

# Section Seven

## VISUALIZING THE PLAN:

### A Matrix of the Strategies

Goals and Strategies Matrix Prepared by:  
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The *Matrix of Strategies* described in  
A Road Home: 10-Year Plan to End Homelessness in Washington County  
is a fluid plan of activities that serves as a working document that will guide community  
efforts to prevent homelessness and effectively address emerging issues  
related to homelessness.

*July 2010 to June 2011*  
*Year 3*



# Goal 1

## Prevent People from Becoming Homeless

ID	TASK NAME	METHODS	MEASURES OF IMPACT
1.1	Create a <i>Universal Point of Referral for At-risk Tenancies</i> to be used by service providers and landlords to increase alternative housing options for at-risk tenancies.	a) Define the point of referral process. b) Provide training and communication on process to homeless providers.	1. Reduction rate to number of at-risk households becoming homeless. 2. Number of households that are served by this intervention and avert homelessness as a result.
		c) Provide 1-month emergency rental assistance to households with a 72-hour eviction notice to prevent homelessness	
1.2	Staff a <i>Homelessness Diversion Specialist</i> position to counsel tenants facing eviction on (1) problem-solving with their landlords to retain their housing and (2) accessing emergency rental assistance or other services that can avert homelessness.	a) Develop a position and process to work with Evictions Court, tenants, and landlords. b) Implement process and begin working case load.	1. Reduction rate in number of households facing eviction who lose their housing. ( <i>4,222 cases processed in 2007</i> ) 2. Number of households in Eviction Court served by this intervention and who avert losing their housing as a result.
1.3	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 effectively, track recidivism of homeless through jail and hospitals. b) Institutions track # of discharges to no address, transitional housing (e.g. Oxford, etc.).	1. Reduction rate in number of discharges from medical and correctional institutions directly to homelessness. 2. Decrease in numbers of homeless people served by local homeless CoC that were recently in institutions.
1.3.c		c) Implement discharge system to track recidivism of homeless through jail and hospitals to develop housing placement and supportive service plan to stop the cycle of homelessness (discharge team may include housing and service providers, Jail staff, Washington County Housing Services, Outreach.	
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) Expand the number and frequency of tenant education programs offered. b) Increase # of clients completing tenant education programs	1. Number of graduates of intervention. 2. Numbers of graduates who ultimately sustain permanent housing for at least one year after exiting homelessness. 3. Number of graduates who do not repeat their experiences with homelessness.
1.5	<i>Reduce Barriers to State Programs</i> through participation at the Oregon Ending Homelessness Advisory Council.	a) Raise awareness of barriers to state programs and provide input on solutions to the Governor's Council.	1. Extent of consistent engagement in state Advisory Council. 2. Number of local representatives participating in the state Advisory Council.

<b>Goal 1: Prevent People from Becoming Homeless</b>			
ID	TASK NAME	METHODS	MEASURES OF IMPACT
1.6	Establish a <i>Homeless Consumer Group</i> , which will be made up of local homeless and formerly homeless individuals, to participate in the local continuum of care programs and community groups on the direction of plans related to housing and service programs.	a) Solicit homeless consumer representation to participate in the HSSN, the Consolidated Plan, the Interfaith Committee on Homelessness, 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.
1.7	Provide <i>Family Mediation and Reunification Services</i> that prevent youth from becoming homeless.	a) Increase family mediation and reunification services available to families in the community. b) Develop a drop-in center for youth to access services.	1. Reduction rate of homelessness among at-risk youth. 2. Number of youth who participate in intervention and avert homelessness as a result.
1.7.c		c) Expand HomePlate program coordinator position from .5 FTE to 1.0 FTE to increase HomePlate's outreach and resource referral program. Currently open one night per week.	1. Increase in the number of youth served by intervention and resource referral as a result of program expansion. 2. Number of youth who participate in intervention and avert homelessness as a result.
1.8	Create an efficient and effective system for <i>Runaway and Homeless Youth (RHY)</i> to access resources and short-term shelter.	a) Develop sustainable operating funds for youth shelter (7 beds).	1. Number of RHY who access shelter 2. Number of RHY who exit to safe and stable housing.
1.9	Create <i>Mortgage Assistance Counseling and Funding Program</i> that prevents home foreclosure resulting in homelessness.	a) Provide 1-month mortgage assistance to households who experience inability to pay mortgage as a result of an episodic incident. b) Counseling on Reverse Mortgage Program and Loss Mitigation Counseling.	1. Number of households that are served by this intervention and avert homelessness.

# Goal 2

Increase Income Support and Economic Opportunities			
ID	TASK NAME	METHODS	MEASURES OF IMPACT
2.1	Using Housing First model, increase availability of <i>Rental Assistance</i> for <b>new</b> permanent supportive housing units within existing housing stock.	a) CHRONIC SINGLES: 36 units (1-bed)/10 years Tenant-based rental assistance for chronic singles through leverage of McKinney-Vento Samaritan Bonus (5-year initial grant with ongoing renewal).	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. Number of homeless who exit the program for other permanent housing.
2.1.b		b) SINGLES & COUPLE W/O CHILDREN: 100 units (1-bed)/10 years Project-based Section 8 vouchers; linked to case management and supportive services	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. Number of homeless who exit the program for other permanent housing.
2.1.c		c) HIGH-NEED FAMILIES WITH CHILDREN (1–36 months): 100 units (2-, 3-, 4-bed)/10 years Rental assistance program linked through the Bridges To Housing and/or Housing PLUS programs	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. Number of homeless who exit the program for other permanent affordable housing.
2.1.d		d) RENTAL ASSISTANCE - SINGLES & FAMILIES (1-36 months): 285 units (\$6000+/year)/10 years Rental assistance program; linked to intense case management and supportive services.	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. Number of homeless who exit the program for other permanent affordable housing.
2.1.e		e) OLDER YOUTH (1-24 mo) 30 units/10 years Implement Housing Program serving older youth (single adults ages 18 to 23) linked to case management, education, employment, transportation, and other supportive services.	1. Number of homeless youth that exit homelessness or avert homelessness as a result of this housing opportunity. 2. Number of homeless youth that exit Transitional Housing for permanent affordable housing.
2.1.f		f) HUD-VASH SERVING VETERANS (60+ mo) 25 units/8 years Implement HUD-VASH (Veterans Affairs Supportive Housing) serving veterans linked to VA provided medical and case management.	1. Number of homeless veterans that exit homelessness or avert homelessness as a result of this housing opportunity. 2. Number of homeless veterans that transition from VASH housing voucher to independent permanent affordable housing.
2.2	Create <i>Short-term Emergency Rental 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.	a) SHORT-TERM RENTAL ASSISTANCE - SINGLES & FAMILIES (1-12 mo): 1,400 units (\$3,500+/year)/10 years Shallow rent program to serve as a “bridge” to provide stability and support rapid re-housing linked to case management and services.	1. Number of homeless households that exit homelessness as a result of this housing opportunity. 2. Number of homeless who exit the program prior to six months for other permanent affordable housing. 3. Number of homeless who exit the program at 12 months for other permanent affordable housing.

Goal 2: Move People into Housing			
ID	TASK NAME	METHODS	MEASURES OF IMPACT
2.3	Create new <i>Permanent Affordable Supportive Housing</i> units.	a) DISABLED HOMELESS SINGLES: 45 units (1-bed)/10 years <i>Section 811 Program</i>	1. Number of homeless households that exit homelessness as a result of this housing opportunity. 2. Rate of housing retention for participants in this housing program.
2.4	Increase <i>Permanent Affordable Housing for Extremely Low Income</i> households (i.e. those earning less than or equal to 30% of Area Median Income)	a) Develop new and acquire rehab units, including Bridges To Housing. 50 units/10 years	1. Number of homeless households that exit homelessness as a result of this housing opportunity. 2. Rate of housing retention for participants in this housing program.
2.5	Create a <i>Risk Mitigation Pool</i> of funding that can be accessed by landlords to cover property damage caused by homeless persons.	a) Allow 15 units above the current program (Ready to Rent). b) Re-evaluate Program in Year 5.	1. Number of housing units that are preserved in the homeless inventory and not lost when landlords cease their participation due to property damage.
2.6	Identify resources to <i>Preserve Existing Inventory of Affordable and Supportive Housing</i> .	a) Strategic investments to acquire and preserve existing affordable units at risk of "going to market rate" 508 units.	1. Number of housing units that are preserved in inventory to prevent homelessness.
2.6.b		b) County/City Tax Exemption Program: Coordinate discussion on program pursuant to ORS 307.540 to 307.548 to support affordable housing projects operated by non-profits that tailor rents to be affordable to 30% AMI.	1. Number of housing units that are preserved in the homeless inventory. 2. Number of housing units that are added to inventory based on ability to support reduced rents.
2.7	Cultivate cooperative and stable <i>Relationships with Private Landlords</i> to enhance capacity for utilizing existing private housing market as "housers" of formerly homeless people.	a) Landlord Forums (2 forums annually) b) Mailings c) Brochures	1. Number of landlords participates as "housers" of homeless people. 2. Number of units brought into the homeless inventory.

# Goal 3

Increase Income Support and Economic Opportunities			
ID	TASK NAME	METHODS	MEASURES OF IMPACT
3.1	Create a unified assessment system that refers families and singles to appropriate housing and service programs based on need and ability to become self-sufficient.	<ul style="list-style-type: none"> <li>a) Define partnerships</li> <li>b) Develop intake system and universal assessment criteria.</li> <li>c) Develop systems change policy and educate community on process.</li> <li>d) Implement systems change to include new programs being on-board (e.g. – rental assistance, housing units, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>1. Completed system plan/policy.</li> <li>2. Number of homeless households that are matched with the most appropriate services and housing resources.</li> </ul>
3.2	Improve and expand <i>Homeless Outreach and Engagement</i> with Services/ Housing for homeless and sheltered singles and families.	<ul style="list-style-type: none"> <li>a) Develop Outreach partnerships and secure funding, e.g. JOIN model.</li> <li>b) Implement a street outreach program with a permanent housing component (housing-first), e.g. JOIN model.</li> </ul>	<ul style="list-style-type: none"> <li>1. Number of unengaged, hard-to-reach homeless people who are brought into the service and housing network and engaged with supports that will help end their homeless status.</li> </ul>
3.3	Create an efficient and effective system for <i>Service Linkage for People who are Homeless</i> to include emergency shelter beds for single adults.	<ul style="list-style-type: none"> <li>a) Location and project sponsor identified</li> <li>b) Define project model; e.g. lease/own, rehab hotel/other, or new construction</li> <li>c) Define funding and sustainability plan.</li> </ul>	
3.3.d		<ul style="list-style-type: none"> <li>d) Develop One-Stop Resource Center that includes:               <ul style="list-style-type: none"> <li>d.1) interim housing beds for homeless singles who are awaiting placement in permanent housing</li> <li>d.2) day-center services (e.g. meals, showers, laundry, US mail service, mainstream resources, email/internet access for employment search.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>1. Number of homeless individuals who resolve homelessness through participation in this resource.</li> <li>2. Number of homeless individuals who access emergency shelter bed services.</li> <li>3. Number of homeless individuals who maintain engagement with supports while awaiting housing placement.</li> </ul>
3.3.e		<ul style="list-style-type: none"> <li>e) Expand services provided at Project Homeless Connect.</li> </ul>	<ul style="list-style-type: none"> <li>1. Number of homeless individuals who access services at the “one-stop” resource event.</li> </ul>
3.4	Increase access to case management and supportive services for clients receiving rental assistance.	<ul style="list-style-type: none"> <li>a) Establish flexible supportive service funds in support of programs linked to housing. Services may include:               <ul style="list-style-type: none"> <li>- Case Management FTE positions</li> <li>- Transportation for clients</li> <li>- Child Care</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>1. Number of homeless individuals who resolve homelessness through participation in this resource.</li> </ul>
3.5	Develop a permanent online Local Homeless Resources Roadmap (i.e. local directory) of all services and housing available in Washington County to be utilized by homeless persons, service providers, and the public.	<ul style="list-style-type: none"> <li>a) Expand upon existing information referral websites and link software technology between The Beehive.org and 211info.org websites.</li> <li>b) Create custom homepage to “bridge” websites</li> <li>c) Provide outreach and education on the new website.</li> </ul>	<ul style="list-style-type: none"> <li>1. Number of homeless individuals who resolve homelessness through participation in this resource.</li> </ul>

Goal 3: Link People to Appropriate Services and Remove Barriers			
ID	TASK NAME	METHODS	MEASURES OF IMPACT
3.6	<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.	a) Develop local Veteran program to include housing, case management, and employment. b) Offer resources to Veterans to include Veterans Industries and Central City Concerns programs.	1. Number of homeless individuals who resolve homelessness through participation in this resource.
3.7	Increase <i>Child Care for Homeless Children</i> resources.	a) Provide child care funds to leverage the Bridges To Housing Program.	1. Number of homeless households who are helped to resolve homelessness through participation in this resource.
3.7.b		b) Integrate access to child care into homeless programs through the Employment Related Day Care Program.	1. Number of homeless households who are helped to resolve homelessness through participation in this resource.
3.8	Increase <i>Transportation for Homeless People</i> resources.	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. Link resource data to online One-Stop Resource Roadmap and maintain data quality.	1. Number of homeless households who are helped to resolve homelessness through participation in this resource.
3.9	Establish closer <i>Links Between Housing Programs and Food and Nutrition Programs</i> .	a) Identify housing sites with target populations of low-income and formerly homeless persons and expand program to reach these populations. (127,000 meals served in 2007)	1. Number of homeless households for whom emergency needs are met through access to this resource.
3.10	Develop and implement a <i>Unified Housing Screening Policy</i> that will reduce barriers to access housing by homeless persons.	a) Develop policy and procedures tied to Risk Mitigation Pool strategy.	1. Number of homeless households who are helped to resolve homelessness through participation in this process.

# Goal 4

## Increase Income Support and Economic Opportunities

ID	TASK NAME	METHODS	MEASURES OF IMPACT
4.1	<i>Increase Income Self-sufficiency</i> through a housing rental assistance, employment and mental health services model focused on Housing and Employment Linking Partnership (HELP Program).	a) Sustain program through new funding resources to include foundation, business, community, and public partnerships. United Way funding expires 6-30-2009.	1. Number of homeless households that increase their income making it more feasible to exit homelessness. 2. Number of homeless households that exit the program into permanent affordable housing.
4.1.b		b) Expand HELP Program serving 75 clients to serve 150 clients annually and offer program in two locations in the county.	1. Number of homeless households that increase their income making it more feasible to exit homelessness. 2. Number of homeless households that exit the program into permanent affordable housing.
4.2	<i>Increase Income Self-sufficiency</i> for persons with disabilities and persons who experience significant barriers in obtaining and retaining employment.	a) Sustain Supported Employment Program for individuals with severe mental illness, an inter-agency partnership that brings together resources to help homeless individuals obtain and keep a job.	1. Increase the likelihood that formerly homeless obtain and retain employment, can afford housing costs, and avoid future episodes of homelessness.
4.2.b		b) Develop Supported Employment Program model for individuals experiencing barriers to obtain and retain employment; e.g. – community corrections. c) Attract employers with assurance of job-based support (Job Coach) for homeless employees.	1. Increase the likelihood that formerly homeless obtain and retain employment, can afford housing costs, and avoid future episodes of homelessness.
4.3	<i>Reduce Barriers in Accessing SSI/SSDI</i> benefits for people who are homeless.	a) Identify SSI/SSDI point of contact per agency that will complete applications and receive ongoing training provided by SSA. b) To improve efficiencies in filing applications, resulting in a reduction of appeals and delay in benefits, work with OR-DHS to provide SSI/SSDI Outreach, Access and Recovery (SOAR) training to service providers in Washington County.	1. Number of homeless households that increase their income and access Medicaid making it more feasible to exit homelessness.
4.3.c		c) Identify and implement SSI/SSDI application specialists who function as a core team in preparing and processing SSI/SSDI applications. Recommend members of the team include Jail and Hospitals to assist individuals prior to release.	1. Number of homeless households that increase their income and access Medicaid making it more feasible to exit homelessness.
4.4	Implement strategies identified and develop new <i>Income Support Initiatives and Partnerships</i> .	a) Develop a HSSN Income Support Subcommittee chartered to carry forth the strategies of this plan for implementation and create new initiatives and strategies.	1. Successful implementation of strategies and development of new strategies and systems to enhance employment opportunities.
4.5	<i>Increase Income Self-sufficiency</i> for persons participating in Bridges To Housing (B2H) Program who experience significant barriers in obtaining and retaining employment.	a) Develop and implement coordinated system with WorkSource, Community Action case workers and B2H participants that aligns resources and services within WorkSource system.	1. Number of homeless households that increase their income making it more feasible to exit homelessness. 2. Number of B2H participants complete Basic Skills Training; target 9. 3. Number of B2H participants complete 40-hr short-term skill certification; target 2. 4. Number of B2H participants complete job training and internship; target 6.

# Goal 5

## Expand Data Collection

ID	TASK NAME	METHODS	MEASURES OF IMPACT
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.	1. Extent of compliance with this requirement.
5.2	Expand the HMIS Data Collection Variables to include activities identified in the Washington County 10-Year Plan to End Homelessness will be reported to the county's Continuum of Care governance body – the Housing and Supportive Services Network (HSSN), its subcommittees and work group.	a) Implementation of the 10-Year Plan activities through the HSSN, to include HMIS reporting. b) Information sharing on best practices, local efforts, and program outcomes.	1. Extent of variables that are tracked by HMIS.
5.3	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) Develop a 10-Year Plan Advisory Committee. b) Develop and implement Criteria Evaluation process.	1. Extent of data analysis produced.
5.4	Increase <i>US Congressional Awareness</i> of local homelessness through participation in national reporting efforts to include submitting local data for use in the Annual Homeless Assessment Report (AHAR).	a) Participate in AHAR. b) Brief HSSN on AHAR Data Analysis.	1. Extent of compliance with this requirement.
5.5	Use <i>Homeless Data Collection</i> (e.g.- Street and Shelter Count, HMIS, annual project reports) to identify and develop annual 10-Year Plan goals and action steps.	a) Annual goals defined and action steps developed for implementation.	1. Extent of data analysis produced.

# Goal 6

## Implement Public Education on Homelessness

ID	TASK NAME	METHODS	MEASURES OF IMPACT
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.
6.2	Provide annual <i>Update on 10-Year Plan</i> activities, outcomes and homeless data trends to local governments and make available to the public.	a) Fiscal year-end report prepared and presented to local government and Leadership Focus Group. b) Post on county website. c) Present to HSSN.	1. Extent to which reports are produced and disseminated on schedule.
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.

