not repeat their cycle through homelessness.	a) Increase agency instructors to provide increased number and frequency of tenant education programs offered.	<ol style="list-style-type: none"> Number of clients completing tenant education programs. Goal: 190 annually. Number of graduates who ultimately sustain permanent housing for at least one year after exiting homelessness. 	Year 1 - 7	\$114,813 7 Years Funds: OHCS, Other local public and private	Community Action, Nonprofit and Public Provider Agencies, HSSN

Goal 1: Prevent People from Becoming Homeless						
ID	TASK NAME	METHODS	MEASURES OF IMPACT	START-END DATE	COST & POTENTIAL SOURCES	RESPONSIBLE AGENCY(S)
1.5	Expand <i>Homeless Outreach</i> in alignment with mobile-based Community Connect assessment and referral to housing.	<ol style="list-style-type: none"> Expand outreach positions to increase engagement with resources and <i>Community Connect</i> assessments. Total of 3 FTE skilled in Mental Health outreach and 3 FTE skilled with youth and general population. 	<ol style="list-style-type: none"> Increase in the number of literally homeless people served by intervention and resource referral as a result of program expansion. Number of people who participate in intervention and exit to permanent housing. 	Year 1 - 7	\$1.4 million Funds: ESG, SAMSHA, PATH, CDBG, EHA, Other local public and private	Community Action Organization, Nonprofit, Faith- based and Public Provider Agencies, Washington County, HSSN
1.6	Expand an efficient and effective system for <i>Runaway and Homeless Youth (RHY)</i> to access resources and short-term shelter.	<ol style="list-style-type: none"> Develop sustainable operating funds for youth shelter (5 beds). 	<ol style="list-style-type: none"> Number of RHY who access shelter. Number of RHY who exit to safe and stable housing. 	Year 1 - 7	\$ 4.4 million 7 Years Funds: CDBG, OR-CCF, Other local public and private	Boys & Girls Aid
1.7	Develop <i>Adult Emergency Shelter</i> response system for adult-only households.	<ol style="list-style-type: none"> Acquisition/construct/rehab shelter site to create year-round beds. Provide client-centered resources. 	<ol style="list-style-type: none"> Number of adults that exit the street to emergency shelter. Number of adults that exit shelter to permanent housing. 	Year 1 – 7	\$2 million Year 1 \$5 million 7 Years	Non-Profit Shelter/Housing Provider Agency, Washington County, Community Action, HSSN
1.8	Expand <i>Family Emergency Shelter</i> response system for adult(s) with minor children households.	<ol style="list-style-type: none"> Increase capacity to 35 units with 144 beds Note: 2018 capacity is 23 units with 93 beds) Provide client-centered resources. 	<ol style="list-style-type: none"> Increased number of units to serve homeless families. Number of people who participate in emergency shelter and exit to permanent housing. Number of people that exit shelter with economic and health care supports. 	Year 1 - 7	\$16.2 million 7 Years Funds:	Non-Profit Shelter/Housing Provider Agencies, Washington County, HSSN

Goal 1: Prevent People from Becoming Homeless						
ID	TASK NAME	METHODS	MEASURES OF IMPACT	START-END DATE	COST & POTENTIAL SOURCES	RESPONSIBLE AGENCY(S)
1.9	Create a <i>Master List</i> to case conference literally homeless adults with severe barriers to housing.	a) Engage housing and service providers in meeting the needs of hard-to-house homeless through case conferencing.	1. Number of people who participate in intervention and access permanent housing.	Year 1 – 7	\$0	Non-Profit Outreach Provider Agencies, Washington County, Community Partners, HSSN
1.10	Develop <i>Homelessness Prevention Strategies and Staff Trainings</i> to be used by local public institutions such as hospitals and jails to diminish the likelihood of discharge into homelessness.	a) Identify discharge plans for institutions and barriers to discharge into shelter or housing.	1. Number of trainings provided to institution staff on discharge to <i>Community Connect</i> and community-based resources	Year 1	\$ 0	HSSN Subcommittees, Hospital, Jail, Foster Care, Mental Health
1.10.b		b) Implement changes to the discharge system to track recidivism of homeless through jail and hospitals.	2. Number of people that exit to interim housing. 3. Decrease in homeless system recidivism rate to 5%.	Year 2 - 7	\$ 0	HSSN Subcommittees, Hospital, Jail, Foster Care, Mental Health
1.11	Implement <i>Homeless Consumer Representation</i> to participate in the local planning process and provider agency boards where decisions are made regarding housing and supportive service programs.	a) Solicit homeless consumer representation to participate in the HSSN, HPAC, Consolidated Plan, agency board positions, and forums.	1. Number of community-based organizations that have regular consumer participation by homeless people. 2. Number of homeless people who are actively participating in consumer advisory activities.	Year 1 – 7	\$ 0	HSSN, OCD, Project Sponsors Agencies

Goal 2

Move People into Housing

ID	TASK NAME	METHODS	MEASURES OF IMPACT	START-END DATE	COST & POTENTIAL SOURCES	RESPONSIBLE AGENCY(S)
2.1	Create <i>Short-term Assistance</i> combined with support services targeted to homeless families and homeless singles to facilitate rapid exits from homelessness and create a supported bridge back into the private housing market.	<p>a) Short-Term Rental Assistance (1 – 6 months):</p> <p>b) Rent Program to serve as a “bridge” to rapidly re-housing individuals and families linked to case management and services.</p>	<ol style="list-style-type: none"> Number of homeless households that exit homelessness as a result of this housing opportunity. Number of homeless who retain permanent housing at end of 6-months or exit the program for other permanent affordable housing. 	<p>Year 1-7 25 units annually</p> <p>175 units/7 years</p>	<p>\$1 million</p> <p>Funds: CDBG, ESG, OHCS, OHA, EHA, Other local public and private</p>	<p>Non-Profit and Public Agencies, Washington County, Community Action Organization, HSSN</p>
2.1.b		<p>a) Rental Assistance (1 – 24 months):</p> <p>b) Rent Program to serve as a “bridge” to rapidly re-housing individuals and families linked to case management and services.</p>	<ol style="list-style-type: none"> Number of homeless households that exit homelessness as a result of this housing opportunity. Number of homeless who exit the program prior to 12 months for other permanent affordable housing. Number of homeless who retain permanent housing or exit the program at 24 months for other permanent affordable 	<p>Year 1 30 units</p> <p>Year 2-7 60 units rotating every 24-months</p> <p>210 units/7 years</p>	<p>\$4.2 million</p> <p>Funds: ESG, State Document Recording Fee, EHA, Other local public and private</p>	<p>Service Provider Agencies, Washington County, Community Action Organization, HSSN</p>
2.2	Expand <i>Transitional Living Program</i> for homeless youth (18 to 23):	<p>a) Leased housing units. Increase capacity to 30 units Note: 2018 capacity is 6 units)</p> <p>b) Expand housing program serving older youth (single adults ages 18 to 23) linked to case management, education, employment, transportation, and other supportive services.</p>	<ol style="list-style-type: none"> Number of homeless youth that exit homelessness or avert homelessness as a result of this housing opportunity. Number of homeless youth that exit transitional housing for permanent affordable housing. 	<p>Year 1 15 units</p> <p>Year 2-7 30 units rotating every 24-months</p> <p>105 units/7 years</p>	<p>\$3.1 million</p> <p>7 years</p> <p>Funds: CoC Program, CDBG, RHY, Other local public and private</p>	<p>Boys & Girls Aid, Youth-oriented Housing and Service Provider Agencies, Washington County, HSSN</p>

Goal 2: Move People into Housing						
ID	TASK NAME	METHODS	MEASURES OF IMPACT	START-END DATE	COST & POTENTIAL SOURCES	RESPONSIBLE AGENCY(S)
2.3	Create <i>Medically Complex Transitional Housing</i> program for homeless individuals.	<ul style="list-style-type: none"> a) Develop program that provides 12-beds of interim housing serving people discharging from hospitals/health clinics. b) Provide transportation and medical equipment and health care staffing. 	<ul style="list-style-type: none"> 1. Number of people exit homelessness or avert homelessness as result of this housing opportunity. 2. Number of people who participate in intervention and access permanent housing. 	Year 1 – 7 12 beds	\$2 million Fund: CDBG, Medicaid 1915i HCBS, CCO, OHA, Other local public and private	Health Care Clinic; Providence Health and Services, Tuinity Healthcare, Kaiser Permanente, and Care Oregon, Service Provider Agencies, Washington County
2.4	Using the Housing First model, increase <i>Permanent Supportive Housing</i> for homeless experiencing disabilities and incomes less than 30% AMI.	<ul style="list-style-type: none"> a) CHRONIC INDIVIDUALS 3 units annually (1-bed) Rental assistance for chronic homeless individuals through leverage of McKinney-Vento Samaritan Bonus. 	<ul style="list-style-type: none"> 1. Number of homeless households that exit homelessness as a result of this housing opportunity. 2. Number of homeless who retain permanent supportive housing >12 months. 3. Decrease in homeless system recidivism rate to 5%. 	Year 1 – 7 21 units	\$1 million 7 Years Funds: CoC Program, Service Provider Agencies, Other local public and private	Washington County Housing Services for RFP, HSSN, Non-Profit Service Providers
2.4.b		<ul style="list-style-type: none"> a) INDIVIDUALS AND FAMILIES 10 units annually Construction/Acquisition/Rehab and Supportive Services 	<ul style="list-style-type: none"> 1. Number of affordable units developed or preserved for 15-years that serve households with incomes less than 30% AMI. 2. Number of homeless who retain permanent supportive housing >12 months. 3. Decrease in homeless system recidivism rate to 5%. 	Year 1 – 7 70 units	\$34.3 million 7 years Funds: CoC Program, HOME, VASH, Section 8, DRF, LIHTC, other public and private	Housing Developers, Community Housing Fund, OHCS, HUD, Housing Authority of Washington County, Washington County, HSSN
2.5	Increase <i>Permanent Affordable Housing for Extremely Low-Income</i> households (e.g. those making less than or equal to 30% AMI).	<ul style="list-style-type: none"> a) Develop new and acquire/rehab existing units. b) Affordability term will be 20-years or greater. c) Operating subsidy may include project-based Section 8 or CoC Program rent assistance. 	<ul style="list-style-type: none"> 1. Number of affordable units developed or preserved for 15-years that serve households with incomes less than 30% AMI. 2. Number of homeless who retain permanent supportive housing >12 months. 3. Decrease in homeless system recidivism rate to 5%. 	Year 1 – 7 100 units	\$34.3 million 7 years Funds: CoC Program, HOME, VASH, Section 8, DRF, LIHTC, other public and private	Housing Developers, Community Housing Fund, OHCS, HUD, Housing Authority of Washington County, Washington County, HSSN

Goal 2: Move People into Housing						
ID	TASK NAME	METHODS	MEASURES OF IMPACT	START-END DATE	COST & POTENTIAL SOURCES	RESPONSIBLE AGENCY(S)
2.6	Create a <i>Risk Mitigation Pool</i> that can be accessed by landlords to cover property damage caused by homeless persons.	<ul style="list-style-type: none"> a) Expand resources above the current Rent Well Guarantee Fund b) Re-evaluate Program in 2023 	<ul style="list-style-type: none"> 1. Number of housing units that are preserved in the homeless inventory and not lost when landlords cease their participation due to property damage. 	Year 3 – 7 25 units	\$175,000 Funds: OHCS, Other public and private	Non-profit Housing and Service Provider Agency(s), HSSN, Washington County, Philanthropy, Private/Public Partner Organizations
2.6.c		<ul style="list-style-type: none"> c) Seek to partner with Multnomah and Portland to leverage similar program and/or pool of funds to streamline process for landlords owning units in both counties. 	<ul style="list-style-type: none"> 1. Number of housing units that are preserved in the homeless inventory and not lost when landlords cease their participation due to property damage. 	Year 1 – 7 100 units	\$562,500 Year 7 Funds: OHCS, Other public and private	Non-profit Housing and Service Provider Agency(s), HSSN, Washington County, Philanthropy, Private/Public Partner Organizations
2.7	Cultivate cooperative <i>Private Landlord Relationships</i> to enhance capacity for utilizing existing private housing market as “housers” of formerly homeless people.	<ul style="list-style-type: none"> a) Host Landlord Forums b) Mailings c) Brochures 	<ul style="list-style-type: none"> 1. Number of landlords participating as “housers” of homeless people. 2. Number of units brought into the homeless inventory. 	Year 1 – 7	\$0	Washington County, Community Action

Goal 3

Link People to Appropriate Services and Remove Barriers

ID	TASK NAME	METHODS	MEASURES OF IMPACT	START-END DATE	COST & POTENTIAL SOURCES	RESPONSIBLE AGENCY(S)
3.1	Develop <i>Housing Navigator</i> position that creates greater access to permanent housing for homeless individuals and families using the Housing First model.	a) Create positions that will perform outreach and engagement with landlord/property owners to support housing lease up homeless with housing barriers.	<ol style="list-style-type: none"> 1. Reduction in number of homeless as a result of being discharged from public institutions. 2. Reduction in the length of time homeless. 3. Decrease in homeless system recidivism rate to 5%. 	Year 1 - 7	<p>\$706,544 7 Years</p> <p>Funds: SAMHSA, CDBG, CoC Program, OHCS, Other local public and private</p>	Non-profit and Public Service Providers, Non-profit and Public Housing Providers, Washington County, HSSN
3.2	Develop volunteer <i>Service Navigator</i> program to assist at-risk and homeless individuals and families manage connection with resources.	<ol style="list-style-type: none"> a) Seek out instructors from respective fields of expertise and develop curriculum, roles and responsibilities. b) Recruit volunteers and provide training on the social service programs available. 	<ol style="list-style-type: none"> 1. Reduction in number of homeless as a result of system being difficult to navigate. 2. Decrease in length of time homeless. 3. Decrease in homeless system recidivism rate to 5%. 	Year 1 - 7	\$0	Washington County, Oregon DHS, Social Security, Housing Authority of Washington County, City Government, Faith-based Community, HSSN
3.3	Increase access to <i>Case Management and Supportive Services</i> for clients receiving rental assistance.	<ol style="list-style-type: none"> a) Establish flexible supportive service funds in support of programs linked to housing. b) Services may include: -Case Management -Transportation for clients -Child Care 	<ol style="list-style-type: none"> 1. Number of homeless individuals who resolve homelessness through participation in this resource. 2. Decrease in homeless system recidivism rate to 5%. 	Year 1 - 7	<p>\$ 2.3 million</p> <p>Funds: CoC Program, CDBG, EHA, Oregon DHS, OHCS, Other local public and private</p>	Non-profit and Public Service Providers, Community Action Organization, Washington County, HSSN

Goal 3: Link People to Appropriate Services and Remove Barriers						
ID	TASK NAME	METHODS	MEASURES OF IMPACT	START-END DATE	COST & POTENTIAL SOURCES	RESPONSIBLE AGENCY(S)
3.4	Develop <i>One-Stop Resource Center</i> to create an efficient and effective system to link people who are homeless to basic needs and daytime/evening emergency shelter beds for single adults.	<ul style="list-style-type: none"> a) Location and project sponsor identified b) Define project model; e.g. lease/own, rehab hotel/other, or new construction c) Define funding and sustainability plan. 	<ul style="list-style-type: none"> 1. Reduction in number homeless residing on the street. 2. Reduction in number of law enforcement response to calls regarding homelessness. 3. Decrease in length of time homeless. 4. Number of people who participate in intervention and access permanent housing. 	Year 1	\$6.7 million Funds: CDBG, ESG, SHAP, EHA, Other local public and private	Non-profit, Faith-based/Private and Public Provider Agencies, Washington County, Community Action Organization, HSSN
		<ul style="list-style-type: none"> d) Develop One-Stop Resource Center that includes: <ul style="list-style-type: none"> -Interim housing beds for homeless adult individuals who are awaiting placement in permanent housing. -Day-center services (e.g. meals, showers, laundry, US mail service, mainstream resources, email/internet access for employment search. 	<ul style="list-style-type: none"> 5. Number of homeless individuals who resolve homelessness through participation in this resource. 6. Number of homeless individuals who access emergency shelter bed services. 7. Number of homeless individuals who maintain engagement with supports while awaiting housing placement 	Year 2 – 7 (7,000 sq. ft. facility)	\$6.7 million 6 Years \$5.6 Capital construction Year 2 \$1 million Operation Years 3 – 7 Funds: CDBG, ESG, SHAP, EHA, Other local public and private	Non-profit, Faith-based/Private and Public Service Provider Agencies, Washington, Community Action Organization, HSSN
3.4.e		<ul style="list-style-type: none"> e) Expand services provided at Project Homeless Connect. 	<ul style="list-style-type: none"> 8. Number of homeless individuals who access services at the 'one-stop' resource event. 	Year 1 – 7		Sonrise Church, HSSN
3.5	Create <i>Re recuperative Care Program</i> to provide short-term on-going support to persons being discharged from hospital.	<ul style="list-style-type: none"> a) Identify lead agency and site. b) Develop process for discharge from hospital to program. 	<ul style="list-style-type: none"> 1. Number of people prevented from homelessness. 2. Number of people access permanent housing at exit. 	Year 1 – 7	\$694,891 Funds: CoC Program, CDBG, Other local public and private	Non-profit and Public Service Providers, Hospitals, Washington County, HSSN

Goal 3: Link People to Appropriate Services and Remove Barriers						
ID	TASK NAME	METHODS	MEASURES OF IMPACT	START-END DATE	COST & POTENTIAL SOURCES	RESPONSIBLE AGENCY(S)
3.6	Expand resources at the CoC <i>Coordinated Entry System</i> known as "Community Connect" that refers individuals and families to appropriate housing and service programs based on need.	<ul style="list-style-type: none"> a) Define partnerships. b) Educate community on process. c) Implement systems change to include new programs being on-board (e.g. rental assistance, housing units, etc.). 	<ul style="list-style-type: none"> 1. Annual survey by agency participants and consumers of the system. 2. Number of homeless households that are matched with the most appropriate services and housing resources. 	Year 1 – 7	\$0	Community Connect Oversight Committee, Washington County, OCD, Community Action
3.7	<i>Expand Homeless Service Systems Collaboration with the Veteran's Administration</i> and community-based agencies to increase access and utilization of federal VA resources by people who are homeless.	<ul style="list-style-type: none"> a) Develop local Veteran program to include housing, case management, and employment. b) Offer resources to Veterans in alignment with Community Connect coordinated entry system and the VA Community Based Outpatient Clinic (CBOC) located in Washington County. 	<ul style="list-style-type: none"> 1. Number of homeless veterans who resolve homelessness through participation in this resource. 	Year 1 - 7	\$ 0	VA Representatives, Salvation Army Veteran and Family Center, VA CBOC, Community Action SSVF, HSSN
3.8	<i>Increase Transportation for Homeless People</i> resources.	<ul style="list-style-type: none"> a) Identify transportation resource partners. b) Investigate resources that can be targeted to homeless persons. c) Distribute listing of transportation resources to homeless advocates and service providers. 	<ul style="list-style-type: none"> 1. Number of homeless households who are helped to resolve homelessness through participation in this resource. 	Year 1 - 7	\$ 0	HSSN, Tri-Met, Faith-based Community, Business Partners

Goal 4

Increase Income Support and Economic Opportunities

ID	TASK NAME	METHODS	MEASURES OF IMPACT	START-END DATE	COST & POTENTIAL SOURCES	RESPONSIBLE AGENCY(S)
4.1	Expand the <i>Aligned Partner Network</i> to increase access to career coaching.	<ul style="list-style-type: none"> a) Identify case managers. b) Complete Career Coach training. c) Enroll homeless persons into the program. 	<ul style="list-style-type: none"> 1. Increase in number of Aligned Partner Network Agencies. 2. Number of homeless exiting housing programs with increased employment income. 	Year 1 – 7	\$7 million Funds: CDBG, EHA, SHAP, Other local public and private	WorkSystems, Inc., Community Action Organization, Aligned Partner Providers, HSSN
4.2	Develop <i>Economic Opportunity Program</i> aligning short-term rent assistance with enrollment in job skills training or employment program.	<ul style="list-style-type: none"> a) Leverage employment and workforce programs with rental assistance. 	<ul style="list-style-type: none"> 1. Number of homeless households that increase employment income at program exit. 2. Decrease in homeless system recidivism rate to 5%. 	Year 1 – 7	\$2.1 million Funds: CDBG, EHA, Metro, WorkSystem s, Inc., Other local public and private	WorkSystems, Inc., Community Action Organization, Aligned Partner Providers, HSSN
4.3	Create <i>Child Support Training</i> program for social service case workers to assist single parents in accessing child support enforcement services.	<ul style="list-style-type: none"> a) Identify lead agency to lead child support training. b) Schedule training and provide materials. 	<ul style="list-style-type: none"> 1. Reduction in number of custodial parents without child support income. 	Year 1 - 7	\$3,500 Funds: CDBG, Other local public and private	Child Support Enforcement Agency, Oregon Department of Justice, HSSN
4.4	Increase access to <i>Mainstream Resources</i> within 14 days of Community Connect engagement.	<ul style="list-style-type: none"> a) Identify point of contact for each mainstream benefits agency. b) Develop policy for alignment with Community Connect referrals. 	<ul style="list-style-type: none"> 1. Increase number of households referred to mainstream services. 2. Number of households referred by Community Connect that increase benefit income. 	Year 1 – 7	\$0	Community Connect Oversight Committee, Community Action Organization, State and Federal Mainstream Benefit Providers, HSSN

Goal 4: Increase Income Support and Economic Opportunities						
TASK NAME	METHODS	MEASURES OF IMPACT	START-END DATE	COST POTENTIAL SOURCES	&	RESPONSIBLE AGENCIES
4.5	Reduce Barriers in Accessing SSI/SSDI benefits for people who are homeless.	<ol style="list-style-type: none"> a) Identify SSI/SSDI point of contact per agency that will complete applications and receive ongoing training provided by SSA. b) Provide SSI/SSDI Outreach, Access and Recovery (SOAR) training to service providers in Washington County. 	<ol style="list-style-type: none"> 1. Number of homeless households that increase their income and access Medicaid making it more feasible to exit homelessness. 2. Increase number of SOAR trained case managers. 	Year 1 - 7	\$1.2 million Funds: CDBG, Other local public and private	ASSIST Program, Non-profit Service Provider, HSSN
4.6	Increase Income Self-Sufficiency for persons with disabilities and persons who experience significant barriers in obtaining and retaining employment.	<ol style="list-style-type: none"> a) Expand Supported Employment program for individuals with severe mental illness, an inter-agency partnership that brings together resources to help homeless individuals obtain employment and housing stability. 	<ol style="list-style-type: none"> 1. Increase the likelihood that formerly homeless obtain and retain employment, can afford housing costs, and avoid future episodes of homelessness. 2. Decrease in homeless system recidivism rate to 5%. 	Year 1 - 7	\$674,523 Funds: Other local public and private	Non-profit providers, HSSN
4.7	Implement Anti-Poverty Workgroup strategies and align efforts with the Consolidated Plan.	<ol style="list-style-type: none"> a) Integrate strategies of this plan for implementation and create new initiatives to address poverty and income opportunity. 	<ol style="list-style-type: none"> 1. Successful implementation of strategies and development of new strategies and systems to enhance employment opportunities. 	Year 1 - 7	\$0	Anti-Poverty Workgroup, Community Action, Washington County

Goal 5

Expand Data Collection

ID	TASK NAME	METHODS	MEASURES OF IMPACT	START-END DATE	COST & POTENTIAL SOURCES	RESPONSIBLE AGENCY(S)
5.1	Expand the # of Homeless Management Information System (HMIS) Users to ensure a comprehensive data compilation of homeless persons accessing services.	a) Implement requirement that all projects associated with strategies outlined in this plan participate in the Washington County HMIS. (2018=14 agencies, 81 licenses)	1. Extent of compliance with this requirement.	Year 1 - 7	\$186,900 7 Years Funds: Service Providers Other local public and private	Service Providers, Washington County
5.2	Annual analysis on <i>Intervention Impact of Programs and Systems</i> for consideration of continued implementation and/or re-model of programs to better meet needs of homeless persons.	a) Publish Quarterly reports to the Homeless Plan Advisory Committee (HPAC). b) Develop leadership plan to support implementation of A Road Home using various data reports and emerging socioeconomic challenges.	1. Extent of compliance with this requirement.	Year 1 - 7	\$ 0	Washington County Housing, HPAC, HSSN
5.3	Increase US Congressional Awareness of local homelessness through participation in national reporting efforts to include submitting local data for use in the Longitudinal System Analysis (LSA) report to HUD (formerly known as Annual Homeless Assessment Report).	a) Participate in LSA. b) Perform analysis and brief HSSN on LSA outcomes.	1. Extent of compliance with this requirement.	Year 1 - 7	\$ 0	Washington County Housing, HSSN Workgroup, HSSN
5.4	Use Homeless Data Collection (e.g. Street and Shelter Count, HMIS, annual project reports) to identify and develop annual Plan goals and action steps.	a) Publish System Performance Measurements data outcomes. b) Evaluate results and develop annual A Road Home Work Plan.	1. Extent of data analysis produced. 2. Creation of annual Work Plan that prioritizes strategies, funding and systems change.	Year 1 - 7	\$ 0	Washington County, HSSN, HPAC

Goal 6

Implement Public Education on Homelessness

ID	TASK NAME	METHODS	MEASURES OF IMPACT	START-END DATE	COST & POTENTIAL SOURCES	RESPONSIBLE AGENCY(S)
6.1	Create new and build upon current community-based citizen, private, public and nonprofit <i>Community Partnerships to End Homelessness</i> .	a) Presentation at public forums, Chamber of Commerce, and Media.	1. Extent of volunteerism and citizen group activism to address homelessness.	Year 1 - 7	\$ 0	HSSN, Washington County Housing
6.2	Provide annual <i>Homeless Assessment Report: Outcomes and Challenges</i> to local governments and make available to the public.	a) Fiscal year-end report prepared and presented to the HPAC and County Commissioners. b) Post on county website. c) Present to HSSN. d) Mail to local/state/federal leaders.	1. Extent to which reports are produced and disseminated on schedule.	October 2019 to October 2025	\$ 0	Washington County Housing
6.3	Develop a <i>Public Education Campaign</i> to demystify homelessness.	a) Conduct homeless forum and roundtable discussions with elected officials and leaders of the community.	1. Number public events and level of participation.	Year 1 - 7	\$ 0	HSSN Workgroup, Washington County Housing

Appendix A

STRATEGY COST ANALYSIS WORKSHEETS

Strategy Cost Analysis Worksheet

DATE Completed: February 26, 2018

Workgroup Name: Prevention and Emergency Services [Strategy 1.1]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Expand emergency rent and energy (utility) assistance for at-risk tenancies with incomes less than 50% area median income (AMI).

1.1.a. Quantity of Proposed Units of Service:

Provide one-month assistance annually per household for households that experience episodic loss of income, expenses, or other economic challenges causing the household to spend more than 50% of monthly income toward rent.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** 7,800+ households will receive one-month emergency rent and/or energy assistance per household (annually).
- **Over 7 Years:** 55,650 households

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	7,800 households	7,800		\$3,713,338	\$ 3,713,338
2020	7,850 households	15,650		\$3,736,682	7,450,020
2021	7,900 households	23,550		\$3,760,393	11,210,413
2022	7,950 households	31,500		\$3,783,737	14,994,150
2023	8,000 households	39,500		\$3,807,081	18,801,231
2024	8,050 households	47,550		\$3,830,425	22,631,656
2025	8,100 households	55,650		\$3,853,769	\$26,485,425

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: CDBG, Emergency Food and Shelter Program (EFSP)
2. State: Emergency Housing Assistance (EHA); Low Income Home Emergency Assistance Program (LIHEAP)
3. Local: County and City General Fund
4. Private: Faith-based, Foundation and Business

1.1.e. Responsible Parties:

1. Community Action Organization Nonprofit, Faith-based and Public Provider Agency(s)
2. Nonprofit, Faith-based and Public Provider Agency(s)
3. Washington County Department of Housing Services and Office of Community Development
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify Lead Agency
2. Secure funds.
3. Hire staffing and implement program.
4. Implement HMIS ServicePoint data collection system to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed: February 26, 2018

Workgroup Name: Prevention and Emergency Services [Strategy 1.2]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Create rental assistance for at-risk tenancies that are severely rent burdened with incomes less than 50% Area Median Income (AMI).

1.1.a. Quantity of Proposed Units of Service:

Provide 1 to 6 months “gap” rent assistance (up to \$3,000 per household) to bridge household income for severely rent burdened households that experience rent increases causing the household to spend more than 50% of monthly income toward rent.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** 50 households will receive rent subsidy for the difference between 50% of monthly income and total cost of monthly rent; e.g. household pays 50% of their income toward rent with balance covered by severe rent burden funds. Housing Specialist will assist the household to develop long-term housing plan; e.g. relocate to more affordable housing, referral to other community resources.
Performance Outcome: 50 households annually
- **Over 7 Years:** 350 households

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
<i>2019</i>	50 households	50		\$150,000	\$ 150,000
<i>2020</i>	50 households	100		\$150,000	300,000
<i>2021</i>	50 households	150		\$150,000	450,000
<i>2022</i>	50 households	200		\$150,000	600,000
<i>2023</i>	50 households	250		\$150,000	750,000
<i>2024</i>	50 households	300		\$150,000	900,000
<i>2025</i>	50 households	350		\$150,000	\$1,050,000

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: CDBG
2. State: Emergency Housing Assistance (EHA)
3. Local: County and City General Fund
4. Private: Faith-based, Foundation and Business

1.1.e. Responsible Parties:

1. Non-Profit Shelter/Housing Provider Agency
2. Washington County Department of Housing Services and Office of Community Development
3. Community Action Organization
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify Lead Agency
2. Secure funds and property/facility site.
3. Hire staffing and implement shelter program.
4. Implement HMIS ServicePoint data collection system to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed: February 26, 2018

Workgroup Name: Prevention and Emergency Services [Strategy 1.3]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Expand Housing Specialist supports to increase alternative housing options for at-risk tenancies as a method of diversion from the shelter/homeless system.

1.1.a. Quantity of Proposed Units of Service:

Five (5) FTE Housing Specialist positions: 1 FTE Specialist to provide eviction counseling and mediation with landlord to prevent court eviction. 4 FTE Specialist aligned with *Community Connect* assessments to assist at-risk tenancies work with landlord/property managers to prevent eviction and homelessness.
[2017 = 2,818 Eviction Cases Filed]

1.1.b. Intended Outcomes: (July 1 to June 30)

- **Per Year:** 4 FTE in 2019; 5 FTE in 2020 through 2025 that results in a 7% reduction in eviction court cases filed compared to previous year.
- **Over 7 Years:** 1,300 fewer eviction court cases filed

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	4 FTE	4 FTE		\$158,050	\$ 158,050
2020	1 FTE	5 FTE		\$197,562	355,612
2021		5 FTE		\$203,489	559,100
2022		5 FTE		\$209,594	768,694
2023		5 FTE		\$215,881	984,575
2024		5 FTE		\$222,358	1,206,933
2025		5 FTE		\$229,029	\$1,435,962

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: Emergency CDBG
2. State: Supportive Housing Assistance Program (SHAP); Emergency Housing Assistance (EHA); Oregon Department of Human Services (OR-DHS)
3. Local: County and City General Fund
4. Private: Foundation and Business

1.1.e. Responsible Parties:

1. Community Action Organization Non-Profit Shelter/Housing Provider Agency
2. Non-Profit Shelter/Housing Provider Agency
3. Housing and Supportive Services Network (HSSN)
4. Washington County Department of Housing Services and Office of Community Development

1.1.f. First Steps Towards Action Implementation:

1. Identify Lead Agency.
2. Hire staff.
3. Implement program.
5. Implement HMIS ServicePoint data collection system to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed: February 26, 2018

Workgroup Name: Prevention and Emergency Services [Strategy 1.4]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Expand number of instructors for rental education programs (e.g. Rent Well, Ready To Rent) to increase the likelihood that at-risk and homeless people will ultimately be successful and stable tenants. Expansion will include frequency of courses offered and additional community-based sites; e.g. schools, inpatient treatment centers, jail, community correction, service providers.

1.1.a. Quantity of Proposed Units of Service:

Provide training and licensing to expand the number of certified instructors to 10 (currently 6), and provide class supplies and materials for rental education program participants. Align rental guarantee funds available to property management/landlords. Licensing = \$400 per instructor, curriculum and class materials = \$45 per student. [2016-2017: 178 individuals enrolled with 117 graduates]

1.1.b. Intended Outcomes: (July 1 to June 30)

- **Per Year:** 1 FTE added in 2020 and each year thereafter with total of 10 FTE by 2023.
- **Over 7 Years:** 1,980 individuals enrolled with 1,320 graduates.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	180 individuals	180		\$10,500	\$ 10,500
2020	240 individuals	420		\$13,600	24,100
2021	270 individuals	690		\$15,350	39,450
2022	300 individuals	990		\$17,100	56,550
2023	330 individuals	1,320		\$18,850	75,400
2024	330 individuals	1,650		\$19,416	94,816
2025	330 individuals	1,980		\$19,998	\$114,813

1.1.d. Potential Funding Options Identified/ Secured:

1. State: Emergency Housing Assistance (EHA)
2. Local: County and City General Fund
3. Private: Foundation and Business

1.1.e. Responsible Parties:

1. Community Action Organization
2. Nonprofit and public provider agencies
3. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify participant agencies to provide staff as rental education instructors.
2. Secure curriculum licensing and certify instructors.
3. Schedule rental education training and publish to community partner organizations.
4. Implement HMIS ServicePoint data collection system to track program outcomes.
5. Administer the landlord guarantee funds to reimburse housing property owners when damage occurs.

Strategy Cost Analysis Worksheet

DATE Completed: February 26, 2018

Workgroup Name: Prevention and Emergency Services [Strategy 1.5]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Expand FTE homeless outreach workers to build rapport with homeless living on the street or in vehicles and assist in moving from the street to shelter/housing. This position will function as the mobile-based component of *Community Connect* (centralized entry system). Integrated outreach activities throughout the day and week to focused on prevention and ending homelessness through screening and diagnostic treatment, and referral for primary healthcare, job training, education services, support services, and housing.

1.1.a. Quantity of Proposed Units of Service:

6 FTE Outreach staff: 3 FTE skilled in mental health and chronic addictions, 3 FTE Outreach staff working with youth and the general non-disabled population.
[2018 Outreach Staff = 1 FTE skilled in mental health, 1 FTE general population, and 2 FTE youth]

1.1.b. Intended Outcomes: (July 1 to June 30)

- **Per Year:** 4 FTE in 2019, 5 FTE in 2020, and 6 FTE by 2021.
Performance Outcome: 50 households per year per FTE will engage and complete *Community Connect*.
- **Over 7 Years:** 1,950 households engage with outreach to break the cycle of homelessness.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	200 households			\$136,000	\$ 136,000
2020	250 households			174,080	310,080
2021	300 households			209,222	519,302
2022	300 households			215,499	734,801
2023	300 households			221,964	956,766
2024	300 households			228,623	1,185,388
2025	300 households			235,482	\$1,420,870

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: Emergency Solution Grant (ESG); SAMHSA PATH; CDBG;
2. State: Emergency Housing Assistance (EHA)
3. Local: County and City General Fund; University/Higher Education
4. Private: Foundation and Business

1.1.e. Responsible Parties:

1. Nonprofit and/or Public Provider Agency
2. Washington County Department of Housing Services and Office of Community Development
3. Community Action Organization
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify Lead Agency(s)
2. Hire staff and train to perform mobile-based assessments for *Community Connect*.
3. Implement program.
4. Implement HMIS ServicePoint data collection system to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed: February 26, 2018

Workgroup Name: Prevention and Emergency Services [Strategy 1.6]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Expand access to run away and homeless youth (RHY) resources and provide short-term emergency shelter for youth 12 years of age and up to 19 years of age.

1.1.a. Quantity of Proposed Units of Service:

Annual operation costs to fund shelter operations to include 5-beds for youth up to 120 days. Integrate family mediation services, where appropriate, and perform *Community Connect* assessment for RHY and housing assistance. Youth shelters are often the access point to the resources available to assist RHY.

1.1.b. Intended Outcomes: (July 1 to June 30)

- **Per Year:** Fund operations of the Safe Place Youth Shelter.
Performance Outcome: 70 youth access emergency shelter and client-centered support services.
- **Over 7 Years:** 490 runaway and homeless youth

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
<i>2019</i>				\$570,000	\$ 570,000
<i>2020</i>				587,100	1,157,100
<i>2021</i>				604,713	1,761,813
<i>2022</i>				622,854	2,384,667
<i>2023</i>				641,540	3,026,207
<i>2024</i>				660,786	3,686,994
<i>2025</i>				680,610	\$4,367,603

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: Emergency Solution Grant (ESG); CDBG;
2. State: Oregon Runaway and Homeless Youth (RHY); Emergency Housing Assistance (EHA)
3. Local: County and City General Fund
4. Private: Foundation and Business

1.1.e. Responsible Parties:

1. Boys & Girls Aid
2. Washington County Department of Housing Services and Office of Community Development
3. Community Action Organization
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Secure Funds.
2. Hire staff and train to perform assessments for *Community Connect*.
3. Implement HMIS ServicePoint data collection system to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed: February 26, 2018

Workgroup Name: Prevention and Emergency Services [Strategy 1.7]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Develop year-around emergency shelter response system for adult-only households.

1.1.a. Quantity of Proposed Units of Service:

Acquisition/construct/rehab shelter facility estimated at \$2 million, with annual operations to fund 15 shelter beds and provide client-centered resources to transition homeless individuals to affordable permanent housing and economic support services.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- Develop and operate year-round adult-only shelter.
- Over 7 Years: 732 adults age 18+ years (122 people annual)

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	15 Beds	15 Beds	\$2,000,000		\$2,000,000
2020	15 Beds	15 Beds		\$550,000	2,550,000
2021	15 Beds	15 Beds		\$583,495	2,566,500
2022	15 Beds	15 Beds		\$601,000	3,149,995
2023	15 Beds	15 Beds		\$619,030	3,750,995
2024	15 Beds	15 Beds		\$637,601	4,370,025
2025	15 Beds	15 Beds		\$656,729	\$5,007,625

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: Emergency Solution Grant (ESG), CDBG, Emergency Food and Shelter Program (EFSP)
2. State: ESG, Supportive Housing Assistance Program (SHAP),
3. Local: County and City Funds
4. Private: Hospital; Faith-based, Foundation, and Business

1.1.e. Responsible Parties:

1. Non-Profit Shelter/Housing Provider Agency
2. Washington County Department of Housing Services and Office of Community Development
3. Community Action Organization
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify Lead Agency
2. Secure funds and property/facility site.
3. Hire staffing and implement shelter program.
4. Implement HMIS ServicePoint data collection system to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed: February 26, 2018

Workgroup Name: Prevention and Emergency Services [Strategy 1.8]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Expand year-around emergency shelter response system for adult with minor children (family) households.

1.1.a. Quantity of Proposed Units of Service:

Increase number of units/beds available to serve homeless families to 35 units/144 beds, and provide client-centered resources to transition homeless individuals to affordable permanent housing and economic support services. [Current Inventory: 23 units, 93 beds]

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** 260 households annually in 2019, with increased capacity 308 households by 2023.
- **Over 7 Years:** 2,036 households

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	0	23		\$1,718,327	\$ 1,718,327
2020	3	26		1,929,877	3,648,204
2021	6	29		2,147,773	5,795,977
2022	9	32		2,372,206	8,168,183
2023	12	35		2,603,372	10,771,556
2024	12	35		2,681,474	13,453,029
2025	12	35		2,761,918	\$16,214,947

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: Emergency Solution Grant (ESG), CDBG, Emergency Food and Shelter Program (EFSP)
2. State: ESG, Supportive Housing Assistance Program (SHAP),
3. Local: County and City General Funds
4. Private: Faith-based, Foundation and Business

1.1.e. Responsible Parties:

1. Community Action, Good Neighbor Center, Family Promise of Washington County, Domestic Violence Resource Center (DVRC)
2. Non-Profit Shelter/Housing Provider Agency
3. Washington County Department of Housing Services and Office of Community Development
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify Lead Agency
2. Secure funds and property/facility site.
3. Hire staffing and implement shelter program.
4. Implement HMIS ServicePoint data collection system to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed: February 26, 2018

Workgroup Name: Prevention and Emergency Services [Strategy 1.9]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Obtain release of information and create Master List to case conference literally homeless adults with severe barriers to accessing housing. Data will be collected through assessment completed in *Community Connect* (coordinated entry system). This includes mobile-based assessments performed by Outreach and site-based assessments completed by Community Action and Boys & Girls Aid.

1.1.a. Quantity of Proposed Units of Service:

Use data collected at *Community Connect* to develop a Master List of homeless individuals and families that will be case conferenced to support transition from homelessness to permanent housing.
[2017 Community Connect Assessments = 46% literally homeless, 54% at-risk or unstably housed]

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** 525 households case conferenced on Master List as a result of outreach assessments.
- **Over 7 Years:** Reduction in chronic homelessness and reduction in length of time homeless.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019				n/a	n/a
2020					
2021					
2022					
2023					
2024					
2025					n/a

1.1.d. Potential Funding Options Identified/ Secured:

1.1.e. Responsible Parties:

1. Nonprofit Outreach Provider Agency(s)
2. Washington County Department of Housing Services and Office of Community Development
3. Community Partners: Severe Weather Shelters, Libraries, Day Centers, Paired Outreach Program with Law Enforcement, and Jail.
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Community Connect Oversight Committee develop policy and train outreach workers.
2. Develop partnerships with sites identified in 1.1.a.
3. Implement HMIS ServicePoint data collection system to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed: January 4, 2018

Workgroup Name: Permanent Affordable Housing [Strategy 2.1]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Short-term Rental Assistance (STRA) program for individuals and families (1 to 6 months). Program will serve literally homeless households with household income less than 50% AMI. This housing-first model diverts homeless households from entering the shelter system and supports housing stability and rapid re-entry into housing.

1.1.a. Quantity of Proposed Units of Service:

Rental assistance average \$5,500 per household and will align with case management program to provide employment and mainstream resources.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** 25 households annually, 175 units of rental assistance over 7 years.
- **Over 7 Years:** Reduction in the number of people accessing the homeless shelter system through this form of diversion/rapid re-housing.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
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<i>2019</i>	25 units	25		\$137,500	\$ 137,500
<i>2020</i>	25 units	50		\$141,625	279,125
<i>2021</i>	25 units	75		\$145,874	424,999
<i>2022</i>	25 units	100		\$150,250	575,249
<i>2023</i>	25 units	125		\$154,757	730,006
<i>2024</i>	25 units	150		\$159,400	889,406
<i>2025</i>	25 units	175		\$164,182	\$1,053,589

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: HUD Community Development Block Grant (CDBG); Emergency Solutions Grant (ESG)
2. State: OHCS and OHA Programs; Emergency Housing Assistance (EHA)
3. Local: County and City General Funds
4. Private: Foundation and Business

1.1.e. Responsible Parties:

1. Nonprofit and public agencies.
2. Washington County Department of Housing Services and Office of Community Development
3. Community Action Organization
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify Lead Agency.
2. Secure funds.
3. Implement program.
4. Implement HMIS ServicePoint data collection system to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed: January 4, 2018

Workgroup Name: Permanent Affordable Housing [Strategy 2.1.b]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Rental Assistance Program (RAP) providing rent subsidy (1 to 24 months) for homeless individuals and families in this rapid re-housing program. Household will retain lease in their name and remain in the unit upon exit from the program.

1.1.a. Quantity of Proposed Units of Service:

RAP will be linked to supportive service program(s) and provide average \$750 per month rental assistance with employment and income self-sufficiency goals. 30 units in Year 1, with 30 new units in Year 2, and 30 revolving units each year after providing a total of 60 units RAP funded annually.

Note: Community Connect reports 176 non-chronic literally homeless households in 2017.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** 30 units in 2019 and 30 additional units in 2020, with 60 units in operation each year.
- **Over 7 Years:** Reduction in homelessness as a result of 210 or more households receiving RAP as a diversion from the homeless system.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	30 units	30		\$297,000	\$ 297,000
2020	30 units	60		\$611,820	908,820
2021	30 units	60		\$630,175	1,538,995
2022	30 units	60		\$649,080	2,188,075
2023	30 units	60		\$668,552	2,856,627
2024	30 units	60		\$688,609	3,545,236
2025	30 units	60		\$709,267	¹ \$4,254,503

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: CoC Program; Emergency Solutions Grant (ESG)
2. State: Document Recording Fee; Emergency Housing Assistance (EHA)
3. Local: County and City General Funds
4. Private: Foundation and Business

1.1.e. Responsible Parties:

1. Service Provider Partner Agencies
2. Washington County Department of Housing Services and Office of Community Development
3. Community Action Organization
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify nonprofit agencies and funding source(s).
2. Identify housing units by developing partnerships with housing providers/property managers.
3. Develop program eligibility screening, assessment and referral criteria and align with Community Connect.
4. Service provider implements HMIS ServicePoint data collection system to track program outcomes.

¹Rent Assistance includes 3% increase annually and 10% administrative funds.

Strategy Cost Analysis Worksheet

DATE Completed: January 4, 2018

Workgroup Name: Permanent Affordable Housing [Strategy 2.2]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Expand transitional housing opportunities linked to permanent housing to assist homeless youth transition from the streets to housing stability.

1.1.a. Quantity of Proposed Units of Service:

Create 30 units lease housing (1- and 2-bed units) for homeless individuals and parenting youth ages 18 to 23 years for up to 24-months. Housing will be linked to client-centered supportive services that include health care, job skills training and employment, and a housing plan to access permanent housing.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** 15 units in 2019 and 15 additional units in 2020, with 30 units in operation each year.
- **Over 7 Years:** 105 units (turnover of 15 units every 2 years).

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	15 units	15		\$217,800	\$ 217,800
2020	15 units	30		\$448,668	666,468
2021	15 units	30		\$462,128	1,128,596
2022	15 units	30		\$475,992	1,604,588
2023	15 units	30		\$490,272	2,094,860
2024	15 units	30		\$504,980	2,599,839
2025	15 units	30		\$520,129	3,119,969

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: CoC Program; CDBG
2. State: Runaway and Homeless Youth (RHY)
3. Local: County and City General Funds
4. Private: Faith-based, Foundation and Business

1.1.e. Responsible Parties:

1. Boys & Girls Aid
2. Youth-oriented Housing and Service Provider Agencies
3. Washington County Department of Housing Services
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify Lead Agency.
2. Secure funds.
3. Master lease housing units, hire staffing and implement program.
4. Implement HMIS ServicePoint data collection system to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed: February 26, 2018

Workgroup Name: Permanent Affordable Housing [Strategy 2.3]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Create transitional housing for medically complex individuals, to include homeless individuals with chronic physical and mental health conditions. Housing stay is 2 to 6 months, and includes health care, supportive services and housing navigation to permanent housing opportunities.

1.1.a. Quantity of Proposed Units of Service:

12 beds available for medically complex individuals experiencing or at imminent risk of homelessness upon discharge from health care facility. Capital cost include furniture, van for transportation and medical equipment, with Operation and Service costs include leasing, staff, maintenance, and general operation.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** 12 beds
- **Over 7 Years:** Reduction in homelessness as a result of discharging individuals to housing with medical and social service supports that assist the individual to access permanent affordable housing.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	12 beds		\$100,000	\$240,000	\$ 340,000
2020	12 beds			\$252,000	592,000
2021	12 beds			\$264,000	856,000
2022	12 beds			\$278,000	1,134,000
2023	12 beds			\$290,000	1,424,000
2024	12 beds			\$302,000	1,726,000
2025	12 beds			\$314,000	² \$2,040,000

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: Community Development Block Grant (CDBG)
2. State: Medicaid 1915i Home & Community-based Services (HCBS); Coordinated Care Organization (CCO); Other Oregon Health Authority
3. Local: County and City General Funds
4. Private: Hospital; Foundation and Business

1.1.e. Responsible Parties:

1. Health Care Provider Agencies to include Providence Health and Services, Tuality Healthcare, Kaiser Permanente, and Care Oregon
2. Service Provider Agencies
3. Washington County Health and Human Services, Office of Community Development, and Department of Housing Services
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify lead agency(s) and funding source(s).
2. Identify housing units or facility site by developing partnerships with property managers.
3. Develop program eligibility screening, assessment and referral criteria.
4. Implement system for tracking data outcomes on number of people served, length of stay, referral points, etc.

²Leasing and operations includes projected inflation costs.

Strategy Cost Analysis Worksheet

DATE Completed: February 1, 2018

Workgroup Name: Permanent Affordable Housing [Strategy 2.4]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Commitment by Housing and Supportive Services Network (HSSN) to leverage the Permanent Housing Bonus funds within the McKinney-Vento Homeless Assistance grant for the purpose of providing rent assistance to subsidize permanent supportive housing units serving chronic homeless individuals and families in the Legacy Shelter Plus Care project. Grant term = 3 years initial, renewable on annual basis after 3 years.
Note: 150 chronic homeless people reported in January 2017 homeless count.

1.1.a. Quantity of Proposed Units of Service:

21 each units for chronic homeless individuals and families (maximum amount leverage at Bonus rate)

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** 3 units or as many units that can be funded by the HUD pro-rata share bonus funds (changes annually in the HUD Notice of Funding Available).
- **Over 7 Years:** Reduction of chronic homelessness provided by 21 units.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	3 units	3 units		\$130,815	\$ 130,815
2020	3 units	6 units		\$134,739	265,554
2021	3 units	9 units		\$138,782	404,336
2022	3 units	12 units		\$142,945	547,281
2023	3 units	15 units		\$147,233	694,515
2024	3 units	18 units		\$151,650	846,165
2025	3 units	21 units		\$156,200	³ \$1,002,365

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: McKinney-Vento CoC Program
2. Local: Supportive services and operations provided as match by service provider agencies.
3. Private: Hospital; Foundation and Business

1.1.e. Responsible Parties:

1. Washington County Department of Housing Services
2. Nonprofit Service Provider Agencies
3. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Washington County Department of Housing respond to CoC Program Request For Proposal (RFP)
2. HSSN score and rate project proposals. Project(s) selected will submit application seeking competitive grant award.
3. Following award, the nonprofit service providers implement data collection system (HMIS ServicePoint) to track program outcomes.
4. Implement HMIS ServicePoint data collection system to track program outcomes.

³Grant term is a minimum of 3-years on new grant awards, with request for annual renews to retain rent subsidy.

Strategy Cost Analysis Worksheet

DATE Completed: January 4, 2018

Workgroup Name: Permanent Affordable Housing [Strategy 2.4.b]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Develop permanent supportive housing for homeless households with disabilities. Units will consist of wrap-around supportive services provided in a Housing First model with units newly acquired, constructed and/or subsidized with tenant-based and project-based rent assistance.

1.1.a. Quantity of Proposed Units of Service:

70 units of affordable housing for persons at or below 30% area median income (AMI).
Note: Community Connect reports 176 non-chronic literally homeless households in 2017.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** 10 units
- **Over 7 Years:** Reduction in homelessness as a result of 70 or more households participating in permanent supportive housing.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	10 units	10	\$2,500,000	\$145,200	\$ 2,645,200
2020	10 units	20	\$2,750,000	\$294,887	5,690,087
2021	10 units	30	\$3,000,000	\$444,708	9,134,795
2022	10 units	40	\$3,250,000	\$594,668	1,297,9463
2023	10 units	50	\$3,500,000	\$744,771	17,224,233
2024	10 units	60	\$3,500,000	\$895,020	21,619,254
2025	10 units	70	\$3,500,000	\$1,045,422	⁴ \$26,164,675

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: CoC Program; HOME; HUD-VASH; Section 8 Housing Choice Voucher; Section 811
2. State: Document Recording Fee; Low-Income Housing Tax Credits; OHA Programs
3. Local: Metro, County and City General Funds
4. Private: Hospital; Foundation and Business

1.1.e. Responsible Parties:

1. Housing and Service Provider Agencies
2. Washington County: Office of Community Development, Housing Services, Health and Human Services
3. Housing Authority of Washington County
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify lead agency(s) and funding source(s).
2. Identify housing units by developing partnerships with housing providers/property managers.
3. Develop program eligibility screening, assessment and referral criteria and align with Community Connect.
4. Service provider implements HMIS ServicePoint data collection system to track program outcomes.

⁴Rent Assistance includes 3% increase annually and 10% administrative funds.

Strategy Cost Analysis Worksheet

DATE Completed: January 4, 2018

Workgroup Name: Permanent Affordable Housing [Strategy 2.5]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Create regulated affordable permanent housing for extremely low-income households with incomes at or below 30% area median income (AMI). Affordability will be for a term not less than 20-years, and will be developed through new construction and/or acquisition/rehab of housing to include naturally occurring affordable housing. Rental subsidy may be added as a means to achieve affordability to 30%.

1.1.a. Quantity of Proposed Units of Service:

100 units through acquisition/rehabilitation or new construction. Annual Operations and Services Costs is value of Project-based Section 8 rent subsidy and includes 3% inflation factor.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** 10 units
- **Over 7 Years:** Prevention and/or reduction in number of homeless as a result of 100 extremely low-income households living on fixed incomes obtaining affordable housing.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	10 units	10	\$2,500,000	\$ 94,560	\$ 2,594,560
2020	15 units	25	\$4,125,000	\$240,655	6,960,215
2021	15 units	40	\$4,500,000	\$386,750	11,846,966
2022	15 units	55	\$4,875,000	\$532,846	17,254,811
2023	15 units	70	\$4,875,000	\$678,941	22,808,752
2024	15 units	85	\$4,875,000	\$825,036	28,508,788
2025	15 units	100	\$4,875,000	\$971,131	⁵ \$34,354,919

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: HOME; HUD-VASH; Section 811; National Housing Trust Fund
2. State: Document Recording Fee; Low-Income Housing Tax Credits (LIHTC); Local Innovative Fast Tract (LIFT); Tax Credits
3. Local: The Community Housing Fund; Washington County Housing Opportunities Fund; Donated Land
4. Private: Metro, Enterprise Foundation, Philanthropy and Business

1.1.e. Responsible Parties:

1. For-profit and Non-profit Housing Developers
2. The Community Housing Fund; Oregon Housing and Community Services; U.S. Department of Housing and Urban Development
3. Housing Authority of Washington County; Washington County Office of Community Development
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Capitalize the Community Housing Fund Revolving Land Fund.
2. Assess existing affordable housing pipeline for projects on which this initiative can “piggy-back” as a supplemental initiative that generates units for extremely low-income households.
3. Explore local LIHTC Q.A.P. for incentives to create affordable housing for extremely low-income.
4. Develop working group to attract development partners.

⁵Rent Assistance includes 3% increase annually.

Strategy Cost Analysis Worksheet

DATE Completed: February 1, 2018

Workgroup Name: Permanent Affordable Housing [Strategy 2.6]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Create a risk mitigation pool to help landlords offset the risks of housing people who were chronically homeless or have mental illness in permanent supportive housing. Funds can be used to reimburse housing providers for unusual property repair costs or operational losses.

1.1.a. Quantity of Proposed Units of Service:

Process five (5) claims per year after the fund is established. Calculations assume the fund takes 1 to 2 years to establish and/or develop business relationships, and consider best practice model implemented by the City of Portland and the Housing Development Center.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- Per Year: 5 Claims
- Over 7 Years: 35 Claims

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019					
2020					
2021	5	5		35,000	\$ 35,000
2022	5	10		35,000	70,000
2023	5	15		35,000	105,000
2024	5	20		35,000	140,000
2025	5	25		35,000	\$175,000

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: CDBG
2. State: OHCS (e.g. Tenant Education Landlord Guarantee Fund)
3. Local: County and City Funds
4. Private: Foundation

1.1.e. Responsible Parties:

1. Nonprofit Housing and Service Provider Agency(s)
2. Housing and Supportive Services Network (HSSN)
3. Washington County Department of Housing Services and Office of Community Development
4. Philanthropy or other local private/public partner organizations

1.1.f. First Steps Towards Action Implementation:

1. Identify lead agency(s).
2. Develop partnerships.
3. Identify funding sources and develop policy.
4. Implement HMIS ServicePoint data collection system to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed: February 1, 2018

Workgroup Name: Permanent Affordable Housing [Strategy 2.6.c]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Seek to expand and leverage the Portland/Multnomah County risk mitigation pool that can be accessed by landlords to cover property damage, limited legal costs and/or loss of rents caused by persons requiring permanent supportive housing beyond the amounts covered by a security deposit.

Claims have been nominal in Portland when rental assistance and risk mitigation are tied to active case management and communication with the landlords. NOTE: Homeless are being re-housed regionally, and it may be possible to implement this strategy to leverage existing administration and create consistency for agencies and landlords serving homeless in the jurisdictions of Multnomah and Washington counties.

1.1.a. Quantity of Proposed Units of Service:

100 claims. Estimate 50% of the landlords will file claims averaging \$1,000 beyond amounts covered by security deposit.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- Per Year: 15 Claims annually, with total 100 claims.
- Over 7 Years: 100 Claims

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	15	15	\$300,000	\$37,500	\$337,500
2020	15	30		37,500	375,000
2021	15	45		37,500	412,500
2022	15	60		37,500	450,000
2023	15	75		37,500	487,500
2024	15	90		37,500	425,000
2025	10	100		37,500	\$562,500

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: CDBG
2. State: OHCS
3. Local: County and City Funds
4. Private: Foundation

1.1.e. Responsible Parties:

1. Nonprofit Housing and Service Provider Agency(s)
2. Housing and Supportive Services Network (HSSN)
3. Washington County Department of Housing Services and Office of Community Development
4. Philanthropy or other local private/public partner organizations

1.1.f. First Steps Towards Action Implementation:

1. Identify lead agency(s).
2. Develop partnerships.
3. Identify funding sources and develop policy.
4. Implement HMIS ServicePoint data collection system to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed/ Updated: April 19, 2018

Workgroup Name: Health and Human Supportive Services [Strategy 3.1]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Create a Housing Navigator position to create greater access to permanent housing for chronically homeless individuals and families. This Housing First model will work with homeless individual to identify a maximum number of housing options, search for units, and complete housing applications.

1.1.a. Quantity of Proposed Units of Service:

2 FTE Housing Navigator positions that work in coordination with landlord/property management, outreach and service provider agencies to effectively move chronically homeless into housing and be a liaison with landlord/property management housing vulnerable populations through this effort.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** In Year 1, implement a Housing Navigator in alignment with public institutions of care discharging process to reduce the number of homeless exiting to the streets. In Year 2, implement a second Housing Navigator to work with Day Centers and behavioral health providers aligned with permanent supportive housing programs.
- **Over 7 Years:** Reduction in the number of homeless living on the streets as a result of discharge into homelessness from public institutions, and developing relationships with landlords and service providers to re-house individuals with disabilities aligned with permanent supportive housing rental subsidy.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	1 FTE	1 FTE		\$50,000	\$ 50,000
2020	1 FTE	2 FTE		\$101,500	151,500
2021		2 FTE		\$104,545	256,045
2022		2 FTE		\$107,681	363,726
2023		2 FTE		\$110,912	474,638
2024		2 FTE		\$114,239	588,877
2025		2 FTE		\$117,666	\$706,544

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: SAMHSA; CDBG, CoC Program
2. State: OHCS
3. Local: County and City General Fund
4. Private: Hospital; Foundation and Business

1.1.e. Responsible Parties:

1. Nonprofit and Public Service Providers
2. Nonprofit and Public Housing Providers
3. Washington County Department of Housing Services and Office of Community Development
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify lead agency(s).
2. Secure funds.
3. Implement HMIS ServicePoint data collection system to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed/ Updated: March 9, 2018

Workgroup Name: Health and Human Supportive Services [Strategy 3.2]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Create a pool of volunteer Service Navigators to work with individuals and families experiencing or at-risk of homelessness that will support individuals in their local community to navigate the social service system.

1.1.a. Quantity of Proposed Units of Service:

Develop curriculum, provide annual training and recruit volunteers within each municipality to be a resource for people experiencing housing instability. The Service Navigator will be knowledgeable in the public social service system and resources available within the local community to address households needs; e.g. emergency rent or energy assistance, food pantry, clothing closets, shelters, day centers, etc.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** Year 1 create a steering committee of volunteer peers and experienced social service staff to develop the curriculum and training and begin recruitment of volunteers; Year 2 through 7 implement the training and expand recruitment with goal of each municipality having at least 5 trained navigators.
- **Over 7 Years:** Reduction in the number of homeless as a result of “giving up” because the system is difficult to navigate and the unknown of resources in local communities. The Service Navigators will strengthen the local community’s ability to respond during a natural or man-made disaster event and provide assistance to local leaders and citizens on the availability of local resources.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
<i>2019</i>				n/a	n/a
<i>2020</i>	10 Volunteers	10			
<i>2021</i>	10 Volunteers	20			
<i>2022</i>	10 Volunteers	30			
<i>2023</i>	10 Volunteers	40			
<i>2024</i>	10 Volunteers	50			
<i>2025</i>	10 Volunteers	60			n/a

1.1.d. Potential Funding Options Identified/ Secured:

1. Local Initiative: Cost of coordination, development and training managed by the Homeless Program Manager, Washington County Department of Housing Services

1.1.e. Responsible Parties:

1. Washington County Department of Housing Services in partnership with Oregon Department of Human Services, Social Security Administration, Housing Authority of Washington County, and Local City Government
2. Faith-based Community Members and Businesses
3. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify community stakeholders and form steering committee.
2. Develop curriculum and schedule at minimum annual training.
3. Market the Service Navigator role and recruit at least 10 new volunteers annually.
4. Establish an online feedback survey to review the Service Navigator program outcomes and identify opportunities to improve.

Strategy Cost Analysis Worksheet

DATE Completed/ Updated: February 26, 2018					
Workgroup Name: Health and Human Supportive Services [Strategy 3.3]					
1.0 GENERAL STRATEGY:					
1.1	Proposed Action:				
	Increase access to case management and supportive services for clients receiving rental assistance.				
1.1.a.	Quantity of Proposed Units of Service:				
	Case manager position will assist homeless individuals and families receiving short-term and long-term rental assistance to develop a housing plan, access tenant rental education, provide client-centered supportive services, and linkage to education, job skills training, employment, and economic supports.				
1.1.b.	Quantified of Intended Outcomes: (July 1 to June 30)				
	<ul style="list-style-type: none"> • Per Year: 5 FTE in 2019 and 3 FTE in 2020 to support homeless who receive rental assistance. Performance Outcome: 35 to 45 households per FTE Case Manager, 2,120 homeless households in 7-years. • Over 7 Years: Reduction in recidivism rates (return to homelessness) as the most appropriate services will be provided to support housing and economic stability. 				
1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
<i>2019</i>	5 FTE	5 FTE		\$299,462	\$ 299,462
<i>2020</i>	3 FTE	8 FTE		\$308,446	607,909
<i>2021</i>		8 FTE		\$317,700	925,608
<i>2022</i>		8 FTE		\$327,231	1,252,839
<i>2023</i>		8 FTE		\$337,048	1,589,887
<i>2024</i>		8 FTE		\$347,159	1,937,046
<i>2025</i>		8 FTE		\$357,574	\$2,294,619
1.1.d.	Potential Funding Options Identified/ Secured:				
	1. Federal: CoC Program; Community Development Block Grant (CDBG)				
	2. State: Emergency Housing Assistance; OR-Department of Human Service and OHCS programs				
	3. Local: County and City General Funds				
	4. Private: Foundation and Business				
1.1.e.	Responsible Parties:				
	1. Nonprofit and Public Service Providers				
	2. Community Action Organization				
	3. Washington County Department of Housing Services and Office of Community Development				
	4. Housing and Supportive Services Network (HSSN)				
1.1.f.	First Steps Towards Action Implementation:				
	1. Identify lead agency(s).				
	2. Secure funds.				
	3. Implement HMIS ServicePoint data collection system to track program outcomes.				

Strategy Cost Analysis Worksheet

DATE Completed/ Updated: April 19, 2018

Workgroup Name: Health and Human Supportive Services [Strategy 3.4]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Create an efficient and effective system for people experiencing homelessness to access an array of basic need resources to include emergency shelter beds for single adults located in a One-Stop Resource Center.
Note: 261 adults reported homeless and living on the street (January 2017 PIT Homeless Census).

1.1.a. Quantity of Proposed Units of Service:

Develop 7,000 square foot One-Stop Resource Center providing day services and overnight emergency shelter beds for adult homeless individuals. On-site resources include shower facilities, locker space, laundry, kitchen, computer access, mail services, classroom/meeting space, office space for service providers (10 each 10x10 individual), storage space, and shelter bed space to accommodate 10 – 12 beds in congregate setting. The development pro-forma includes parking space. Total capital = \$5.6 million. Operations and Services budget include 2.5 FTE staffing for 24/7 day center and shelter activities, utilities, phone, client food, furnishing, etc., .25 FTE maintenance staff, supplies, etc.

The Project Homeless Connect event and/or community-based day centers that provide an array of services under one roof and shelter within a co-located community or faith-based facility may be considered as a One-Stop Resource Center.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** Day Center with Emergency Shelter Beds for Single Adults
- **Over 7 Years:** Reduction in the number of homeless residing on the streets during day and evening hour as the individuals will have basic needs met and begin transitioning to housing, as well as a reduction in the number of law enforcement response to calls regarding homelessness.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019			0		0
2020			5,600,000		\$5,600,000
2021			0	\$215,000	5,815,000
2022			0	\$221,450	6,036,450
2023			0	\$228,094	6,264,544
2024			0	\$234,936	6,499,480
2025			0	\$241,984	\$6,741,464

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: Community Development Block Grant (CDBG); Emergency Solution Grant (ESG)
2. State: State Homeless Assistance Program (SHAP); Emergency Housing Assistance (EHA)
3. Local: County and City General Funds
4. Private: Hospital; Foundation and Business

1.1.e. Responsible Parties:

1. Nonprofit, Faith-based/Private and Public Provider Agencies
2. Washington County Office of Community Development
3. Community Action Organization
3. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify lead agency.
2. Secure funding.
3. Acquisition/construction of facility, hiring staff, and implementing program.
4. Implement HMIS ServicePoint data collection system to track program outcomes.

Alternative to new construction is acquisition/rehab or lease option of existing facility that would accommodate the Resource Center model defined in the Pro-Forma.

Strategy Cost Analysis Worksheet

DATE Completed/ Updated: February 26, 2018					
Workgroup Name: Health and Human Supportive Services [Strategy 3.5]					
1.0 GENERAL STRATEGY:					
1.1	Proposed Action:				
	Create Recuperative Care Program that provides homeless individuals who are discharging from the hospital and needs short-term on-going support to include health care, housing and service navigation.				
1.1.a.	Quantity of Proposed Units of Service:				
	Health Care Specialist position to support health care services delivered in 10-bed temporary housing (2 weeks to 2 months) depending upon severity of health condition. Housing options may include: a) leased facility site; b) beds co-located in a private assisted living facility; or c) group home.				
1.1.b.	Quantified of Intended Outcomes: (July 1 to June 30)				
	<ul style="list-style-type: none"> • Per Year: .3 FTE Healthcare Specialist position (\$20,000/annual) and leasing funds (\$120,000 for 10-beds annually). Over the 7-years, 525 individuals. • Over 7 Years: Prevent discharge of homeless to the streets and provide client-centered healthcare services to address health condition. Develop long-term permanent housing plan. 				
1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
<i>2019</i>	10 Beds	10 Beds		\$140,000	\$140,000
<i>2020</i>		10 Beds		\$140,260	160,600
<i>2021</i>		10 Beds		\$141,218	222,418
<i>2022</i>		10 Beds		\$141,855	306,091
<i>2023</i>		10 Beds		\$142,510	412,273
<i>2024</i>		10 Beds		\$143,185	541,641
<i>2025</i>		10 Beds		\$143,881	\$694,891
1.1.d.	Potential Funding Options Identified/ Secured:				
	1. Federal: CoC Program; Community Development Block Grant (CDBG)				
	2. State: Medicaid, Other				
	3. Local: County and City General Funds				
	4. Private: Hospital; Foundation and Business				
1.1.e.	Responsible Parties:				
	1. Nonprofit and Public Service Providers				
	2. Hospitals				
	3. Washington County Department of Housing Services and Office of Community Development				
	4. Housing and Supportive Services Network (HSSN)				
1.1.f.	First Steps Towards Action Implementation:				
	1. Identify lead agency(s).				
	2. Secure funds.				
	3. Implement HMIS ServicePoint data collection system to track program outcomes.				

Strategy Cost Analysis Worksheet

DATE Completed: 3/9/2018

Workgroup Name: Economic Opportunity and Income Support [Strategy 4.1]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Increase access to career coaching services by expanding the Aligned Partner Network to include additional homeless service providers.

1.1.a. Quantity of Proposed Units of Service:

Expand the number of agencies that serve homeless and at-risk persons offering Career Coaching services to help individuals increase earned income.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** Increase from 7 to 15 agencies in the Aligned Partner Network that will result in improved Earned Income outcomes in the CoC's system performance measurements. Budget service cost is Career Coach salary.
- **Over 7 Years:** Increased number of homeless accessing employment resulting in improved system performance measurements.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	3 FTE	10		\$653,341	\$ 653,341
2020	3 FTE	13		\$874,824	1,528,165
2021	2 FTE	15		\$1,039,695	2,567,860
2022	0	15		\$1,070,886	3,638,746
2023	0	15		\$1,103,012	4,741,758
2024	0	15		\$1,136,103	5,877,861
2025	0	15		\$1,170,189	\$7,048,050

1.1.d. Potential Funding Options Identified/Secured:

1. Federal: Community Development Block Grant (CDBG)
2. State: Emergency Housing Account (EHA); State Homeless Assistance Program (SHAP)
3. Local: County and City Funds
4. Private: Foundation and Business

1.1.e. Responsible Parties:

1. WorkSystems, Inc.
2. Community Action Organization
3. Aligned Partner Providers
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify programs providing case management services that are not participating in Aligned Partner Network.
2. Complete Career Coach training
3. Track number of homeless or at-risk households served by agency in the Aligned Partner Program.

Strategy Cost Analysis Worksheet

DATE Completed: 3/9/2018

Workgroup Name: Economic Opportunity and Income Support [Strategy 4.2]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Develop Economic Opportunity Program aligning short-term housing assistance for households at or below 30% area median income (AMI) to support housing stability while individuals are engaged in job skills training or employment program.

1.1.a. Quantity of Proposed Units of Service:

Leverage employment/workforce programs with rental assistance for 50 households actively engaged with a Career Coach and/or in an employment training program through the Aligned Partner Network.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** 50 households
- **Over 7 Years:** Increase earned income and housing stability while reducing new incidents of homelessness.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
<i>2019</i>	50	50		\$300,000	\$300,000
<i>2020</i>	50	100		\$300,000	600,000
<i>2021</i>	50	150		\$300,000	900,000
<i>2022</i>	50	200		\$300,000	1,200,000
<i>2023</i>	50	250		\$300,000	1,500,000
<i>2024</i>	50	300		\$300,000	1,800,000
<i>2025</i>	50	350		\$300,000	\$2,100,000

1.1.d. Potential Funding Options Identified/Secured:

1. Federal: Community Development Block Grant (CDBG) for services – not rent.
2. State: Emergency Housing Account (EHA)
3. Local: Metro, WorkSystems, Inc., County and City General Funds
4. Private: Hospital; Foundation and Business

1.1.e. Responsible Parties:

1. WorkSystems, Inc.
2. Community Action Organization
3. Aligned Partner Providers
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Secure funding.
2. Develop access system and policy.
3. Implement data collection system (HMIS ServicePoint for housing and ITrac for employment) to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed: 3/9/2018

Workgroup Name: Economic Opportunity and Income Support [Strategy 4.3]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Create annual training on “child support” laws to provide social service case workers with information on how to assist single parents to access child support enforcement services.

1.1.a. Quantity of Proposed Units of Service:

One annual training offered to service provider staff for the purpose of increasing awareness of child support enforcement and subsequent access to child support for homeless and at-risk custodial parents.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** 25 providers trained in accessing child support enforcement resources.
- **Over 7 Years:** Reduce number of custodial parents without child support income.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	25	25		\$500	\$ 500
2020	25	50		\$500	1,000
2021	25	75		\$500	1,500
2022	25	100		\$500	2,000
2023	25	125		\$500	2,500
2024	25	150		\$500	3,000
2025	25	175		\$500	\$3,500

Strategy Cost Analysis Worksheet

DATE Completed: 3/9/2018

Workgroup Name: Economic Opportunity and Income Support [Strategy 4.4]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Develop systematic process for referring homeless and at-risk households to mainstream resources utilizing the Community Connect, a coordinated entry system serving people at imminent risk of homelessness (within 14 days) or experiencing homelessness.

1.1.a. Quantity of Proposed Units of Service:

500 households each year provided assistance and direction connecting to and applying for mainstream resources.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** Increase number of households referred to mainstream resources.
- **Over 7 Years:** Reduce number of households with zero (\$0) income and no non-cash benefits.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
<i>2019</i>	500	500		n/a	n/a
<i>2020</i>	500	1000			
<i>2021</i>	500	1500			
<i>2022</i>	500	2000			
<i>2023</i>	500	2500			
<i>2024</i>	500	3000			
<i>2025</i>	500	3500			n/a

1.1.d. Potential Funding Options Identified/Secured:

1.1.e. Responsible Parties:

1. Community Connect Oversight Committee
2. Community Action Organization
3. State and Federal Mainstream Benefit Providers
4. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify point of contact for each mainstream benefit agency.
2. Develop policy and process aligned with Community Connect.
3. Implement HMIS ServicePoint data collection system to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed: 3/9/2018

Workgroup Name: Economic Opportunity and Income Support [Strategy 4.5]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Expand the ASSIST Program to increase access to SSI/SSDI application assistance for homeless and at-risk individuals, and provide annual SOAR training to community partners

1.1.a. Quantity of Proposed Units of Service:

Staff core positions (1 FTE Benefits Specialist, .5 FTE Administration, and .25 FTE Executive Director) to provide persons with disabilities assistance in completing Social Security Benefit applications, navigate the federal on-line system, and provide requisite follow-up with multiple appeal processes that result in 26 successfully completed, benefits-approved cases annually.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** Improve the stability of homeless individuals with disabilities by helping them to access income provided by the federal Social Security Administration,
- **Over 7 Years:** 182 approved SSI/SSDI claims.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
<i>2019</i>	26	26		\$155,358	\$ 155,358
<i>2020</i>	26	52		\$160,019	315,377
<i>2021</i>	26	78		\$164,819	480,196
<i>2022</i>	26	104		\$169,764	649,960
<i>2023</i>	26	130		\$174,857	824,817
<i>2024</i>	26	156		\$180,103	1,004,920
<i>2025</i>	26	182		\$185,506	\$1,190,426 ⁶

1.1.d. Potential Funding Options Identified/Secured:

1. Federal: Community Development Block Grant (CDBG)
2. State
3. Local: County and City Funds
4. Private: Hospital; Foundation and Business

1.1.e. Responsible Parties:

1. ASSIST Program
2. Nonprofit Service Provider
3. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Secure funding.
2. Coordinate annual SOAR training.
3. Implement HMIS ServicePoint data collection system to track program outcomes.

⁶ Annual cost includes 3% COLA on personnel and \$15,000/year for diagnostic testing for mental health clients.

Strategy Cost Analysis Worksheet

DATE Completed: 3/9/2018

Workgroup Name: Economic Opportunity and Income Support [Strategy 4.6]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Expand Supported Employment Program model for individuals with disabilities experiencing barriers to obtain and retain employment.

1.1.a. Quantity of Proposed Units of Service:

Staff 2 FTE “Employment Specialist/Job Coach” positions that will work with employers to hire formerly homeless persons, and to support formerly homeless in developing employment skills, and obtain and retain employment.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** 1 FTE in Year 2019 and increase to 2 FTE in Year 2021.
- **Over 7 Years:** Increase likelihood that formerly homeless will obtain employment and increase self-sufficiency.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
<i>2019</i>	1 FTE	1		52,000	\$ 52,000
<i>2020</i>		1		53,560	105,560
<i>2021</i>	1 FTE	2		107,167	212,727
<i>2022</i>		2		110,382	323,109
<i>2023</i>		2		113,693	436,802
<i>2024</i>		2		117,104	553,906
<i>2025</i>		2		120,617	\$ 674,523

1.1.d. Potential Funding Options Identified/Secured:

1. Local: County and City General Funds
2. Private: Hospital; Foundation and Business

1.1.e. Responsible Parties:

1. Nonprofit providers
2. Housing and Supportive Services Network (HSSN)

1.1.f. First Steps Towards Action Implementation:

1. Identify lead agency.
2. Secure funding.
3. Implement HMIS ServicePoint data collection system to track program outcomes.

Strategy Cost Analysis Worksheet

DATE Completed: March 18, 2018

Workgroup Name: Prevention and Emergency Services [Strategy 5.1]

1.0 GENERAL STRATEGY:

1.1 Proposed Action:

Expand the number of users entering data into the county-wide Homeless Management Information System (HMIS) to ensure comprehensive data compilation of homeless persons accessing services and provide data for reporting outcomes of programs. Data on homeless individuals receiving services in *A Road Home* will be entered into HMIS.

Note: 14 agencies with 81 HMIS Users licensed currently participate in entering HMIS.

1.1.a. Quantity of Proposed Units of Service:

Increase number of HMIS User Licenses with estimated annual cost of \$300 per user license.

1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)

- **Per Year:** Minimum of two additional HMIS Users entering data annually.
- **Over 7 Years:** Data analysis tool available for prioritizing resources and system performance measurements based on increased number homeless demographics collected.

1.1.c.	New Units of Service Created	Total Units of Service	One Time Capital Costs	Annual Operations and Service Costs	Cumulative Costs
2019	2 Licenses	83		\$24,900	\$ 24,900
2020	2 Licenses	85		\$25,500	50,400
2021	2 Licenses	87		\$26,100	76,500
2022	2 Licenses	89		\$26,700	103,200
2023	2 Licenses	91		\$27,300	130,500
2024	2 Licenses	93		\$27,900	158,400
2025	2 Licenses	95		\$28,500	\$186,900

1.1.d. Potential Funding Options Identified/ Secured:

1. Federal: CoC Program
2. State: Emergency Solution Grant (ESG)
3. Local: County and City General Funds
4. Private: Agency, Foundation and Business

1.1.e. Responsible Parties:

1. Washington County Department of Housing Services (HMIS System Administrator)
2. Nonprofit and public service providers
3. Faith-based and community partners

1.1.f. First Steps Towards Action Implementation:

1. Secure funding.
2. Engage providers serving homeless persons to participate in HMIS and enter into HMIS Agency Participation Agreement.
3. Provide software and policy training to HMIS users.
4. Provide data reporting and analysis to HMIS users, the HSSN (e.g. CoC), and the public.

Appendix B

NEEDS ASSESSMENT DATA

NEEDS ASSESSMENT DATA	63
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Quantitative Data: Population Growth, Poverty and Homelessness by Race/Ethnicity

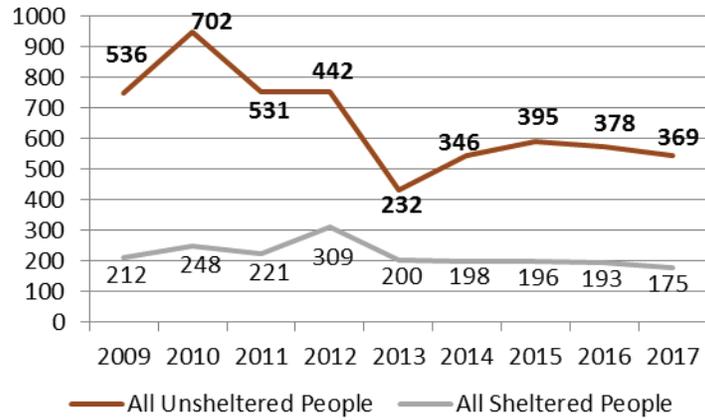
Characteristics of Washington County Populations	Percentage of the Point In Time Street/Shelter Homeless Count 1/25/2017 544 people	Percentage of Persons in Shelter/Housing Programs 2016-17 1,810 people	Percentage of Persons living below Federal Poverty Level 2016 ACS-1 Year 61,192 people (10.5%)	Percentage of the County Population 2016 ACS-1 Year 582,779 people
Ethnicity				
Hispanic/Latino	13%	18%	20%	16.5%
Non-Hispanic/non-Latino	87%	82%	6%	83.5%
Race				
American Indian/Alaskan Native	2%	3%	N	1.1%
Asian	1%	1%	9%	10.5%
Black or African American	9%	8%	N	2.3%
Native Hawaiian/Pacific Islander	4%	2%	N	0.5%
White	73%	74%	8%	81.4%
Other Multi-Racial/Unknown	11%	11%	32%	4.2%
Special Populations				
Veteran (Adults Only)	11%	17%	5%	5.5%
Disabled (Children and Adults)	27%	49%	19%	6.9%
Elderly 62+ years	5%	5%	7%	12.6%

An "N" entry indicates that data cannot be displayed because the number of sample/cases is too small.

Source: Washington County Point-In-Time Homeless Census, January 2017
 Washington County Homeless Programs, July 2016 through June 2017
 U.S. Census Bureau, 2016 U.S. Census Quick Facts 1-Year Estimate

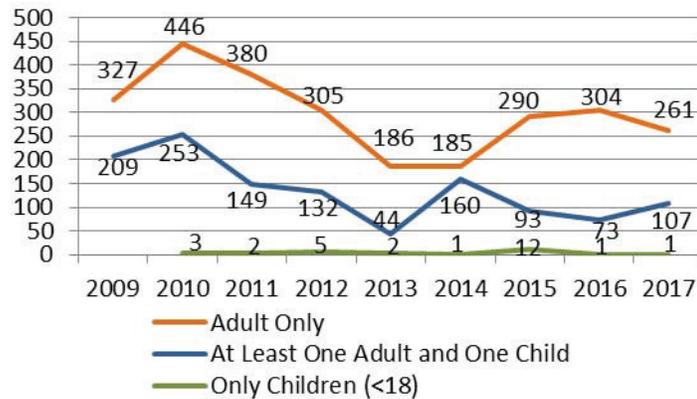
Quantitative Data: Point-In-Time Homeless Census (Last Week of January)

**SHELTERED & UNSHELTERED HOMELESS
(People)**



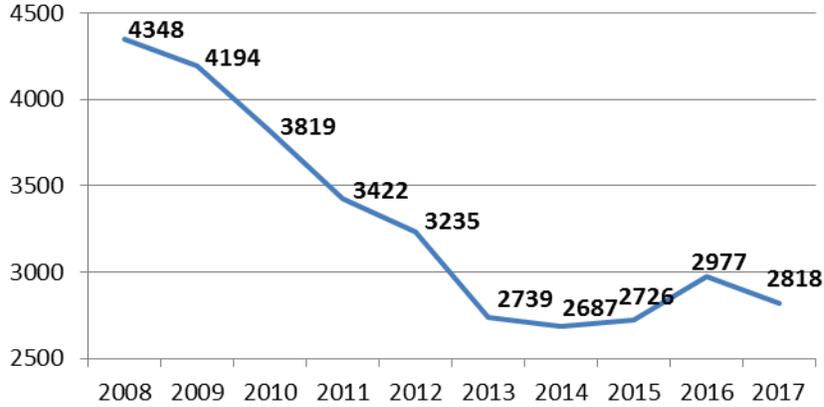
Source: Washington County Point-In-Time Homeless Census, January 2017

**UNSHELTERED BY HOUSEHOLD TYPE
(People)**



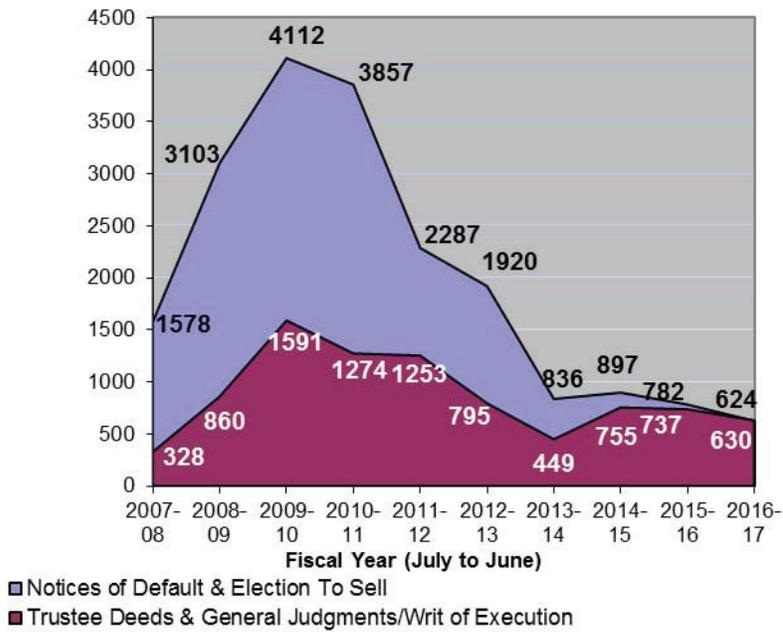
Source: Washington County Point-In-Time Homeless Census, January 2017

EVICTION COURT CASES (Cases Filed)



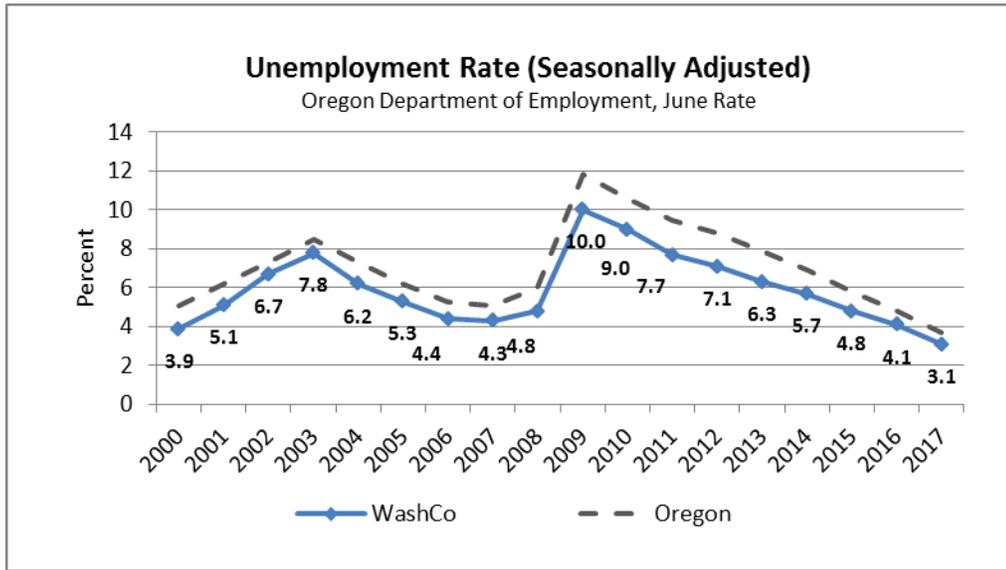
Source: Washington County Civil Department, 2017

FORECLOSURE OF PROPERTY (# Deed Recorded)

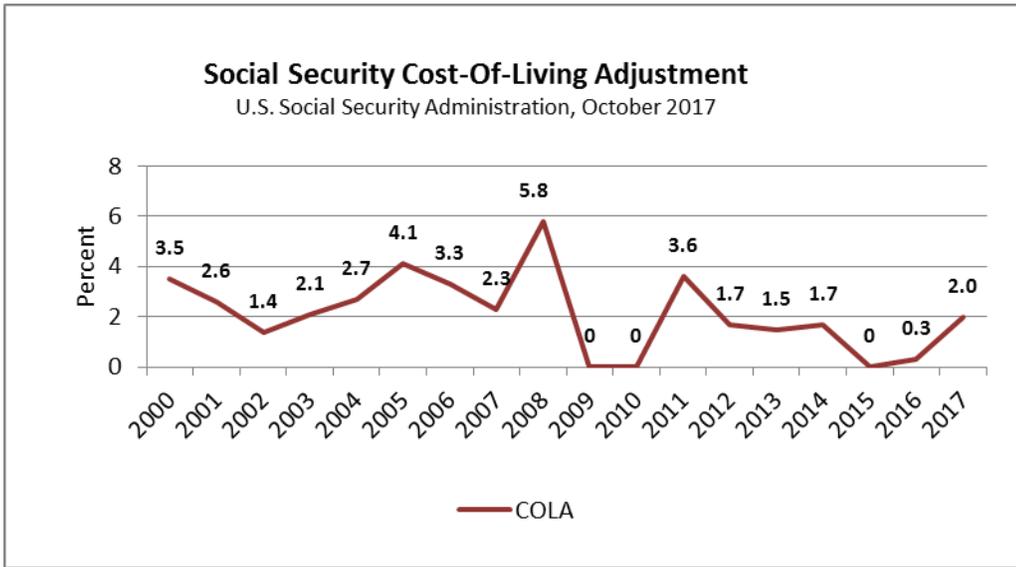


Source: Washington County Assessment and Taxation, 2017

Quantitative Data: Economic Trends

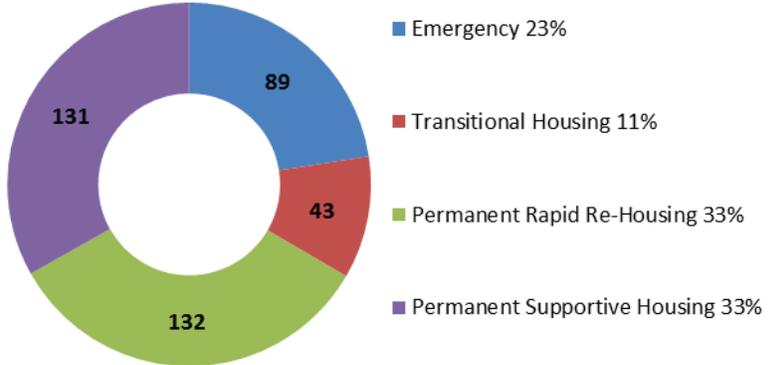


Source: Oregon Department of Employment, June 2017



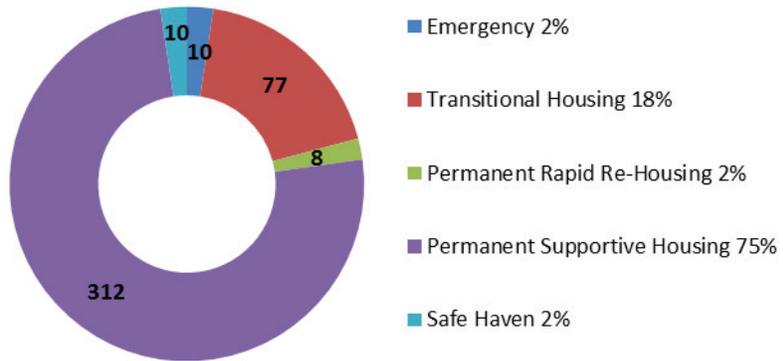
Source: United States Social Security Administration, 2017

HOUSING INVENTORY-FAMILIES (Beds = 395 Total)



Source: Washington County Homeless Housing Inventory Chart, 2017

HOUSING INVENTORY-INDIVIDUALS (Beds = 417 Total)



Source: Washington County Homeless Housing Inventory Chart, 2017

SYSTEM PERFORMANCE OUTCOMES

Federal Fiscal Year (October to September)	Average Length of Time Homeless (ES, SH)	Recidivism: Exits to PH and Return in 24 months	Earned Income: Increase at Exit HUD CoC Programs	First-time Homeless (ES, SH, TH, PH)	% Successful Exit or Retention in PH from Outreach	% Successful Exit or Retention in PH from ES, SH, TH, RRH	% Successful Exit or Retention in PH from PSH
Goal	30 Days or less	5% or less	20%+	82%+	40%+	70%+	80%+
2012-13	42	10.9%	19.5%	85.1%	30.2%**	53.5%	92.4%
2013-14	52	17.1%	15.5%	82.8%	25.0%**	56.8%	91.2%
2014-15	53	11.0%	12.5%	83.6%	16.9%	56.7%	93.4%
2015-16	53	11.3%	25.8%	82.4%	12.8%	52.3%	90.5%

**Housing Team funded by the U.S. Substance Abuse and Mental Health Services Administration (SAMHSA).

ES=Emergency Shelter, SH=Safe Haven, TH=Transitional Housing, PH=Permanent Housing, PSH=Permanent Supportive, RRH=Rapid Rehousing

Source: Washington County Outreach, Shelter and Housing Programs, October 2015 to September 2016

Quantitative Data: School District Data on Homeless Students

The Every Student Succeeds Act (ESSA) replaces the No Child Left Behind Act, and is more commonly called the McKinney-Vento Homeless Education Program. Each school district is required to have a McKinney-Vento Homeless Liaison to assist children experiencing homelessness to enroll in, attend, and succeed in school. Liaisons ensure students are enrolled in school, have the supplies they need and provide referrals to the community services for shelter and housing assistance.

Homeless Students by School District in Washington County										
School District	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	% of Enrollment
	1,844	2,298	2,383	2,602	2,138	2,006	2,148	2,274	2,393	
Banks	5	2	8	11	2	5	7	5	10	0.90%
Beaverton	1,114	1,580	1,584	1,840	1,379	1,291	1,380	1,388	1,522	3.75%
Forest Grove	104	146	140	102	110	100	100	108	119	1.92%
Gaston	13	14	18	16	12	18	48	33	14	2.28%
Hillsboro	403	403	463	411	351	386	386	409	417	2.00%
Sherwood	35	60	95	94	82	58	39	58	43	0.81%
Tigard/Tualatin	170	93	75	128	202	148	188	273	268	2.09%

Source: Oregon Department of Education, September 2016 to June 2017

Tri-County Comparison			
County	2008-09 School Year	2016-2017 School Year	% Increase
Clackamas	1,072	1,445	35%
Washington	1,844	2,393	30%
Multnomah	3,137	4,317	38%

Source: Oregon Department of Education, September 2016 to June 2017

Top 10 School Districts in Oregon		
School Districts	2016-17 Homeless Student Count: High to Low	% of Enrollment
Beaverton SD 48J	1,522	3.7%
Portland SD 1J	1,509	3.1%
Medford SD 549C	1,400	9.9%
Reynolds SD 7	1,168	10.1%
Salem-Keizer SD 24J	1,162	2.8%
Eugene SD 4J	835	4.8%
Lincoln County SD	644	12.0%
David Douglas SD 40	556	5.2%
Bethel SD 52	550	9.8%
Grants Pass SD 7	513	8.5%

Source: Oregon Department of Education, September 2016 to June 2017

Subtitle VII-B of the McKinney-Vento Homeless Assistance Act (per Title IX, Part A of the Elementary and Secondary Education Act, as amended by the Every Student Succeeds Act) defines homeless as follows:

The term "homeless children and youths"--

(A) means individuals who lack a fixed, regular, and adequate nighttime residence (within the meaning of section 103(a)(1)); and

(B) includes--

(i) children and youths who are sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason; are living in motels, hotels, trailer parks, or camping grounds due to the lack of alternative adequate accommodations; are living in emergency or transitional shelters; or are abandoned in hospitals;*

(ii) children and youths who have a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings (within the meaning of section 103(a)(2)(C));

(iii) children and youths who are living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings; and

(iv) migratory children (as such term is defined in section 1309 of the Elementary and Secondary Education Act of 1965) who qualify as homeless for the purposes of this subtitle because the children are living in circumstances described in clauses (i) through (iii).

*Per Title IX, Part A of the Every Student Succeeds Act, "awaiting foster care placement" was removed from the definition of homeless on December 10, 2016; the only exception to his removal is that "covered states" have until December 10, 2017 to remove "awaiting foster care placement" from their definition of homeless.

Community Inventory Data: Capacity and Resources to Address Homelessness

I. General HUD Housing Summaries

Federal Housing Grants for Housing/ Homeless Programs in 2017	
HOME Funds	\$1,196,940
Community Development Block Grant (CDBG) Funds	\$2,557,387
McKinney-Vento Continuum of Care Homeless Funds ⁷	\$3,367,261
Housing for Persons with AIDS (HOPWA)	\$ Portion of State grant
Section 811/202 Housing for Persons with Disabilities	\$0
Federal Tax Credits	\$0
<i>Total</i>	\$5,250,011

HUD Section 8 Program ⁸	# Uni
Housing Choice Vouchers	2706
Veterans Affairs Supportive Housing (VASH) Vouchers	97
<i>Total</i>	2,803
<i>Section 8 Program Details</i>	
Current Section 8 Waiting List	2,355 names
Section 8 Annual Turnover Rate	Est. 60/year
% of Section 8 used as Tenant-based Rental Assistance	96%
% of Section 8 used as Project-based Rental Assistance	4%

HUD Financed Public Housing	# Uni
Public Housing Units	244

HUD Housing Options for People with AIDS (HOPWA)	
Cascade AIDS Project – 3 permanent housing units @\$650 month	\$650 month
Cascade AIDS Project – 2 transitional units @ \$1300/month	\$1300 month

Section 811 for Persons with Disabilities	
None	\$0

II. Shelters and Housing for the Homeless Summaries⁹

Summary: Total Designated Homeless Beds/ Housing Units		
Program Model	Individuals (# beds)	Families (# beds)
Emergency	10	89
Transitional	77	43
Safe Haven	10	0
Permanent Rapid Re-Housing	8	132
Permanent Supportive Housing	312	131
<i>Total</i>	417	395

⁷ Award data supplied by U.S. Department of HUD. Award amounts are available at https://www.hud.gov/program_offices/comm_planning/homeless/budget/2017

⁸ Data provided by the Housing Authority of Washington County.

⁹ Data is drawn from OR-506CoC Housing Inventory Chart; 2017 and complemented with details provided by WA County housing and homeless service providers.

Emergency Drop-in Centers		Location
Just Compassion of East Washington County	Drop-in center providing meals, laundry, shower, and resource information.	Tigard
Open Door Counseling Center	Drop-in center providing meals, food boxes, laundry, shower, and on-site mental health counseling,	Cornelius

Emergency Shelters for the Homeless			
Name	Program Model	Individuals (# beds)	Families (# beds)
Boys & Girls Aid	Emergency Beds for Youth ages 12 to <19 years	5	0
Community Action	Family Shelter	0	20
Good Neighbor Center	Family Shelter	0	36
Family Promise of Washington County	Family Shelter provided by Interfaith Hospitality Network	0	12
<i>Total</i>		5	68

Emergency Shelter and Transitional Housing For Victims Fleeing Domestic Violence			
Name	Program Model	Individuals (# beds)	Families (# beds)
Domestic Violence Resource Center	Monika's House (Shelter)	3	21
Domestic Violence Resource Center	Mary Mac House (Transitional Housing)	2	6
<i>Total</i>		5	27

Safe Haven			
Name	Program Model	Individuals (# beds)	Families (# beds)
Luke-Dorf, Inc.	Garrett Lee Smith Safe Haven: Serving chronic homeless with mental illness	10	0
<i>Total</i>		10	0

Transitional Housing			
Name	Program Model	Individuals (# beds)	Families (# beds)
LifeWorks Northwest	Fredrick House	5	0
Boys & Girls Aid	Youth Transitional Living	3	8
The Salvation Army	Veterans & Family Center	57	29
Bridges to Change	Homeless to Work	10	
<i>Total</i>		75	37

Rapid Re-Housing (Permanent Housing)			
Name	Program Model	Individuals (# beds)	Families (# beds)
Community Action	CoC Rapid Re-Housing for Families	0	74
Community Action	Emergency Solutions Grant RRH Program	1	10
Community Action	Supportive Services for Veterans Families	7	15
Good Neighbor Center	Housing Stabilization Program	0	33
<i>Total</i>		8	132

Appendix B: Needs Assessment Data

Permanent Supportive Housing

	Program Model	Individuals (# beds)	Families (# beds)
Cascade AIDS Project	Legacy Shelter Plus Care for homeless persons with HIV/AIDS	17	0
Community Action	Legacy Shelter Plus Care for homeless persons with physical and mental disabilities	5	11
Housing Authority of Washington County	The Knoll (chronic veterans) Project-based Section 8 with VA Supportive Services	12	0
Housing Authority of Washington County	HUD-VASH with U.S. Department of Veterans Affairs	85	80
Housing Independence	Legacy Shelter Plus Care for homeless persons with developmental disabilities	8	6
LifeWorks NW	Tom Brewer House serving homeless persons with mental illness and chronic addictions	20	2
Luke-Dorf, Inc.	Hillsboro Graduated Independent Living for chronic homeless with severe mental illness	7	0
Open Door Counseling Center	Legacy Shelter Plus Care for persons with physical disabilities	16	0
Sequoia Mental Health Services, Inc.	Tri-Haven: 12 units with project-based CoC Program rent assistance	12	0
Washington County Department of Housing Services	Mental Health Consortium Legacy Shelter Plus Care sponsors by Mental Health Consortium: LifeWorks NW, Luke-Dorf, Inc. and Sequoia Mental Health Services, Inc.	129	32
<i>Total</i>		312	131

New and Under Development: Permanent Supportive Housing

	Program Model	Individuals (# beds)	Families (# beds)
Clover Court	Permanent supportive housing for chronically homeless adults with severe mental illness	6	0
<i>Total</i>		6	0

III. Other Supportive Housing¹⁰

Recovery Housing

Program Model		Singles
Oxford Houses	18 cooperatively operated, consumer directed sober homes that operate independently of public funds.	136
<i>Total</i>		136

Transitional Housing for Persons Leaving Corrections

Program Model		
Community Corrections Transitional Lodger Program	Setting for individuals exiting corrections institutions – transitioning into community	12
Housing Authority Transitional Housing Program w/ Community Corrections	Transitional Housing for 3 families (up to 14 beds) for homeless probationers/ parolees and their spouses/ children.	14
<i>Total</i>		26

¹⁰ Data provided by WA County housing and homeless service providers.

Subsidized Housing Properties With Units Serving <50% Area Median Income (Excludes Public Housing Housing)

Name of Property	Location	Owner	Type	# Income Restricted Units
Aloha Park Apartments	Beaverton	Housing Authority WA County	Government	8
Barcelona Beaverton	Beaverton	Community Partners for Affordable Housing	Non-profit	15
Belleau Woods	Beaverton	Belleau Woods Associates LTD	For profit	64
Bonnie Brae Group Home	Beaverton	Edwards Center, Inc.	Non-profit	1
Bridge Apartments	Beaverton	Accessible Living, Inc.	Non-profit	14
Bridge Meadows	Beaverton	Bridge Meadows	Non-profit	12
187 th Group Home	Beaverton	Community Services, Inc.	Non-profit	1
Group Home Aloha	Beaverton	Community Services, Inc.	Non-profit	1
Fircrest Manor	Beaverton	Allied Argenta	For profit	22
Holly Tree	Beaverton	Housing Authority WA County	Government	140
Merlo Station Apartments	Beaverton	Guardian	For profit	101
Myrtlewood House	Beaverton		Non-profit	7
Reedville Apartments	Beaverton	Bienestar, Inc.	Non-profit	48
Spencer House	Beaverton	Community Partners for Affordable Housing	Non-profit	47
Sunset View	Beaverton	Pedcor Investments	For profit	4
Spruce Place	Beaverton	Sequoia Mental Health Services, Inc.	Non-profit	1
Tom Brewer	Beaverton	LifeWorks Northwest	Non-profit	6
Tri-Haven Room and Board	Beaverton	Sequoia Mental Health Services, Inc.	Non-profit	1
Villa Capri East	Beaverton	Catholic Charities	Non-profit	2
12 St. Group Home	Cornelius	Community Services, Inc.	Non-profit	1
Cornelius Park	Cornelius	Bienestar, Inc.	Non-profit	24
Covey Run Apartments	Forest Grove	Cascade Housing Development	For profit	2
Elm Park	Forest Grove	Bienestar, Inc.	Non-profit	62
Harkson Court	Forest Grove	Accessible Living	Non-profit	2
Jose Arciga Apartments	Forest Grove, Cornelius	Bienestar, Inc.	Non-profit	50
Juniper Gardens	Forest Grove	Bienestar, Inc.	Non-profit	47
Parkside Apartments	Forest Grove	Housing Authority of WA County	Government	10
Willow Park	Forest Grove	Bienestar, Inc.	Non-profit	46
Amberwood Apartments	Hillsboro	Housing Authority of WA County	Government	8
City Center Apartments	Hillsboro	GSL Properties	For profit	52
Gateway Commons	Hillsboro	Cascade Housing Development	For profit	2
Interim House	Hillsboro	Sequoia Mental Health Services, Inc.	Non-profit	1
Laceleaf Apartments	Hillsboro	Sequoia Mental Health Services, Inc.	Non-profit	15
Montebello	Hillsboro	Bienestar, Inc.	Non-profit	49
Orchards at Orenco	Hillsboro	REACH Community Development	Non-profit	108

Appendix B: Needs Assessment Data

Subsidized Housing Properties With Units Serving <50% Area Median Income (Excludes Public Housing Housing)				
Name of Property	Location	Owner	Type	# Income Restricted Units
Rolling Green Apartments	Hillsboro	QUAD, Inc.	Non-profit	24
Sierra West Apartments	Hillsboro	Bienestar, Inc.	Non-profit	57
Smallwood Apartments	Hillsboro	Sequoia Mental Health Services, Inc.	Non-profit	17
Spruce Street home	Hillsboro	Community Services, Inc.	Non-profit	5
Sunset Gardens	Hillsboro	Bienestar, Inc.	Non-profit	101
Tarkington Square	Hillsboro	Housing Authority of WA County	Government	48
The Maples	Hillsboro	REACH	Non-profit	51
North Plains Senior Plaza	North Plains	Kent Apartments, LTD	For profit	33
Kaybern Terrace	North Plains	Housing Authority of WA County	Government	6
Commons at Timber Creek	Portland	GSL Properties	For profit	243
Oleson Woods Apartments	Portland	Community Partners for Affordable Housing	Non-profit	32
Westridge Meadows	Portland	GSL Properties	For profit	43
Sherwood Park	Sherwood	Guardian	For profit	24
Bonita Villa Apartments	Tigard	Housing Authority of WA County	Government	12
Edwin House	Tigard	Luke-Dorf, Inc.	Non-profit	1
Greenburg Oaks	Tigard	Community Partners for Affordable Housing	Non-profit	4
Metzger Park Apartments	Tigard	Community Partners for Affordable Housing	Non-profit	23
New Beginnings	Tigard	Luke-Dorf, Inc.	Non-profit	5
PLUSS Apartments	Tigard	Luke-Dorf, Inc.	Non-profit	3
The Knoll Apartments	Tigard	Community Partners for Affordable Housing	Non-profit	14
Village at Washington Square	Tigard	Community Partners for Affordable Housing	Non-profit	25
Woodridge	Tualatin	GSL Properties	Non-profit	2
Total Units:				1747

Qualitative Data: Persons Exiting Institutions

Current Trends

- A shortage of foster parents has resulted in youth being sheltered by Oregon Department of Human Services.
- The Olmstead Act provides persons with mental illness the right to live in their community. The Oregon State Hospital is working with local communities to transition people from the hospital back into the community with wrap-around support provided by behavioral health providers. The challenge is a lack of housing readily available during the transition phase, resulting in persons staying in hotel/motel accommodations vouchered by the behavioral health agencies.
- Persons discharging from the Jail experiencing housing barriers, and resort to living in suburban/rural camp site near community resources. Inmates participate in the Rent Well Tenant Education Course while incarcerated, but finding landlords willing to rent to them is challenging.
- There is some specialized housing capacity in the County for the ex-offender population – primarily the Washington County Restitution Center’s Transitional Lodger Program.
- The Transitional Lodger Program is well linked to the local recovery community/recovery settings. This population has benefited from Oxford Houses in the County.

Unmet Needs

- There is a need for a housing navigator with landlord relationships to begin working with the inmate population on a housing plan prior to discharge from the Jail.
- There is a lack of links between the Jail and subsidized transitional housing options in the County. This type of housing provides inmates with stability upon release from the Jail as they begin to rebuild their lives with employment, permanent housing and access to client-centered services.
- There is a particular need for housing and services for homeless ex-offender with mental illness.
- There is a need for assistance to soon to be discharged incarcerated persons in obtaining SSI/SSDI/Medicaid – which are needed to avoid homelessness upon release.
- There is a need for a residential setting for homeless ex-offenders who are not stable enough in recovery for Oxford House (i.e. need more harm reduction setting or more structured/serviced setting).
- There is a need to better link Community Corrections to the mainstream affordable housing community.
- There is a need for more affordable housing and/or reduction in screening criteria (need low-barrier housing) that is willing to accept those with criminal history in alignment with navigation services.
- There is a need for better advocacy and skilled case management to assist persons with criminal records in making successful appeals when they are turned down for mainstream subsidized housing.
- Property management needs resident services on-site to provide navigation and linkage to supportive services.
- Health care needs to be part of special needs population discussions as well as housing given the outcomes of benefits in supportive housing program.
- Rent Well program needs to be advertised to property owners/managers.
- Navigators in partnership with programs that re-house homeless persons that re-entry from prison and/or jail.

Source: Qualitative Stakeholder Interviews, Washington County, October 2017 through February 2018

Qualitative Data: Homeless Households

Current Trends

- Homeless households are on Family Shelter Wait List for 2-4 weeks.
- Adult only households make up the vast majority of homeless people in Washington County.
- Existing shelters are overwhelmed by demand. No shelter for single adults.
- In general, the social services in the County are available to meet the needs of homeless households, to include mental health services provided by the Hawthorne Walk-in Center.
- The most common demographic group among local at-risk households is female single parents (309). Breakdown of other demographics: 40 male single parent, 200 two-parent, 239 single adults, and 39 couples without children.
- The recent trend is for more single parent families in shelter (54%), more working families in shelter (29%), and/or an increase in victims of domestic violence.
- There are households moving to Washington County from outside of the County to seek a better quality of life. They come without the awareness of the high cost of living in the County.
- Due to rent increases, more families are getting into financial trouble.
- Number of working households experiencing homelessness is on the rise.
- Transitioning (aging out) youth are experiencing increased barriers to housing. Barriers include criminal history, 3 times rent wage requirement, and move-in costs.
- Family conflict is the biggest contributor to youth homelessness.
- Increase in single parent families where the spouse has been incarcerated or deported.

Unmet Needs

- Homeless prevention targeted to at-risk households; e.g. seniors, people with disabilities, working poor.
- Access to affordable transportation limits options to look outside the County for affordable housing options when none can be found locally.
- Need for homeless households is low-barrier affordable housing for persons <30% area median income (AMI).
- Increase access to flexible rent options; e.g. deposit funds, more than one month rent subsidy or partial rent subsidy.
- Families need more than TANF (Temporary Assistance to Needy Families) to afford local rents.
- Persons with disabilities need better access to SSI/SSDI assistance.
- SSI/SSDI benefits are not keeping up with the cost of living increases; e.g. rental costs.
- Housing Navigator to help homeless households with housing search and advocacy with property owners to access housing.
- Housing Specialist with focus on retaining support with the household from Community Connect (when turned away without a resource) through to resolving their housing barriers.
- Shelter for adults only, shelters with wrap-around services, and a secure location for homeless persons to store personal belongings.
- Laundry, shower facilities, and public restroom facilities for homeless to use.
- Increase rate for corrections community service work for working off court-ordered fines.
- Technology to communicate with homeless living on the streets.
- Capital funding for Severe Weather Shelters facilities.
- Transitional and supportive housing for youth aging out of foster system and peer support to help navigate system.

Source: Qualitative Stakeholder Interviews, Washington County, October 2017 through February 2018

Qualitative Data: Special Needs Populations

Current Trends

- HUD requirement must be less than 90 day stay in institutions (e.g. hospital, prison, foster care, ect.) to be considered homeless.
- Need housing stock to support the implementation of *The Oregon's Performance Plan for Mental Health Services for Adults with Serious and Persistent Mental Illness*. This plan is intended to better provide adults with mental illness with community services that will assist them to live in the most integrated setting appropriate to their needs and prevent their unnecessary institutionalization.
- Benchmarks to move people out of state mental health hospital, but nowhere to go.
- If income is too high—don't qualify for services even if you assess for them.
- High screening criteria for market rate housing is limiting access for persons with housing barriers (e.g. bad or no rental history, convictions, low-income, etc.).
- Participants in programs report too many case workers; e.g. OR-DHS, housing, nonprofit service provider, etc.
- Closer alignment between discharge of persons from the foster care and state mental hospital is needed to support the individual in access housing without residing in a hotel/motel or other living situation where the individual walks away into homelessness as it takes too long to get into housing.

Unmet Needs

- Exceptional needs counselor/peer mentoring.
- Need for permanent supportive housing.
- Rent Assistance Program—good outcomes for long-term housing.
- Rental Assistance Program (RAP, funded by Oregon Health Authority) is key—need flexibility in programs.
- Resident services.
- Education for landlords about serving vulnerable populations; e.g. mental health, persons with development disabilities.
- Housing that will serve persons with housing barriers; e.g. bad credit, no rental history, no- or low-income, criminal history, sex offenders, arsonist, persons with disabilities that include chronic health, mental health, and developmental disabilities.
- Need a Housing Navigator to develop landlord relationships in partnership with housing placement of households with high housing barriers; e.g. chronically homeless, criminal history, severe persistent mental illness.
- Should Rent Well be offered at hospital or corrections?
- Barrier of dually diagnosed—need providers that can handle both.
- Peer Mentors to help support the programs.
- Need to increase training of people managing clean and sober homes.
- State government working on designating levels of sex offenders so people may not have to register.
- Persons aged 55+ years population is growing—need for affordable housing.
- Funds for wrap-around services; e.g. case management to leverage rent assistance funds.
- Culturally appropriate supportive housing.

Source: Qualitative Stakeholder Interviews, Washington County, October 2017 through February 2018

Qualitative Data: Homeless Job Seekers

Current Trends

- The value of mainstream benefits is not keeping pace with current cost of living and medical costs. This is contributing to an increase in housing instability, particularly for seniors.
- More households are working, but still cannot afford housing. This is especially true for families with young children where child care costs can exceed housing costs.
- People do not have ID's or other documents for job search or benefits.
- Education and certification requirements for jobs have increased making them harder to access.
- People are participating in the "gig economy" as a way to access or increase income (odd jobs, Craigslist, driving, etc.).
- Fewer people are relying on day-labor or temp agencies to gain income. However, those who do are more likely to be in "temp-to-hire" positions.
- Some homeless households are relying on beverage container deposits as a source of money.
- Most formerly homeless persons in the County who were successful finding local jobs, now work in the service economy (restaurants) or back office work (call centers).
- Bias against people experiencing poverty and homelessness leads to barriers to opportunities that might end homelessness.
- Unemployment is down and there are job opportunities in the community. Employers' struggling to fill positions creates an opportunity to build relationship with employers.
- Discrimination against those with disabilities, mental health issues, substance abuse issues, or criminal history.

Unmet Needs

- SSI/SSDI alone does not provide enough income for housing stability. Individuals depending on SSI/SSDI as their only source of cash income cannot afford market rate housing.
- Homeless households need steady wages and income in order to maintain housing.
- Job training programs take time to get into and complete. Rental subsidies have to last long enough for households to complete job training and obtain employment so that they can maintain their housing in the long run.
- Homeless heads of household need jobs that pay enough to afford housing at no more than 50% of their income.
- The community lacks a formal strategy or program to address the job training and placement needs of people experiencing homelessness.
- Disabled homeless people in the County need better access to SSI/SSDI. Many are likely eligible but are not receiving this entitlement income.

Source: Qualitative Stakeholder Interviews, Washington County, October 2017 through February 2018