

# A Road Home



*10-Year Plan to End Homelessness*

July 2008 - July 2018



WASHINGTON COUNTY  
OREGON



# A Message of Hope

## SUPPORT FROM WASHINGTON COUNTY LEADERSHIP

*We believe a reduction of homelessness is an achievable goal in Washington County through this 10-Year Plan. Together, we will implement this plan to address homelessness by providing the most vulnerable members of our community with the outreach, emergency interventions, housing, services, and opportunities for independence they need.*

*Our 10-Year Plan is devised through the collective participation of many local constituencies. We understand that, only through an enduring commitment by all of them, will we achieve our vision. Going forward, our effort must secure and maintain new commitments at the local and county levels from private and public sources. Towards this end, we will maintain addressing homelessness as a local priority and forge new partnerships that bring multiple sectors together to invest in our 10-Year Plan. Ultimately, we will realize our goal of reducing homelessness. The collective capacity of our compassion and commitment is greater than the depth of this challenge.*

TOM BRIAN

Chair, Washington County Board of County Commissioners

### Washington County Board of County Commissioners

Tom Brian, Chair  
 Dick Schouten, Vice Chair  
 Andy Duyck  
 Roy Rogers  
 Desari Strader

### Washington County

Robert Davis, County Administrator  
 Susan A. Wilson, Director, Washington County Department of Housing Services  
 Annette Evans, Homeless Program Coordinator

June, 2008



# Acknowledgements

## LEADERS AND ARCHITECTS OF THE PLAN

The Washington County 10-Year Plan was made possible through generous contributions of time, expertise, and resources by many individuals and the municipalities that make up our community.

### Sponsors

The Washington County 10-Year Plan and the preliminary needs assessment work carried out as a prelude to the planning process were made possible through sponsorship from:

- Washington County, Oregon
- The City of Beaverton, Oregon
- The City of Hillsboro, Oregon
- The City of Tigard, Oregon
- The U.S. Department of Housing and Urban Development, Portland Field Office

### Production

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

### The Leadership Group

The Washington County 10-Year Plan gratefully acknowledges the generous contributions of time and expertise from local leaders, representatives of community-based organizations, citizen volunteers, and formerly homeless people themselves as participants in the Plan Leadership Group.

- Roberta Ando, Director, HUD - Portland Field Office
- Alice Beggs, McKinney-Vento Homeless Liaison, Forest Grove School District
- Rodney Branyan, Director, Washington County Health and Human Services
- Tom Brian, Chair, Washington County
- Janice Burger, Administrator, Providence St. Vincent Medical Center
- Eric Canon, Chair, Interfaith Committee on Homelessness
- Paul Carlson, Region 10 Coordinator, U.S. Interagency Council on Homelessness
- Russ Dondero, Member, Housing Advisory Committee
- Rob Drake, Mayor, City of Beaverton
- Annette Evans, Homeless Program Coordinator, Washington County Housing Services
- Robert Gordon, Sheriff, Washington County Sheriff Office
- John Hartner, Director, Washington County Community Corrections
- Annie Heart, Executive Director, Family Bridge

- Tom Hughes, Mayor, City of Hillsboro
- Victor Merced, Director, Oregon Housing and Community Services
- Mary Metheney, McKinney-Vento Homeless Liaison, Beaverton School District
- Douglas F. Morgan, Director, Executive Leadership Institute, Portland State University
- Jerralynn Ness, Executive Director, Community Action
- Christie Petersen, McKinney-Vento Homeless Liaison, Hillsboro School District
- Janet Rash, Community Affairs Manager, Intel Corporation
- Reed Ritchey, Assistant Director, Washington County Community Corrections
- Sabino Sardineta, Executive Director, Centro Cultural
- Rob Saxton, Superintendent, Tigard-Tualatin School District
- Dick Schouten, Commissioner, Washington County
- Sydney Sherwood, Councilor, City of Tigard
- Robin Shultz, Oregon Department of Human Services
- Ric Stephens, Community Design Manager, Alpha Community Development
- Adolph 'Val' Valfre, Jr, Assistant Director, Washington County Housing Services
- Susan A. Wilson, Director, Washington County Department of Housing Services
- Chance Wooley, Senior Services Coordinator, Washington County Mental Health

### The 10-Year Plan Workgroups

The Washington County 10-Year Plan gratefully acknowledges the generous contributions of time and expertise from many individuals who served as members of the 10-Year Plan Workgroups. The Plan was privileged to have the participation of the following individuals:

#### HOMELESSNESS PREVENTION AND EMERGENCY SERVICES WORKGROUP

Workgroup Chair:

- *Annie Heart, FamilyBridge/Interfaith Hospitality Network:*

Workgroup Participants:

- Alice Beggs, Forest Grove School District
- Andrea Logan, Boys and Girls Aid Society
- Annette Evans, Washington County Housing Services
- Betty Merritt, Washington County Commission on Children & Family
- Eric Canon, Interfaith Committee on Homelessness
- Karlee Brandini, Boys and Girls Aid Society
- Kate Gigler, Washington County CCF
- Kim Krohn, Good Neighbor Center
- Kristin Ludwig, Community Action/Hillsboro School District
- Larry Hauth, Community Action
- Lisa Montesana, Beaverton School District
- Liz Swenson, F.G. United Methodist Church
- Marc Jolin, JOIN
- Mary Metheney Beaverton School District
- Pat Rogers, Community Action

- Robin Addington, Open Door Counseling Center
- Sunny Ross, Washington County Commission on Children and Families
- Vera Stoullil, Boys and Girls Aid Society

#### HUMAN SUPPORTIVE SERVICES WORKGROUP

##### Workgroup Chair:

- *Chance Wooley, Washington County Mental Health*

##### Workgroup Participants:

- Annette Evans, Washington County Housing Services
- Annie Heart, Family Bridge Shelter
- David Pump, Homestreet-BanyanTree, Inc.
- Howard Spanbock, Luke-Dorf, Inc.
- Joe Simich, Washington County Community Corrections
- Judy Werner, Lutheran Community Services NW
- Kaja Perkowski, Open Door Counseling Center
- Karen Voiss, Tualatin Valley Housing Partners
- Kristin Kane, Cascade AIDS Project
- Lori Barendregt, Homestreet-BanyanTree, Inc.
- Marc Jolin, JOIN Program
- Nancy Knopf, Cascadia
- Phyllis Maynard, Lifeworks NW
- Ramsay Weit, Community Housing Fund
- Stephanie Runyon, Providence St Vincent's

#### ECONOMIC OPPORTUNITY AND INCOME SUPPORT WORKGROUP

##### Workgroup Chair:

- *Reed Ritchey, Washington County Community Corrections*

##### Workgroup Participants:

- Alan Edwards, Social Security Administration
- Annette Evans, Washington County Housing Services
- Cobi Jackson, One-Economy
- Dennis Erickson, Washington County Community Corrections
- Jeff Edwards, OR Employment Division-Veterans
- Jen Matheson, 211info Community Information & Referral
- Jim Harper, CASH (Creating Assets Savings & Hope)
- Kristin Burke, Washington County Mental Health
- Kurt Carlsen, OR Employment Division-Veterans
- LaDonna Burgess, Domestic Violence Resource Center
- Marcos Miranda, HELP - PCC Capital Career Center
- Phyllis Maynard, Lifeworks NW
- Theresa Barnes, Goodwill Industries, Job Connection

- Theresa Valdes, OR Dept. of Human Services
- Virginia Wertz, Social Security Administration

#### HOUSING WORKGROUP

##### Workgroup Chair:

- *Adolph 'Val' Valfre, Jr, Washington County Housing Services*

##### Workgroup Participants:

- Annette Evans, Washington County Housing Services
- Gary Calvert, Washington County Housing Services
- Jeff Salvon, City of Beaverton
- Jennie Proctor, Washington County Office of Community Development
- Karen Shawcross, Housing Development Corp
- Karen Voiss, Tualatin Valley Housing Partners
- Katherine Galian, Community Action
- Kathy Varro-Andersen, Community Housing Fund
- Kristin Kane, Cascade AIDS Project
- Laurie Harris, Washington County Planning
- Martin Soloway, Community Partners for Affordable Housing
- Peggy Linden, Washington County Office of Community Development
- Ramsay Weit, Community Housing Fund
- Sheila Greenlaw-Fink, Community Partners for Affordable Housing
- Tom Benjamin, Tualatin Valley Housing Partners
- Vince Chiotti, OR Housing and Community Services

#### Reference Sources

The 10-Year Plan acknowledges the assistance of two partners for supplying complementary data pertaining to demographics, housing market, and homelessness trends in Washington County.

- The Population Research Center of Portland State University
- The Oregon Department of Education

#### Consultant

- Kristina Hals, Technical Assistance Collaborative

# Table of Contents

|  |            |
|--|------------|
| <b>SUPPORT FROM WASHINGTON COUNTY LEADERSHIP .....</b>                 | <b>1</b>   |
| <b>LEADERS AND ARCHITECTS OF THE PLAN.....</b>                         | <b>iii</b> |
| <b>SECTION ONE: EXECUTIVE SUMMARY .....</b>                            | <b>1</b>   |
| Planning Process.....  | 1          |
| Goals and Strategies .....   | 1          |
| Assessment of Impact .....   | 2          |
| <b>SECTION TWO: INTRODUCTION .....</b>                                 | <b>5</b>   |
| National Examples.....   | 5          |
| New Principles .....   | 5          |
| Homelessness Hurts.....  | 5          |
| Homelessness Costs.....  | 6          |
| New Solutions.....   | 6          |
| <b>SECTION THREE: PARTICIPATORY PLANNING .....</b>                     | <b>9</b>   |
| Planning Forums.....   | 9          |
| Alignment with State Planning Efforts.....                             | 9          |
| Needs Assessment.....  | 9          |
| Plan Representation .....  | 10         |
| Plan Leaders.....  | 10         |
| Plan Architects .....  | 10         |
| Workgroup I: Prevention & Emergency Services .....                     | 10         |
| Workgroup II: Housing.....   | 11         |
| Workgroup III: Human Supportive Services .....                         | 11         |
| Workgroup IV: Economic Opportunity/Income Support.....                 | 11         |
| <b>SECTION FOUR: REALITY ASSESSMENT.....</b>                           | <b>13</b>  |
| Homeless Numbers Rising .....  | 13         |
| Rent Burdens.....  | 13         |
| Who is Homeless?.....  | 14         |
| Other Causes of Homelessness.....                                      | 15         |
| <b>SECTION FIVE: WASHINGTON COUNTY TOMORROW .....</b>                  | <b>17</b>  |
| Six Goals .....  | 17         |
| Prevent People from Becoming Home-less .....                           | 17         |
| Move People into Housing.....  | 18         |
| Link People to Appropriate Services and .....                          | 18         |
| Remove Barriers.....   | 18         |
| Increase Income Support and Economic Opportunities.....                | 19         |
| Expand Data Collection .....   | 19         |
| Implement Public Education on Homelessness .....                       | 19         |
| <b>SECTION SIX: IMPLEMENTATION .....</b>                               | <b>21</b>  |
| The Matrix of Strategies.....  | 21         |
| Implementation of National Best Practices.....                         | 21         |
| Facilitation of the Plan .....   | 22         |
| Progress Reporting on the Plan .....                                   | 22         |
| <b>SECTION SEVEN: VISUALIZING THE PLAN .....</b>                       | <b>23</b>  |
| <b>APPENDIX A: 10-YEAR PLAN STRATEGY COST ANALYSIS WORKSHEETS.....</b> | <b>39</b>  |
| <b>APPENDIX B: NEEDS ASSESSMENT DATA.....</b>                          | <b>65</b>  |



# Section One

## EXECUTIVE SUMMARY: The Plan for Washington County

Washington County has developed a new 10-Year Plan to address homelessness. The Plan intends to refocus and amplify our community's existing efforts to support people who are homeless with new "best practice" methods that have a proven record in other 10-Year Plan communities nationwide. There are three fundamentals to the 10-Year Plan:

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 housing without undue intermediary steps, screening, or barriers.
2. *Wrap Around 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 all homeless people require access to a living wage or public income entitlement for which they qualify if they are to sustain permanent housing for the long term and avoid future episodes of homelessness.

### Planning Process

This Plan is the product of a comprehensive process of participatory planning that engaged local public and

non-profit sector leadership, human service providers, formerly homeless individuals, and representatives of citizen groups in a rigorous analysis of Washington County's homelessness problem and a hunt for its solutions. To dovetail these local efforts with the wider campaign to address homelessness statewide, architects of this Plan aligned their goals with the *Action Plan to End Homelessness in Oregon* developed by the *Oregon Ending Homelessness Advisory Council*.

### Goals and Strategies

The 10-Year Plan includes six general 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

Develop new pilot interventions targeted to at-risk renters and individuals in local institutions who are vulnerable to homelessness upon discharge. Invest in short term solutions that are cost-effective measures for preventing the higher costs of homelessness and its social and economic consequences.

#### GOAL 2: MOVE PEOPLE INTO HOUSING

Create new transitional and short-term rental assistance programs to facilitate rapid exits from homelessness and to provide a temporary bridge to residential

stability that prevents future episodes of homelessness. Complement with expanded permanent and supportive housing options for homeless people with disabilities and for those with extremely low incomes. Engage the private sector or our local housing market as willing partners in housing homeless people.

**This Plan is the product of a comprehensive process of participatory planning that engaged local public and non-profit sector leadership, human service providers, formerly homeless individuals, and representatives of citizen groups.**

GOAL 3: LINK PEOPLE TO APPROPRIATE SERVICES AND REMOVE BARRIERS

Implement new tools and programs for engaging homeless people into the homeless service system and assessing how to make best matches between their needs and existing community-based services. Meet the emergency daily needs of unsheltered persons in one centralized resource center, link them with housing opportunities, and sustain their stability once in housing through wrap around support services. Provide clearinghouse information that assures available housing resources and other services are fully utilized.

GOAL 4: INCREASE INCOME SUPPORT AND ECONOMIC OPPORTUNITIES

Ensure the long-term sustainability of our community's existing job related resources that are tailored to people who are homeless and expand these resources over time. Reduce barriers that prevent homeless people with disabilities from accessing public income entitlements through the SSI/SSDI program and facilitate more rapid access to this resource. Link job opportunities with housing and homeless services.

GOAL 5: EXPAND DATA COLLECTION

Expand the spectrum of organizations that contribute data to our Homeless Management Information System database and widen the kinds

of information gathered to include variables reflecting the 10-Year Plan's intended outcomes. Develop systems for using data collected on homelessness to assess the impact of the 10-Year Plan goals and strategies.

GOAL 6: IMPLEMENT PUBLIC EDUCATION ON HOMELESSNESS

Invite concerned citizens and established community groups to participate in a community partnership that coordinates 10-Year Plan strategies with community activism and volunteerism. Publicize status reports on the progress of the 10-Year Plan to a wide readership of the general public and combine with media awareness campaign.

**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.**

Assessment of Impact

This 10-Year 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. Over the next 10 years, 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 10-Year Plan, Washington County will coordinate a multi-system effort to reduce the likelihood of a slide into homelessness by our community's most vulnerable members. In so doing, 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.

**With this 10-Year Plan, Washington County will coordinate a multi-system effort to reduce the likelihood of a slide into homelessness by our community's most vulnerable members.**



# Section Two

## INTRODUCTION:

### Why a 10-Year Plan for Washington County?

In recent years, many in Washington County have come to recognize that homelessness has found a home in our community. This is most evident in the increasing frequency with which needy families seek emergency help from the County's family shelters. In addition, the number of faces of destitute men and women, seen lingering on our roadsides and along the railroad track with clearly nowhere to call home, or camping in makeshift shelters in wooded areas, has also multiplied. In Washington County, public officials, social and family service providers, and local concerned citizens alike have taken notice of these trends. They have come to seek solutions to help these families, men, and women and simultaneously raise awareness that the problem of homelessness no longer belongs only to our County's more populated and urban neighboring communities.

#### National Examples

Like all solutions to a problem, efforts to end homelessness start with a strong plan. In recent years, leaders in Washington County observed as communities across the U.S. committed to ending homelessness through 10-Year Plans to End Homelessness. Where at first there were but a few, there were soon 10-Year Plans issued by cities and states nationwide. Many such plans contained new strategies for solving homelessness. A number of them also had methods for measuring the impact of these strategies with proven clear reductions in their numbers of homeless people. In Oregon,

the state government issued its own well formulated Action Plan in 2004. In addition, several counties neighboring Washington County, such as Clackamas and Multnomah, put plans into development. In mid-2007, Washington County began work on this, our own 10-Year Plan. Its intent was to both echo specific goals put forth in the state's plan and develop strategies that would be most effective in Washington County.

#### New Principles

In reviewing how other communities address homelessness, leaders in Washington County endorsed one overarching policy principle gaining national influence: the idea that homelessness has been addressed for too long as a crisis in need, primarily, of triage or short term management such as emergency shelter or emergency room medical care. *Instead, according to this new principle, homelessness is recognized as a complex socio-economic problem that requires a multi-part and permanent solution.* In Washington County, where recent innovations to address homelessness have included cutting edge models of supportive housing, such as our local Safe Haven Program, this principle was a natural fit with the philosophy of our already developing homeless service system.

#### Homelessness Hurts

A primary motivation for developing a 10-Year Plan in Washington County was to

either lessen the likelihood that members of our community become homeless or shorten the period of time during which those who experience this crisis must endure it.

**This Plan is the product of a comprehensive process of participatory planning that engaged local public and non-profit sector leadership, human service providers, formerly homeless individuals, and representatives of citizen groups.**

As homelessness increases in Washington County, so too do its damaging secondary effects on people's quality of life, health, and well being. These include worsened physical and mental health particularly for individuals who already had physical and psychiatric disabilities such as serious mental illness and addiction. Damage is also done to the children of homeless families whose lives are thrown into upheaval, often for extended months at a time. Repercussions include health and mental health problems, such as anxiety disorders, and interruptions to their participation in school and ability to learn. For persons who are working or seeking employment, homelessness challenges their ability to maintain or secure jobs that will pay a living wage. In general, the practical, social, and emotional challenges of living without a home in Washington County create extraordinary challenges for all who experience this crisis.

### Homelessness Costs

Also a contributing motivation for developing a 10-Year Plan in Washington County is avoidance of the fiscal expenses that accumulate for the County when homelessness persists. For one, the local emergency shelter system, in itself, is an expensive intervention that was designed for very short term stays to be cost effective. When families stay for prolonged periods of time, as they increasingly do in Washington County, the cost effectiveness of this service is lost. In addition, as is true nationwide, homeless people are frequent users of Washington

County's hospital emergency rooms and medical services; a high cost service because they lack relationships with regular preventative health care. In addition, homeless people create costs for local law enforcement when their loitering or disturbances lead to calls for police attention. Without long-term solutions available in the community, local law enforcement expend resources on homelessness without helping to solve the underlying problems.

Other homelessness induced costs are in evidence for the County's corrections and education system. For one, those homeless men and women who were once incarcerated locally are more likely to return to Washington County's jail, at considerable expense, than their counterparts who find housing after release. In addition, the local public school systems are burdened with the need to find psychological and educational supports for homeless students. In general, homelessness forces many local service systems such as these to pay into managing the costs of homelessness and its effects. Through the 10-Year Plan, Washington County is setting out to invest in interventions that will solve the problem and lessen the burden overall that homelessness creates on our community.

**Through the 10-Year Plan, Washington County is setting out to invest in interventions that will solve the problem and lessen the burden overall that homelessness creates on our community.**

### New Solutions

Yet another factor motivating Washington County to create this Plan is the current opportunity to borrow from new solutions to ending homelessness being tried and proven in other communities. Across the country, many cities and counties have used 10-Year Plans to map out new or redirected paths towards lessening the likelihood that people will become homeless and shortening the experience of homelessness. The example of these other

communities provides Washington County with a general sense of direction for the growth and development of the relatively new network of homeless services in our community.



# Section Three

## PARTICIPATORY PLANNING:

### The Process for Developing the Plan

The Washington County 10-Year Plan has many authors. It synthesizes views of stakeholders at multiple levels and sectors of local government, non-profit service organizations, and citizen volunteer groups. To effectively draw upon the insights and expertise of this rich diversity of participants, a multi-step participatory planning process was devised. To enhance regional collaboration, representatives from neighboring Multnomah County participated with local stakeholders on how best to complement efforts underway in the more central and urban region that abuts Washington County.

#### Planning Forums

The Washington County 10-Year Plan planning process engaged local stakeholders in a series of forums and roundtables that took place between October, 2007 and March, 2008. In these planning forums, participants studied current national and local trends in homelessness, identified unmet needs in Washington County, considered the newest innovations and national best practices in homelessness interventions, and consulted with 10-Year Plans produced in other communities. Ultimately, they used these forums to collectively devise practical and cost effective strategies most likely to succeed in Washington County.

#### Alignment with State Planning Efforts

At the outset of the planning process, planners in Washington County recog-

nized the importance of matching local efforts with those underway at the state level. Accordingly, they aligned their local intentions to the goals set out in the *Action Plan to End Homelessness in Oregon* developed by the *Oregon Ending Homelessness Advisory Council*. Reviewed were specifics of the state's vision, mission, parameters, values, and action plan goals. This process ensured that the Plan strategies developed in Washington County included the state's intentions such as the goal of using data and outcome based models to end homelessness and that of improving cross-system planning and policies that end homelessness.

#### Needs Assessment

The 10-Year Plan planning process began with a comprehensive Homelessness Needs Assessment. This project included reviews of data, from both local and national sources, on poverty, the housing market, income, causes of homelessness, and growth of homelessness in Washington County. This needs assessment also investigated the unique experiences of specific subpopulations including homeless families, seniors, Latinos, chronically homeless people, individuals leaving correctional institutions, and single homeless individuals living in wooded areas and along the railroad corridor that runs through Washington County. Also studied were inventories of existing resources in the County for affordable housing and the extent to which these are

accessible and utilized by homeless people. Within this analysis, planners looked at the allocations of federal money for housing and homelessness programs in the County, numbers of beds in shelter and units of housing set aside for homeless people, and waiting list figures and trends for both emergency shelter and local affordable housing.

**Plan Representation**

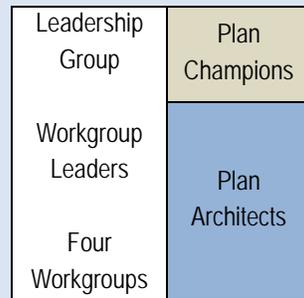
The Washington County 10-Year Plan planning process had widespread participation. Included were community leaders, citizen volunteers, formerly homeless people, shelter directors, local experts in services for the homeless, and state and county officials. Participants were organized into two groupings: the plan’s leadership and the plan’s architects. To bridge these two realms, individual leaders were selected from among the Plan’s architects to serve as liaisons with the Plan’s leadership. These liaisons also formed their own peer roundtable to facilitate communication between those who were generating ideas and to send those ideas up to the Plan’s leadership.

**Plan Leaders**

Recognizing that an effective 10-Year Plan requires engaging a range of community leaders associated with the myriad issues that intersect to create homelessness, Washington County organized a 10-Year Plan 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 Leadership Group was comprised of senior representatives from county and state agencies, law enforcement, school districts, housing agencies, hospitals, and local service organizations. Also represented were leaders of civic volunteer groups and representatives of local corporations.

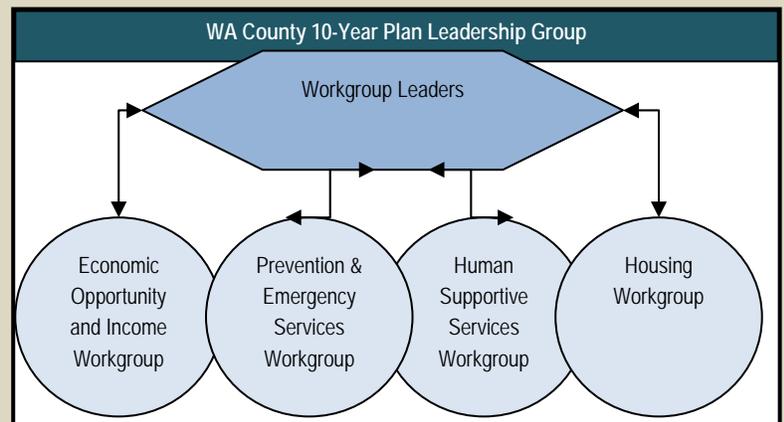
**Plan Architects**

The specific strategies outlined in the Washington County 10-Year Plan were designed by the service experts participating in the Plan workgroups. Specialists in the fields of human services, education, housing, corrections, Veteran Affairs, youth programming, homelessness outreach, mental health, HIV/AIDS and public health were recruited for their expertise. They were then organized into four workgroups. The work groups met throughout the fall and winter of 2007 and into early months of 2008 to choose and prioritize specific strategies for the Plan.



**Workgroup I: Prevention & Emergency Services**

The Prevention and Emergency Services Workgroup identified the most common tracks into homelessness in Washington County and pinpointed the most at-risk subpopulations. The workgroup first considered which groups entering our community’s shelter and transitional housing could have avoided homelessness. From there, the workgroup examined what national best practices for prevention would be most effective in helping these groups avoid homelessness.



**Workgroup II: Housing**

The Housing Workgroup examined trends in affordability of local housing stock and identified barriers to access for homeless people. They also set specific goals for increasing the number of affordable and supportive housing units that can be made accessible to people who are homeless.

In addition, they identified new practices for making existing resources more accessible to homeless people and the housing finance mechanisms needed to achieve their goals.

| Planning Process Calendar: WA County 10-Year Plan |      |                                     |
|---|------|-------------------------------------|
| September   | 2007 | Homelessness Needs Assessment       |
| October   | 2007 | Board of Commissioners Announcement |
| October   | 2007 | Preliminary Leadership Group Summit |
| October   | 2007 | Workgroup Kick Off Sessions         |
| November  | 2007 | Workgroup Monthly Planning Sessions |
| November  | 2007 | Workgroup Leader Meetings           |
| December  | 2007 | Workgroup Monthly Planning Sessions |
| December  | 2007 | Workgroup Leader Meetings           |
| January   | 2008 | Workgroup Monthly Planning Sessions |
| January   | 2008 | Workgroup Monthly Planning Sessions |
| February  | 2008 | Workgroup Leader Meetings           |
| April   | 2008 | Final Leadership Group Summit       |
| May   | 2008 | 10-Year Plan Dissemination          |

**Workgroup III: Human Supportive Services**

The Human Supportive Services Workgroup examined how existing service systems intersect with the homeless system and assessed the efficacy and adequacy of services delivered at emergency, transitional, and permanent housing stages. The workgroup identified unmet needs and developed models for delivering immediate and long term supportive services to all homeless populations in Washington County.

**Workgroup IV: Economic Opportunity/Income Support**

The Economic Opportunity and Income Support Workgroup examined the need for increasing job opportunities and access to income entitlements for homeless people. This workgroup took up the concern for how homeless people can increase their chances of earning a living wage and affording to pay steady rent in our community. They assessed the extent of local job opportunities for homeless and formerly homeless people to increase their incomes. In addition, the workgroup explored national best practice models for improving access to the income entitlements of SSI and TANF.

| 10-Year Plan Workgroups |  |
|-------------------------|--|
| I                       | Homelessness Prevention and Emergency Services Workgroup |
| II                      | Housing Workgroup  |
| III                     | Human Supportive Services Workgroup                      |
| IV.                     | Economic Opportunity and Income Support Workgroup        |



# Section Four

## REALITY ASSESSMENT:

### Homelessness in Washington County Today

Washington County is one of 36 counties in Oregon. Lying just west of the City of Portland, it captures 25 percent of the Portland-Vancouver metropolitan area. The County includes four moderate sized cities as well as expansive open space. In total, the County has 723 square miles. Long considered a rural area, the County only recently experienced significant population growth and, with it, rapid urbanization in concentrated areas.

New growth in Washington County brought many changes including some of the social and economic pressures that formerly belonged only to neighboring counties to the east. Among these trends is our relatively new and persistent problem of homelessness among our most vulnerable citizens.

#### Homeless Numbers Rising

In recent years, the number of homeless people has risen steadily in Washington County. This is most in evidence each year through improved outreach when a team of local human service providers carries out our One Night Count of all homeless individuals and families who can be found in the community. The counting team has seen that number rise from less than 200 people found in 2002 to six times as many identified only a half a decade later.<sup>1</sup>

#### COUNTY POPULATION GROWTH <sup>2</sup>

1. The population of WA County was 514,269 persons in the 2006 census.
2. WA County's growth rate was 43 percent from 1990 to 2000 which is nearly double that of Oregon.
3. WA County experienced a 43 percent increase in the number of children during the last decade.
4. WA County ranked second among the four counties in the region for population growth during the 1990s (Clark County surpassed WA County by only two percentage points).

Particularly concerning has been the steady rise, especially since 2005, in the number of families within the group who are found to be homeless in our County. Today, relative to other areas of Oregon, our County's school systems have the third highest number of enrolled students counted as homeless.<sup>3</sup> A lengthening waiting list for emergency shelter for homeless families in Washington County reflects this trend.<sup>4</sup>

#### Rent Burdens

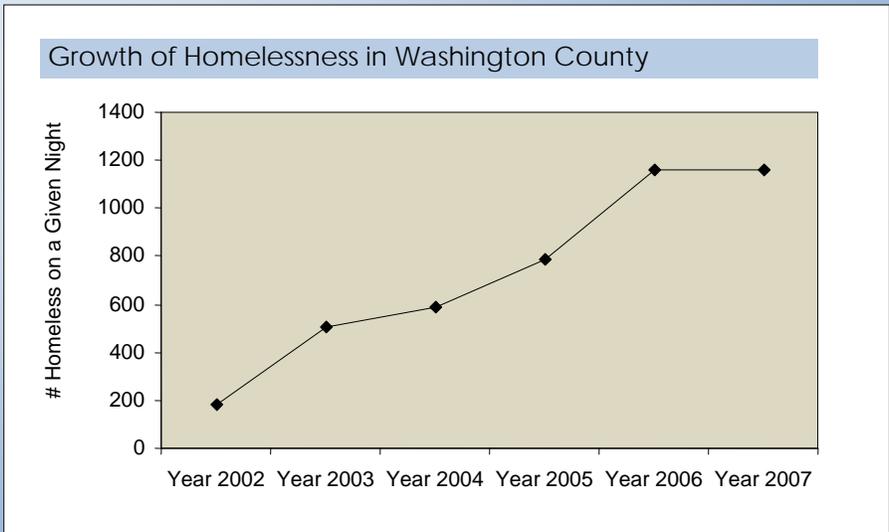
It is widely agreed that the single most common factor contributing to home-

<sup>1</sup> WA County One Night Count of Homeless Population; 2002-2007

<sup>2</sup> WA County Housing Study and Data, Population Research Center, Portland State University, 2003

<sup>3</sup> Oregon Department of Education; Enrolled K-12 Homeless Student Data Collection

<sup>4</sup> Community Action, Washington County, Waiting List for All Local Family Shelters



Homelessness in Washington County is the financial burden of rents that cost too much. A typical catalyst into homelessness for a rent burdened household in our community is some form of small crisis such as a change in income, a rent increase, or an unanticipated medical expense which tips the precarious balance maintained between housing costs and income. The risk for homelessness associated with being rent burdened is prevalent for both homeless individuals and families in Washington County.<sup>5</sup> For persons with disabilities, making ends meet with only monthly checks for SSI disability income, the rent burden in Washington County can make most housing options beyond their reach.<sup>6</sup>

The backdrop to these housing affordability problems in Washington County is the recent population growth which brought changes to our housing market making many new housing developments and formerly affordable sectors of our existing rental housing out of reach to our lowest income renters.

### Who is Homeless?

In many respects, people who are homeless in Washington County reflect the diversity of faces of homeless people nationwide and the growing racial and ethnic diversity of Washington County and Oregon at large. As with all of the U.S., Washington County's homeless population has high representations of people with disabilities, youth, and persons leaving medical and correctional institutions with no home to which they can return.

| Counties in Oregon with Highest Homeless Student Counts | 2006-2007 Homeless Student Count: Hi to Low <sup>7</sup> |
|---|--|
| Multnomah   | 2,838  |
| Lane  | 1,965  |
| Washington  | 1,640  |
| Jackson   | 1,503  |
| Marion  | 1,168  |
| Clackamas   | 782  |
| Deschutes   | 735  |
| Linn  | 566  |
| Klamath   | 480  |
| Douglas   | 467  |

<sup>5</sup> WA County One Night Count of Homeless Population; 2002-2007  
<sup>6</sup> National Low Income Housing Coalition, Out of Reach Report, 2007

<sup>7</sup> Oregon Department of Education, Enrolled K-12 Homeless Student Data Collection

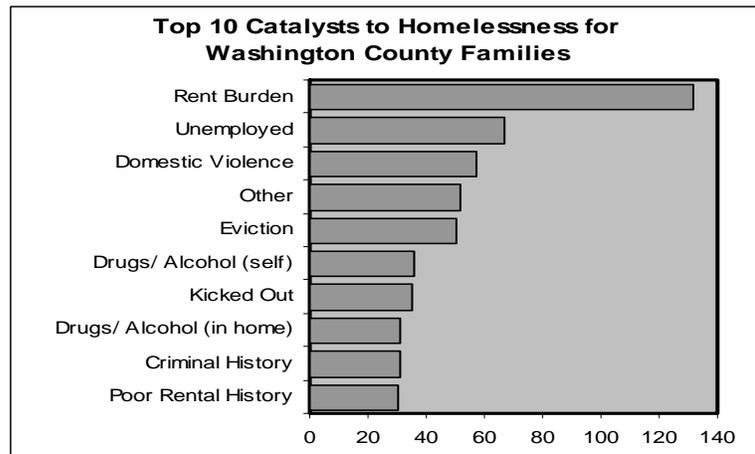
**RENT BURDENED HOUSEHOLDS <sup>8</sup>**

|  |          |
|--|----------|
| 1. % of renters in WA County is:                   | 39%      |
| 2. 2007 Fair Market Rents for 1 bedroom apartment: | \$638    |
| 3. 2007 Fair Market Rents for 2 bedroom apartment: | \$737    |
| 4. 2007 Fair Market Rents for 3 bedroom apartment: | \$1,073  |
| 5. % change from 2000 rents to 2007 rents:         | 11%      |
| 6. Annual income needed to afford 1 bedroom FMR:   | \$25,520 |
| 7. Annual income needed to afford 2 bedroom FMR:   | \$29,480 |
| 8. Annual income needed to afford 3 bedroom FMR:   | \$42,920 |
| 9. % of renters unable to afford 2 bedroom FMR:    | 34%      |
| 10. Rent affordable at minimum wage:               | \$390    |
| 11. # work hours needed/ week to afford 1 bedroom: | 65       |
| 12. Monthly SSI payment:                           | \$603    |
| 13. Rent affordable at SSI:                        | \$181    |

While Washington County's homeless population generally reflects national demographic trends, the County has some distinctions that set it apart from the national profile. For one, Washington County has a slightly higher proportion of families relative to homeless single individuals.<sup>9</sup> In addition, the County has a slightly higher proportion of individuals who are considered chronically homeless meaning their life on the streets or in the woods has persisted for years or that they have experienced multiple repeated episodes of homelessness.<sup>10</sup>

**Other Causes of Homelessness**

In addition to the burden of unaffordable rents and the lack of affordable housing options to which stressed households can turn, there are a constellation of other factors contributing to homelessness in Washington County. These include domestic violence, problems with untreated drug and alcohol addiction, barriers to housing for individuals without the background to prove their candidacy as good tenants, and unmet needs for coordinated support services for individuals disabled with serious and chronic issues such as mental illness.<sup>11</sup>



8 National Low Income Housing Coalition, Out of Reach Report, 2007  
 9 U.S. Department of HUD, The Homeless in America: A Profile Based on the First Annual Homeless Assessment Report, 2005  
 10 Ibid

11 WA County One Night Count of Homeless Population; 2002-2007



# Section Five

## WASHINGTON COUNTY TOMORROW: 10-Year Plan Goals and Strategies

### Six Goals

Our community's 10-Year Plan has six general goals to be attained over the course of the next decade in Washington County. Each goal is correlated with several specific strategies -- many of which are drawn from the examples of other 10-Year Plan communities in Oregon and in others nationwide. Some of these strategies are new initiatives requiring resourceful 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 10-Year 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 10-Year 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 10-Year Plan will develop and implement a series of new initiatives to

prevent vulnerable households and individuals from becoming homeless and entering a cycle of exacerbated health, social, and economic problems. 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. For example, households that have been served eviction papers for nonpayment of rent by their landlords will be referred by the local court to a service intervention designed to help solve the crisis jeopardizing their tenancy or to identify a housing alternative. In addition, landlords in our community will have a point-of-contact to assist them in resolving problems with very low-income tenants who are vulnerable to homelessness.

Furthermore, our local institutions such as our hospitals, detoxification units, and corrections facilities will also participate in prevention activity designed to identify individuals leaving such institutions at discharge with no home to which they can return. Cross-trainings of staff in the homeless service system and staff within these local medical and correctional institutions will help stem the trend of discharges to homelessness. Complementing these interventions will be our expanded inventory of affordable housing and supportive housing providing more alternatives for financially stressed households to find less rent-burdened housing arrangements and reduce the likelihood that they will become homeless.

## Goal 2

### Move People into Housing

The 10-Year Plan considers affordable and supportive housing as the primary solutions to the problem of homelessness in our community. In the next ten years, 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. Specific new programs will include directing long-term rental assistance to homeless people and creating new pools of transitional and short-term subsidies to be used by individuals in shelters and living on the streets to exit homelessness rapidly and establish residential stability. Also to be expanded is the inventory of supportive housing tailored for homeless persons with disabilities such as serious mental illness. Due to the high cost of new development in Washington County that is attributable in part to increased land values, the housing strategy will focus on acquisition and rehabilitation whenever it is most cost-effective.

In addition to creating new housing units specifically for homeless people, our community will take steps to develop rental housing that is set aside for very low income individuals, who earn less than 30 percent of our area’s median income, in general. To complement efforts at expanding opportunities for homeless people, a concerted effort will also be made to attract and maintain private market landlords as participants in our rental assistance programs through the creation of a landlord risk mitigation fund and landlord access to case management staff. These strategies will encourage landlords to allow greater flexibility in their screening criteria and to rent more willingly to formerly homeless people.

## Goal 3

### Link People to Appropriate Services and Remove Barriers

The 10-Year 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 *Unified Assessment System* that aligns homeless families and individuals to appropriate services and housing. In conjunction, an *on-line Roadmap Resource Directory* of all services and housing available in the County will be developed to assist homeless people, providers, advocates and the community at-large to work together in prevention of homelessness and support homeless persons to obtain housing and move towards self-sufficiency.

**All of the goals and strategies in the 10-Year Plan were chosen for their proven track record, their cost-effectiveness, and their likelihood of addressing the root cause of homelessness.**

In conjunction, a *one-stop Homeless Resource Center* where individuals and families who are homeless and their advocates can connect with multiple service providers in one centralized and well equipped location. To engage homeless individuals who are currently not linked with any services and are camped in our woods and along our railroad tracks, a new outreach team will bring the most hard-to-reach populations into the network of existing support services and link them directly with housing. For those single adults who require emergency housing, the Resource Center will be able to offer short-term emergency interim housing.

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 food and nutrition programs, child care, and Veterans Administration services.

## Goal 4

### Increase Income Support and Economic Opportunities

The 10-Year Plan recognizes that each homeless person in the County requires some source of steady living wage income, either through a public entitlement program or via employment, to resolve homelessness and to maintain housing for the long term. For those who can work, the primary strategy will be to expand and sustain the existing Housing Education Linking Partners Program such that it can continue to provide employment and life skills training for homeless people and can serve more homeless people in the future. In addition, the Plan intends to help position homeless people to be more ready 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 disability such as mental illness, the Plan includes several strategies for increasing their access to SSI/SSDI. These include making the County a local host for training of case managers on how to assemble successful SSI applications for homeless people and developing a small cadre of specialists trained to work with any homeless applicant in the County and increase their chances of qualifying. In the realm of generating jobs, the Plan calls for recruiting the private sector business community into “Job Fairs” at the annual Project Homeless Connect event. Employers will also be recruited to participate in a new supported employment strategy targeted to homeless individuals who have difficulty retaining employment.

## Goal 5

### Expand Data Collection

The 10-Year Plan includes multiple new strategies, pilot initiatives, and policy changes. To understand the relative impact of these plans and related general trends about the paths into and out of homelessness in our community, empirical data will be required. To meet this need, the Plan will establish the *Homeless Management Information System* (HMIS) as the delivery system for data collection of unsheltered and sheltered homeless persons. While the HMIS already exists, it will be expanded to include a wider number of community-based users 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 10-Year Plan strategies will be regularly assessed. In addition, the County will continue submitting local data for use in the Annual Homeless Assessment Report (AHAR) that is provided to the federal government.

## Goal 6

### Implement Public Education on Homelessness

The final goal of our 10-Year Plan is to build support in our community amongst local citizens for the strategies in the 10-Year Plan and to use the commitment of those citizen groups that already exist to enhance our response to homelessness. 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 10-Year 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 any interested citizen constituencies will include an annual report on the status of the 10-Year Plan, addressed to the Washington County Board of Commissioners, which will be made available to the public. In addition, education about the 10-Year Plan will extend to homeless and formerly homeless people themselves who will be encouraged to participate in consumer advisory activities and other leadership roles within organizations serving home-less people.

# Section Six

## IMPLEMENTATION: Making the Plan a Reality

The 10-Year Plan 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 10-Year 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 regularly updated to reflect changes in intentions or modifications to the strategies.

### Implementation of National Best Practices

A subset of the strategies in the Plan can be considered national best practices which have been replicated in other parts of the U.S. The architects of the Washington County 10-Year Plan arrived

at these strategies after studying the homelessness interventions of neighboring counties in Oregon and then extending that perspective to include other cities and counties nationwide. To identify those national practices that would be most feasible in Washington County, the architects read and compared other 10-Year Plans, attended a national conference on ending homelessness, investigated specific projects of interest, and read literature summarizing and comparing the merits of various practices.

**A subset of the strategies in the Plan are considered national best practices with proven effectiveness in other parts of country.**

Implementation of the national best practices in the Plan will begin with reviews of literature published on these practices and with direct consultation to local government officials and community-based organizations in other parts of the U.S. with experience implementing these ideas. Representatives from Washington County will identify contact people for each practice, learn details of their programs, and develop implementation plans that reflect the experience of national practitioners. This process will be carried out for the following practices in the Plan:

1. Court-based Homelessness Diversion Specialist
2. Homelessness Prevention Practiced by Medical and Correctional Institutions
3. Housing First Long-Term Rental Assistance
4. Short-Term Shallow Rental Subsidies as Temporary Bridges Out of Homelessness
5. Long-Term Supportive Housing for Disabled Homeless
6. Finance Mechanisms to Increase Housing for Extremely Low Income Persons
7. Risk Retention Pool to Protect Landlord Relationships
8. Assertive Homeless Outreach and Engagement
9. One-Stop Resource Center for Homeless People with Service Linkages
10. Interim Housing Beds in Lieu of Emergency Shelter
11. Local Homeless Resource and Housing Vacancy List Roadmap
12. Unified Housing Screening Tool
13. SSI/SSDI Application Specialist Cadre
14. SSI/SSDI Outreach Access and Recovery Training
15. Expanded Data Collection on Homelessness Trends
16. Use of Data to Assess Impact of Programs and Systems
17. Public Education Media Campaign on Homelessness

**Key to the success of the 10-Year Plan will be regular reporting to all participants in the 10-Year Plan planning process about its progress.**

### Facilitation of the Plan

While many agencies will be engaged in implementation of the 10-Year Plan, there will be one primary group overseeing progress and strategizing to meet the Plan's goals. This leadership will be provided by the existing Washington County Housing and Support Services Network (HSSN) which is made up of leaders

representing all of the primary organizations and local government offices that interface with homelessness. This group will continue its calendar of monthly meetings and include activity related to the 10-Year Plan on its regular agenda. In addition, responsibility for planning specifics of individual strategies of the 10-Year Plan will be assumed by the agency identified as responsible in the Matrix of Strategies.

### Progress Reporting on the Plan

Key to the success of the 10-Year Plan will be regular reporting on the Plan's progress to all participants in the 10-Year Plan planning process. On an annual basis, an Interim Report to the County Board of Commissioners on the status of the 10-Year Plan will be issued and made available to all of the Plan's participants and the public at large.

In addition, an *Advisory Committee* made up of members of the 10-Year Plan's Leadership Group and participants in the Workgroups will be formed. This group will meet to review and evaluate the progress of the Plan, critically review the Interim Report, make updates to the Matrix, and chart the next year's course of action.

# Section Seven

## VISUALIZING THE PLAN:

### A Matrix of the Strategies

Goals and Strategies Matrix Prepared by:  
Annette Evans, Washington County Housing Services

**Goal 1: Prevent People from Becoming Homeless ..... 24**

**Goal 2: Move People into Housing..... 27**

**Goal 3: Link People to Appropriate Services and Remove Barriers..... 31**

**Goal 4: Increase Income Support and Economic Opportunities ..... 34**

**Goal 5: Expand Data Collection ..... 36**

**Goal 6: Implement Public Education on Homelessness ..... 37**

# Goal 1

## Prevent People from Becoming Homeless

| ID    | TASK NAME   | METHODS   | MEASURES OF IMPACT  | START-END DATE            | COST & POTENTIAL SOURCES   | RESPONSIBLE AGENCY(S)  |
|-------|---|---|---|---------------------------|--|--|
| 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.<br>b) Provide training and communication on process to homeless providers.   | 1. Reduction rate to number of at-risk households becoming homeless.<br>2. Number of households that are served by this intervention and avert homelessness as a result.  | Year 1 - 10               | \$ 573,194<br>10 Years<br><br>Fund:<br>Community Action  | Community Action, HSSN   |
| 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.<br>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> )<br>2. Number of households in Eviction Court served by this intervention and who avert losing their housing as a result. | Year 1<br><br>Year 2 - 10 | \$ 0<br>1 Year<br><br>\$ 507,955<br>9 Years<br><br>Fund:<br>Local/State/Federal,<br>Foundation | Community Action, Oregon Department of Justice, Beaverton Dispute Resolution, Hillsboro Dispute Resolution, HSSN |
| 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.<br>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.<br>2. Decrease in numbers of homeless people served by local homeless CoC that were recently in institutions.                        | Year 1                    | \$ 0   | HSSN Subcommittees, Hospital, Jail, Foster Care, Mental Health,  |
| 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 provider, service provider, Jail staff, Washington County Housing Services, Outreach, etc.) |   | Year 2 - 10               | \$ 0   | HSSN Subcommittees, Hospital, Jail, Foster Care, Mental Health,  |

| Goal 1: Prevent People from Becoming Homeless |  |  |  |                |   |   |
|---|--|--|--|----------------|---|---|
| ID  | TASK NAME  | METHODS  | MEASURES OF IMPACT   | START-END DATE | COST & POTENTIAL SOURCES  | RESPONSIBLE AGENCY(S)   |
| 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.<br>b) Increase # of clients completing tenant education programs                                    | 1. Number of graduates of intervention.<br>2. Numbers of graduates who ultimately sustain permanent housing for at least one year after exiting homelessness.<br>3. Number of graduates who do not repeat their experiences with homelessness. | Year 2 - 10    | \$ 315,000<br>9 Years<br><br>Fund:<br>OHCS, County Shelter Safety Levy,<br>Local/State/Federal,<br>Foundation | Community Action, HSSN  |
| 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.<br>2. Number of local representatives participating in the state Advisory Council.   | Year 1 - 10    | \$ 0  | Washington County Housing Services  |
| 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.<br>2. Number of homeless people who are actively participating in consumer advisory activities.  | Year 1 – 10    | \$ 0  | HSSN, OCD, ICH, Nonprofit Project Sponsors  |
| 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.<br>b) Develop a drop-in center for youth to access services.                 | 1. Reduction rate of homelessness among at-risk youth.<br>2. Number of youth who participate in intervention and avert homelessness as a result.   | Year 1 - 10    | \$ 0  | Boys and Girls Aid, Commission on Children and Families, Washington County Mental Health, Lifeworks NW, McKinney-Vento Homeless Student Liaison |

| Goal 1: Prevent People from Becoming Homeless |  |  |   |                |  |  |
|---|--|--|---|----------------|--|--|
| ID  | TASK NAME  | METHODS  | MEASURES OF IMPACT  | START-END DATE | COST & POTENTIAL SOURCES   | RESPONSIBLE AGENCY(S)  |
| 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. | <ol style="list-style-type: none"> <li>1. Increase in the number of youth served by intervention and resource referral as a result of program expansion.</li> <li>2. Number of youth who participate in intervention and avert homelessness as a result.</li> </ol> | Year 1 - 10    | \$530,880 FTE<br>(Matched with \$22,000 from RHY grant)<br><br>Fund: Washington County Commission on Children and Families | HomePlate, Commission on Children and Families, Boys and Girls Aid, Hillsboro First Congregational United Church of Christ, McKinney-Vento Homeless Student Liaisons, Faith-based Volunteers |
| 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).   | <ol style="list-style-type: none"> <li>1. Number of RHY who access shelter</li> <li>2. Number of RHY who exit to safe and stable housing.</li> </ol>  | Year 1 - 10    | \$5 million<br>10 Years<br><br>Fund: CDBG, OR-CCF, Foundation, Other federal/state/local                                   | Boys and Girls Aid Society   |

# Goal 2

## Move People into Housing

| ID    | TASK NAME   | METHODS  | MEASURES OF IMPACT  | START-END DATE   | COST & POTENTIAL SOURCES  | RESPONSIBLE AGENCY(S)  |
|-------|---|--|---|--|---|--|
| 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:<br>36 units (1-bed)/10 years<br>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.<br>2. Number of homeless who retain permanent supportive housing $\geq 12$ months.<br>3. Number of homeless who exit the program for other permanent housing.            | Year 1-10<br><br>9 units - Year 1<br>3 units annual – Years 2 through 10 | \$1.5 million<br>10 years<br><br>Fund = HUD<br>McKinney-Vento   | Washington County Housing Services, SPC Service Providers                        |
| 2.1.b |   | b) SINGLES & COUPLE W/O CHILDREN:<br>100 units (1-bed)/10 years<br>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.<br>2. Number of homeless who retain permanent supportive housing $\geq 12$ months.<br>3. Number of homeless who exit the program for other permanent housing.            | Year 2 – 50 units<br><br>Year 5 – 50 units                               | \$6.9 million<br>Vouchers<br>\$1.0 million<br>Services<br><br>10 years<br><br>Fund = HUD;<br>Reprogram existing tenant based vouchers and assign to specific property sites through RFP process (e.g.- 20% of total # units not to exceed 25 units) | Housing Authority, Housing Providers, Service Providers                          |
| 2.1.c |   | c) HIGH-NEED FAMILIES WITH CHILDREN (1–36 months):<br>100 units (2-, 3-, 4-bed)/10 years<br>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.<br>2. Number of homeless who retain permanent supportive housing $\geq 12$ months.<br>3. Number of homeless who exit the program for other permanent affordable housing. | Year 1-10<br><br>10 units annual   | \$2.5 million<br>10 years<br>(10% Admin)<br><br>Fund = Neighborhood Partnership Fund, federal/state/local funds.  | Service Providers, Washington County Housing Services, Housing Providers, OR-DHS |

| Goal 2: Move People into Housing |  |  |   |  |  |   |
|----------------------------------|--|--|---|--|--|---|
| ID                               | TASK NAME  | METHODS  | MEASURES OF IMPACT  | START-END DATE   | COST & POTENTIAL SOURCES   | RESPONSIBLE AGENCY(S)   |
| 2.1.d                            |  | d) RENTAL ASSISTANCE - SINGLES & FAMILIES (1-36 months):<br>285 units (\$6000+/year)/10 years<br>Rental assistance program; linked to intense case management and supportive services.   | <ol style="list-style-type: none"> <li>1. Number of homeless households that exit homelessness as a result of this housing opportunity.</li> <li>2. Number of homeless who retain permanent supportive housing ≥12 months.</li> <li>3. Number of homeless who exit the program for other permanent affordable housing.</li> </ol>   | Year 1-10<br><br>15 units - Year 1<br>45 – Year 2<br>75 – Year 3<br>90 rotating annual – Years 4 to 10 | \$5.9 million<br>10 years<br>(3% inflation & 10% Admin)<br><br>Fund: % Document Recording Fee, Local Funds                             | Washington County Housing Services, Housing Trust Fund, Community Action, Service Providers     |
| 2.1.e                            |  | e) OLDER YOUTH (1-24 mo)<br>30 units/10 years<br>Implement Housing Program serving older youth (single adults ages 18 to 23) linked to case management, education, employment, transportation, and other supportive services.                    | <ol style="list-style-type: none"> <li>1. Number of homeless youth that exit homelessness or avert homelessness as a result of this housing opportunity.</li> <li>2. Number of homeless youth that exit Transitional Housing for permanent affordable housing.</li> </ol>   | Year 1 – 10<br><br>6 units/7 beds annual   | \$1.4 million<br>10 Years<br><br>Fund: HUD McKinney-Vento, Boys and Girls Aid  | Boys and Girls Aid, HSSN  |
| 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):<br>1,400 units (\$3,500+/year)/10 years<br>Shallow rent program to serve as a “bridge” to provide stability and support rapid re-housing linked to case management and services. | <ol style="list-style-type: none"> <li>1. Number of homeless households that exit homelessness as a result of this housing opportunity.</li> <li>2. Number of homeless who exit the program prior to six months for other permanent affordable housing.</li> <li>3. Number of homeless who exit the program at 12 months for other permanent affordable housing.</li> </ol> | Year 1 – 10<br><br>140 units annual  | \$6.2 million<br>10 years<br>(10% Admin)<br><br>Fund: Document Recording Fee, Local Funds, LIRHA, EFSP CDBG                            | Washington County Housing Services, Community Housing Fund, Community Action, Service Providers |
| 2.3                              | Create new <i>Permanent Affordable Supportive Housing</i> units.   | a) DISABLED HOMELESS SINGLES:<br>45 units (1-bed)/10 years<br><i>Section 811 Program</i>   | <ol style="list-style-type: none"> <li>1. Number of homeless households that exit homelessness as a result of this housing opportunity.</li> <li>2. Rate of housing retention for participants in this housing program.</li> </ol>  | 15 units – Year 3<br>15 units – Year 5<br>15 units – Year 7  | \$11.7 million<br>10 years<br><br>Funds:<br>Capital \$8.78 million HUD<br><br>Balance:<br>Local/State, LI<br>THC, Bonds,<br>Foundation | Nonprofit Housing Providers, Service Providers  |

| Goal 2: Move People into Housing |   |   |  |   |   |   |
|----------------------------------|---|---|--|---|---|---|
| ID                               | TASK NAME   | METHODS   | MEASURES OF IMPACT   | START-END DATE  | COST & POTENTIAL SOURCES  | RESPONSIBLE AGENCY(S)   |
| 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.<br>50 units/10 years                              | 1. Number of homeless households that exit homelessness as a result of this housing opportunity.<br>2. Rate of housing retention for participants in this housing program. | Year 1 – 10<br><br>5 units annual                     | \$12.6 million<br>10 years<br><br>\$10 million<br>Capital<br><br>Fund =<br>National<br>Housing Trust<br>Fund, OHCS,<br>Private,<br>Donated land,<br>City/County/<br>Faith-Based,<br>Bond/tax<br>credits,<br>HOME, SDC<br>waivers,<br>Building<br>Permit<br>waivers, other<br>State/Local<br>funds | Community<br>Housing Fund,<br>Community<br>Development<br>Corporation,<br>Housing (nonprofit<br>and private)<br>Developers,<br>Washington<br>County Office of<br>Community<br>Development,<br>Washington<br>County Housing<br>Services, Oregon<br>Housing and<br>Community<br>Services,<br>Commercial<br>Lenders,<br>Enterprise |
| 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).<br>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.                      | Year 1 – 5  | \$300,000<br><br>Fund =<br>Local/State,<br>Private  | RFP to identify<br>Agency(ies) to<br>manage program.  |
| 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.  | Year 1 – 2<br><br>97 units Year 1<br>188 units Year 2 | \$9.6 million<br>2 years<br><br>Fund:<br>NOAH's new<br>Revolving<br>Loan Fund for<br>acquisition of<br>expiring use<br>properties,<br>Community<br>Housing Fund<br>as leveraging<br>Metro   | Community<br>Development<br>Corporation,<br>NOAH,<br>Community<br>Housing Fund,<br>Oregon Housing<br>and Community<br>Services, Housing<br>Providers,<br>Washington<br>County Housing<br>Services   |

| Goal 2: Move People into Housing |  |   |   |                |                          |  |
|----------------------------------|--|---|---|----------------|--------------------------|--|
| ID                               | TASK NAME  | METHODS   | MEASURES OF IMPACT  | START-END DATE | COST & POTENTIAL SOURCES | RESPONSIBLE AGENCY(S)  |
| 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.<br>2. Number of housing units that are added to inventory based on ability to support reduced rents. | Year 1         | \$ 0                     | City and County Governments, Special Districts (fire, school, etc.), Housing Providers, Other Nonprofits |
| 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)<br>b) Mailings<br>c) Brochures   | a. Number of landlords participate as “housers” of homeless people.<br>b. Number of units brought into the homeless inventory.  | Year 1 - 10    | \$ 0                     | Washington County Housing Services, 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   | 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. | a) Define partnerships<br>b) Develop intake system and universal assessment criteria.<br>c) Develop systems change policy and educate community on process.<br>d) Implement systems change to include new programs being on-board (e.g. – rental assistance, housing units, etc.).                  | 1. Completed system plan/policy.<br><br>2. Number of homeless households that are matched with the most appropriate services and housing resources.   | Year 1<br><br>Year 2 - 10                            | \$ 0   | OR-DHS, Service Providers, Washington County Housing Services, Housing Providers, HSSN |
| 3.2   | Improve and expand <i>Homeless Outreach and Engagement</i> with Services/ Housing for homeless and sheltered singles and families.                                   | a) Develop Outreach partnerships and secure funding, e.g. JOIN model.<br>b) Implement a street outreach program with a permanent housing component (housing-first), e.g. JOIN model.  | 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.  | Year 1 (seek funding)<br><br>Year 2 – 10 (implement) | \$ 0<br><br>\$2.29 million<br>9 years<br><br>Fund = Foundation, Federal/State/Local, Sponsor Match   | Service Providers, Housing Providers, Washington County Housing Services, HSSN         |
| 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.                 | a) Location and project sponsor identified<br>b) Define project model; e.g. lease/own, rehab hotel/other, or new construction<br>c) Define funding and sustainability plan.   |   | Year 1 - 4   | \$ 0   | HSSN, Service Providers  |
| 3.3.d |  | d) Develop One-Stop Resource Center that includes:<br>d.1) interim housing beds for homeless singles who are awaiting placement in permanent housing<br>d.2) day-center services (e.g. meals, showers, laundry, US mail service, mainstream resources, email/internet access for employment search. | 1. Number of homeless individuals who resolve homelessness through participation in this resource.<br>2. Number of homeless individuals who access emergency shelter bed services.<br>3. Number of homeless individuals who maintain engagement with supports while awaiting housing placement. | Year 5 – 10<br><br>(7,000 sq ft facility )           | \$4.09 million<br>6 Years<br><br>(\$3.1 m Capital construction Year 5)<br>(\$1 m Operation Years 6-10)<br>Fund = Local/State/Federal, In-Kind svcs by organizations. | HSSN, Service Providers  |

| 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)       |
| 3.3.e   |   | e) Expand services provided at Project Homeless Connect.  | 1. Number of homeless individuals who access services at the “one-stop” resource event.                         | Year 1-10      | \$ 0   | Vision Action Network, HSSN |
| 3.4   | Increase access to case management and supportive services for clients receiving rental assistance.   | a) Establish flexible supportive service funds in support of programs linked to housing. Services may include:<br>- Case Management FTE positions<br>- Transportation for clients<br>- Child Care   | 1. Number of homeless individuals who resolve homelessness through participation in this resource.              | Year 1 - 10    | \$2.7 million<br>10 years<br><br>Fund = HUD, CDBG, EHA, SAMSA, HHS, OR-DHS, B2H, Housing PLUS, Other Local/State | Service Providers, HSSN     |
| 3.5   | Develop a permanent online <i>Local Homeless Resources Roadmap</i> (i.e. local directory) of all services and housing available in Washington County to be utilized by homeless persons, service providers, and the public. | a) Expand upon existing information referral websites and link software technology between The Beehive.org and 211info.org websites.<br>b) Create custom homepage to “bridge” websites<br>c) Provide outreach and education on the new website. | 1. Number of homeless individuals who resolve homelessness through participation in this resource.              | Year 1 -2      | \$25,000<br><br>Fund = Foundations, Business, Other Local Funds  | One-Economy, 211info, HSSN  |
| 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.<br>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.              | Year 1 - 10    | \$ 0   | VA Representatives, HSSN    |
| 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. | Year 1- 10     | \$60,000 / 10 years<br><br>Fund = CDBG, Foundation, Local/State  | Community Action            |
| 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. | Year 1 -10     | Funds based on family composition.<br><br>Fund: State Funds  | OR-DHS, 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)  |
| 3.8   | Increase <i>Transportation for Homeless People</i> resources.  | a) Identify transportation resource partners.<br>b) Investigate resources that can be targeted to homeless persons.<br>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. | Year 1 - 2                                     | \$ 0   | HSSN, Tri-Met, Faith-based Community, Business Partners  |
| 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.<br>(127,000 meals served in 2007)  | 1. Number of homeless households for whom emergency needs are met through access to this resource.              | Year 1 - 10                                    | \$240,000<br>10 years<br><br>Fund:<br>United Way, Intel Corp, and Tuality Healthcare, Community Partners | Commission on Children and Families, USDA, Oregon Food Bank, School Districts, OSU Extension Service, United Way, Tualatin Hills Park & Recreation, Hillsboro Park, Faith-Based Partners, Health Care Partners, Intel Corp., Oregon Hunger Relief Task Force, HSSN |
| 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.  | Year 1 Develop Policy<br>Year 2 – 10 Implement | \$ 0   | HSSN, Fair Housing Council   |

# 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   | <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.<br>2. Number of homeless households that exit the program into permanent affordable housing. | Year 1         | \$165,000 / 1 Year<br>(Additional \$146K annual in-kind match provided – excludes housing rents)<br><br>Fund: United Way | PCC Capital Career Center, LifeWorks NW, Community Action, OR-DHS, Goodwill Industries, HSSN Income Support Subcommittee |
| 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.<br>2. Number of homeless households that exit the program into permanent affordable housing. | Year 2-10      | \$3.2 million<br>9 Years<br>(Excludes rents)<br><br>Fund = Foundations, Local Funds                                      | PCC Capital Career Center, LifeWorks NW, Community Action, OR-DHS, Goodwill Industries, HSSN Income Support Subcommittee |
| 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.   | Year 1 - 10    | \$ Currently funded (below).<br><br>Fund: Oregon Health Plan, Oregon DHS Mental Health & Addictions, Voc Rehab           | Washington County Mental Health, OR-DHS Addictions and Mental Health, Vocational Rehabilitation                          |
| 4.2.b |  | b) Develop Supported Employment Program model for individuals experiencing barriers to obtain and retain employment; e.g. – community corrections.<br>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.   | Year 2 - 10    | \$568,910<br>9 Years<br><br>Fund: Federal/State /Local, Foundation   | HSSN Income Support Subcommittee, US Dept. of Labor, Community Corrections   |

| Goal 4: Increase Income Support and Economic Opportunities |   |   |   |                |                          |  |
|--|---|---|---|----------------|--------------------------|--|
| ID   | TASK NAME   | METHODS   | MEASURES OF IMPACT  | START-END DATE | COST & POTENTIAL SOURCES | RESPONSIBLE AGENCY(S)  |
| 4.3  | <i>Reduce Barriers in Accessing SSI/SSDI benefits for people who are homeless.</i>                  | a) Identify SSI/SSDI point of contact per agency that will complete applications and receive ongoing training provided by SSA.<br>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. | Year 1         | \$ 0                     | OR-DHS, SSA, Service Providers, Washington County Housing Services |
| 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. | Year 2-10      | \$0                      | Jail, SSA, Service Providers, Washington County Housing Services   |
| 4.4  | <i>Implement strategies identified and develop new 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. | Year 1 - 10    | \$0                      | HSSN Income Support Subcommittee                                   |

# Goal 5

## Expand Data Collection

| ID  | TASK NAME  | METHODS   | MEASURES OF IMPACT                               | START-END DATE | COST & POTENTIAL SOURCES   | RESPONSIBLE AGENCY(S)  |
|-----|--|---|--|----------------|--|--|
| 5.1 | <i>Expand the # of Homeless Management Information System (HMIS) Users</i> 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.   | Year 1 - 10    | \$141,866<br>10 years<br><br>(\$165/user x 75 license + 3% inflation annual)<br><br>Fund =<br>Service Providers<br>Local/State/<br>Federal | Service Providers,<br>Washington County Housing Services                     |
| 5.2 | <i>Expand the HMIS Data Collection Variables</i> 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.<br>b) Information sharing on best practices, local efforts, and program outcomes. | 1. Extent of variables that are tracked by HMIS. | Year 1 - 10    | \$ 0   | HSSN,<br>Washington County Housing Services                                  |
| 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.<br>b) Develop and implement Criteria Evaluation process.  | 1. Extent of data analysis produced.             | Year 1 - 10    | \$ 0   | Leadership Focus Group,<br>HSSN,<br>Washington County Housing Services       |
| 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.<br>b) Brief HSSN on AHAR Data Analysis.   | 2. Extent of compliance with this requirement.   | Year 1 - 10    | \$ 0   | Washington County Housing Services, HSSN                                     |
| 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.             | Year 1 - 10    | \$ 0   | Washington County Housing Services, HSSN,<br>10-Year Plan Advisory Committee |

# 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 - 10                  | \$ 0                     | HSSN, Washington County Housing Services   |
| 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.<br>b) Post on county website.<br>c) Present to HSSN. | 1. Extent to which reports are produced and disseminated on schedule.         | October 2009 to October 2018 | \$ 0                     | Washington County Housing Services         |
| 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 - 10                  | \$ 0                     | HSSN, Interfaith Committee on Homelessness |



# Appendix A

## 10-YEAR PLAN STRATEGY COST ANALYSIS WORKSHEETS

## 10-Year Plan Workgroup Final Worksheet

|   |   |                               |                               |  |                         |
|---|---|-------------------------------|-------------------------------|--|-------------------------|
| DATE Completed/ Updated: 2/26/2008                                      |   |                               |                               |  |                         |
| <b>Workgroup Name: Prevention and Emergency Services [Strategy 1.1]</b> |   |                               |                               |  |                         |
| <b>1.0 GENERAL STRATEGY:</b>  |   |                               |                               |  |                         |
| <b>1.1</b>  | <b>Proposed Action:</b>   |                               |                               |  |                         |
|   | Create a Universal Point of Referral for At-Risk Tenancies to be used by service providers and landlords to increase alternative housing options for at-risk tenancies. |                               |                               |  |                         |
| <b>1.1.a.</b>   | <b>Quantity of Proposed Units of Service:</b>   |                               |                               |  |                         |
|   | One (1) FTE Position: Housing Specialist  |                               |                               |  |                         |
| <b>1.1.b.</b>   | <b>Quantified of Intended Outcomes: (July 1 to June 30)</b>   |                               |                               |  |                         |
|   | <ul style="list-style-type: none"> <li>• Per Year: Reduction rate of at-risk households becoming homeless.</li> <li>• Over 10 Years:</li> </ul>                         |                               |                               |  |                         |
| <b>1.1.c.</b>   | <b>New Units of Service Created</b>   | <b>Total Units of Service</b> | <b>One Time Capital Costs</b> | <b>Annual Operations and Service Costs</b> | <b>Cumulative Costs</b> |
| <i>2008-2009</i>  |   |                               |                               | \$50,000                                   | 50,000                  |
| <i>2010</i>   |   |                               |                               | 51,500                                     | 101,500                 |
| <i>2011</i>   |   |                               |                               | 53,045                                     | 154,545                 |
| <i>2012</i>   |   |                               |                               | 54,636                                     | 209,181                 |
| <i>2013</i>   |   |                               |                               | 56,275                                     | 265,457                 |
| <i>2014</i>   |   |                               |                               | 57,964                                     | 323,420                 |
| <i>2015</i>   |   |                               |                               | 59,703                                     | 383,123                 |
| <i>2016</i>   |   |                               |                               | 61,494                                     | 444,617                 |
| <i>2017</i>   |   |                               |                               | 63,339                                     | 507,955                 |
| <i>2018</i>   |   |                               |                               | 65,239                                     | <sup>12</sup> \$573,194 |
| <b>1.1.d.</b>   | <b>Potential Funding Options Identified/ Secured:</b>   |                               |                               |  |                         |
|   | 1. Community Action   |                               |                               |  |                         |
| <b>1.1.e.</b>   | <b>Responsible Parties:</b>   |                               |                               |  |                         |
|   | 1. Community Action   |                               |                               |  |                         |
|   | 2. Housing and Supportive Services Network (HSSN)   |                               |                               |  |                         |
| <b>1.1.f.</b>   | <b>First Steps Towards Action Implementation:</b>   |                               |                               |  |                         |
|   | 1. Define the point of referral process and the system of deliverables.   |                               |                               |  |                         |
|   | 2. Housing Specialist position resides with Community Action.   |                               |                               |  |                         |
|   | 3. Provide education to HSSN and homeless advocates on universal point of referral process.   |                               |                               |  |                         |
|   | 4. Implement data collection system (HMIS ServicePoint) to track program outcomes.  |                               |                               |  |                         |

<sup>12</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

DATE Completed/ Updated: 3/12/2008

**Workgroup Name: Prevention and Emergency Services [Strategy 1.2]****1.0 GENERAL STRATEGY:****1.1 Proposed Action:**

Staff a Homelessness Diversion Specialist position to counsel tenants facing eviction on problem-solving with landlords in an effort to retain housing and access emergency rental assistance or other services that can avert homelessness.

**1.1.a. Quantity of Proposed Units of Service:**

One (1) FTE Position: Homeless Diversion Specialist

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

- Per Year: Hire position to work with Evictions Court, tenants, and landlords.
- Over 10 Years:

| <b>1.1.c.</b>    | <b>New Units of Service Created</b> | <b>Total Units of Service</b> | <b>One Time Capital Costs</b> | <b>Annual Operations and Service Costs</b> | <b>Cumulative Costs</b> |
|------------------|-------------------------------------|-------------------------------|-------------------------------|--|-------------------------|
| <i>2008-2009</i> |                                     |                               |                               |  | 0                       |
| <i>2010</i>      |                                     |                               |                               | \$50,000                                   | 50,000                  |
| <i>2011</i>      |                                     |                               |                               | 51,500                                     | 101,500                 |
| <i>2012</i>      |                                     |                               |                               | 53,045                                     | 154,545                 |
| <i>2013</i>      |                                     |                               |                               | 54,636                                     | 209,181                 |
| <i>2014</i>      |                                     |                               |                               | 56,275                                     | 265,457                 |
| <i>2015</i>      |                                     |                               |                               | 57,964                                     | 323,420                 |
| <i>2016</i>      |                                     |                               |                               | 59,703                                     | 383,123                 |
| <i>2017</i>      |                                     |                               |                               | 61,494                                     | 444,617                 |
| <i>2018</i>      |                                     |                               |                               | 63,339                                     | <sup>13</sup> \$507,955 |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. Local, State and Federal
2. Foundation

**1.1.e. Responsible Parties:**

1. Community Action
2. Housing and Supportive Services Network (HSSN)

**1.1.f. First Steps Towards Action Implementation:**

1. Define the process for intervention with Evictions Court, tenants, and landlords. Define outcomes of the strategy.
2. Prepare Job Description. Hire position and provide training.
3. Review outcomes of this homeless prevention and intervention strategy at 12 months.
4. Implement data collection system (HMIS ServicePoint) to track program outcomes.

<sup>13</sup> This is the total cost over 10 years.

**10-Year Plan Workgroup Final Worksheet**

DATE Completed/ Updated: 1/8/2008

**Workgroup Name: Prevention and Emergency Services [Strategy 1.4]**

**1.0 GENERAL STRATEGY:**

**1.1 Proposed Action:**

Expand rental education programs that increase the likelihood that homeless people, who obtain permanent housing, will ultimately be successful and stable tenants and not repeat their cycle through homelessness. Increase numbers of instructors, frequency of courses, and expand rental education into community programs (e.g. – schools, inpatient treatment centers, community corrections); therefore, preventing issues through great understanding and awareness by tenants.

**1.1.a. Quantity of Proposed Units of Service:**

Provide training and licensing to certify 10 instructors, provide class supplies and materials for 300 tenant participants in the rental education program.

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

- Per Year: Beginning in Year 2, increase number of instructors from 6 to 10 (license and training), obtain sufficient tenant classroom materials.
- Over 10 Years: 3,000 tenants

| 1.1.c.    | New Units of Service Created | Total Units of Service | One Time Capital Costs | Annual Operations and Service Costs | Cumulative Costs                                       |
|-----------|------------------------------|------------------------|------------------------|-------------------------------------|--|
| 2008-2009 |                              |                        |                        | \$                                  | \$ Current program scope is funded; expand Year 2 - 10 |
| 2010      |                              |                        |                        | 35,000                              | \$35,000   |
| 2011      |                              |                        |                        | 35,000                              | 70,000   |
| 2012      |                              |                        |                        | 35,000                              | 105,000  |
| 2013      |                              |                        |                        | 35,000                              | 140,000  |
| 2014      |                              |                        |                        | 35,000                              | 175,000  |
| 2015      |                              |                        |                        | 35,000                              | 210,000  |
| 2016      |                              |                        |                        | 35,000                              | 245,000  |
| 2017      |                              |                        |                        | 35,000                              | 280,000  |
| 2018      |                              |                        |                        | 35,000                              | <sup>14</sup> \$ 315,000                               |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. Current funds include Shelter Safety Levy, SAFAH/HUD, Oregon Housing and Community Services.
2. Community Partners cover curriculum and training costs.
3. County and City Funds.

**1.1.e. Responsible Parties:**

1. Community Action
2. Schools, Inpatient Treatment Centers, Nonprofit Providers, Community Corrections

**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.
4. Implement data collection system (HMIS ServicePoint) to track program outcomes.

<sup>14</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

DATE Completed/ Updated: February 26, 2008

**Workgroup Name: Prevention and Emergency Services [Strategy 1.7.c]****1.0 GENERAL STRATEGY:****1.1 Proposed Action:**

Prevent youth from becoming homeless through outreach to youth and families. Increase the HomePlate outreach program from half-time to full-time. Provide family mediation and reunification case management, when appropriate.

**1.1.a. Quantity of Proposed Units of Service:**

HomePlate will staff 1 FTE Coordinator position. HomePlate is an access point for youth in Washington County. The one night a week drop-in program operates out of the Hillsboro First Congregational United Church of Christ (FCUCC) and provides youth with access to hot meal, showers, hygiene supplies, and referrals to resources available at Family Resource Centers, Safe Place, and other providers.

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

- **Per Year: Expansion of outreach and resource referral services to runaway and homeless youth. Three hundred (300) youth will have access to drop-in services. 90% of youth receiving case management services will accomplish one or more self-sufficiency goals within 3-months of services.**
- **Over 10 Years: 2,000 youth**

| <b>1.1.c.</b>    | <b>New Units of Service Created</b> | <b>Total Units of Service</b> | <b>One Time Capital Costs</b> | <b>Annual Operations and Service Costs</b> | <b>Cumulative Costs</b>  |
|------------------|-------------------------------------|-------------------------------|-------------------------------|--|--------------------------|
| <i>2008-2009</i> |                                     |                               |                               | 46,692                                     | \$ 46,692                |
| <i>2010</i>      |                                     |                               |                               | 48,003                                     | 94,695                   |
| <i>2011</i>      |                                     |                               |                               | 49,353                                     | 144,048                  |
| <i>2012</i>      |                                     |                               |                               | 50,743                                     | 194,791                  |
| <i>2013</i>      |                                     |                               |                               | 52,176                                     | 246,967                  |
| <i>2014</i>      |                                     |                               |                               | 53,651                                     | 300,618                  |
| <i>2015</i>      |                                     |                               |                               | 55,171                                     | 355,788                  |
| <i>2016</i>      |                                     |                               |                               | 56,736                                     | 412,524                  |
| <i>2017</i>      |                                     |                               |                               | 58,348                                     | 470,872                  |
| <i>2018</i>      |                                     |                               |                               | 60,008                                     | <sup>15</sup> \$ 530,880 |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. Oregon Runaway and Homeless Youth CCF Fund (Currently funding \$25,000 FY2008-09)
2. Washington County Commission on Children and Families

**1.1.e. Responsible Parties:**

1. HomePlate
2. Washington County Commission on Children and Families

**1.1.f. First Steps Towards Action Implementation:**

1. Secure funds.
2. Expand HomePlate Program.
3. Implement data collection system (HMIS ServicePoint) to track program outcomes.

<sup>15</sup> This is the total cost over 10 years.

**10-Year Plan Workgroup Final Worksheet**

DATE Completed/ Updated: April 28, 2008

**Workgroup Name: Prevention and Emergency Services [Strategy 1.8]**

**1.0 GENERAL STRATEGY:**

**1.1 Proposed Action:**

Create an efficient and effective system for runaway and homeless youth (RHY) to access resources and provide for short-term emergency shelter. Shelters are often the access point to the resources available to assist RHY.

**1.1.a. Quantity of Proposed Units of Service:**

Annual operations costs of \$500,000 will fund 7-beds and provide shelter and resources to RHY, ages 14 to 17, for up to 120 days. Youth will be assisted in transitioning to safe stable housing.

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

- Fund operations of the Safe Place youth shelter.
- Over 10 Years: 210 youth (21 youth annual)

| 1.1.c.    | New Units of Service Created | Total Units of Service | One Time Capital Costs | Annual Operations and Service Costs | Cumulative Costs           |
|-----------|------------------------------|------------------------|------------------------|-------------------------------------|----------------------------|
| 2008-2009 |                              |                        |                        | 500,000                             | \$ 500,000                 |
| 2010      |                              |                        |                        | 500,000                             | 1,000,000                  |
| 2011      |                              |                        |                        | 500,000                             | 1,500,000                  |
| 2012      |                              |                        |                        | 500,000                             | 2,000,000                  |
| 2013      |                              |                        |                        | 500,000                             | 2,500,000                  |
| 2014      |                              |                        |                        | 500,000                             | 3,000,000                  |
| 2015      |                              |                        |                        | 500,000                             | 3,500,000                  |
| 2016      |                              |                        |                        | 500,000                             | 4,000,000                  |
| 2017      |                              |                        |                        | 500,000                             | 4,500,000                  |
| 2018      |                              |                        |                        | 500,000                             | <sup>16</sup> \$ 5,000,000 |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. Oregon Runaway and Homeless Youth CCF Fund (FY2008-09 funding \$65,281 State CCF)
2. Community Development Block Grant (FY2008-09 funding \$47,390 CDBG)
3. Boys and Girls Aid Society
4. Other federal/state/local funds (FY2008-09 ESG funding \$3,674)

**1.1.e. Responsible Parties:**

1. Boys and Girls Aid Society

**1.1.f. First Steps Towards Action Implementation:**

1. Secure funds.
2. Implement data collection system (HMIS ServicePoint) to track program outcomes.

<sup>16</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

DATE Completed/ Updated: January 2, 2008

**Workgroup Name: Permanent Affordable Housing [Strategy 2.1.a]****1.0 GENERAL STRATEGY:****1.1 Proposed Action:**

Commitment by Housing and Supportive Services Network (HSSN) to leverage the Samaritan Initiative Bonus funds within the McKinney-Vento Homeless Assistance grant for the purpose of providing new beds for chronic homeless singles through Shelter Plus Care (SPC) tenant-based rental assistance. Grant term = 5 years initial, renewable on annual basis after 5 years.

*Note: 339 chronic singles reported in January 2007 homeless count.*

**1.1.a. Quantity of Proposed Units of Service:**

36 each 1-bedroom units for **chronic homeless singles** (maximum amount leverage at Bonus rate)

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

- Per Year: 9 units year one, 3 units annually year 2 through 10 of plan (1-bed units)

- Over 10 Years: 36 units

| 1.1.c.    | New Units of Service Created | Total Units of Service | One Time Capital Costs | Annual Operations and Service Costs | Cumulative Costs          |
|-----------|------------------------------|------------------------|------------------------|-------------------------------------|---------------------------|
| 2008-2009 | 9                            | 9                      | 0                      | \$353,700                           | 353,700                   |
| 2010      | 3                            | 12                     |                        | \$120,240                           | 473,940                   |
| 2011      | 3                            | 15                     |                        | \$122,580                           | 596,520                   |
| 2012      | 3                            | 18                     |                        | \$125,100                           | 721,620                   |
| 2013      | 3                            | 21                     |                        | \$127,620                           | 849,240                   |
| 2014      | 3                            | 24                     |                        | \$130,140                           | 979,380                   |
| 2015      | 3                            | 27                     |                        | \$132,840                           | 1,112,220                 |
| 2016      | 3                            | 30                     |                        | \$135,360                           | 1,247,580                 |
| 2017      | 3                            | 33                     |                        | \$138,060                           | 1,385,640                 |
| 2018      | 3                            | 36                     |                        | \$140,940                           | <sup>17</sup> \$1,526,580 |

Total New Units: 36

**1.1.d. Potential Funding Options Identified/ Secured:**

1. McKinney-Vento Homeless Assistance Grant Samaritan Initiative Bonus (15% of pro-rata share) for Chronic Homeless Single Adults.

2. Supportive services and operations provided as match by project sponsors.

**1.1.e. Responsible Parties:**

1. Washington County Department of Housing Services

2. Nonprofit Project Sponsors

**1.1.f. First Steps Towards Action Implementation:**

1. At the 2/6/2008 regular meeting, HSSN approved to allocate future grant application Samaritan Initiative Bonus funds towards Shelter Plus Care (SPC) TRA for chronic homeless single adults.

2. Annually submit McKinney-Vento Homeless Assistance grant requesting maximum Samaritan Initiative Bonus for SPC rental assistance, in accordance with HUD grant requirements.

3. Nonprofit service providers partnering with Shelter Plus Care implement data collection system (HMIS ServicePoint) to track program outcomes.

<sup>17</sup> This is the total cost over 10 years.

|   |
|---|
| <b>10-Year Plan Workgroup Final Worksheet</b> |
|---|

DATE Completed/ Updated: March 12, 2008

**Workgroup Name: Permanent Affordable Housing [Strategy 2.1.b]****1.0 GENERAL STRATEGY:****1.1 Proposed Action:**

Apply for HUD Project-Based Section 8 through Request for Proposal. Consider a demo program of integrating Project-based Section 8 with Tax Credits/Bonds financing.

**1.1.a. Quantity of Proposed Units of Service:**

100 units for either chronic homeless and/or homeless single adults (1 bedroom units)

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

- Per Year: In Year 2 and Year 5 – 50 units each year
- Over 10 Years: 100 units

| 1.1.c.    | New Units of Service Created | Total Units of Service | One Time Capital Costs | Annual Operations and Service Costs | Cumulative Costs           |
|-----------|------------------------------|------------------------|------------------------|-------------------------------------|----------------------------|
| 2008-2009 |                              | 0                      |                        | \$ 0                                |                            |
| 2010      | 50                           | 50                     |                        | \$404,790                           |                            |
| 2011      |                              | 50                     |                        | \$416,934                           |                            |
| 2012      |                              | 50                     |                        | \$429,442                           |                            |
| 2013      | 50                           | 100                    |                        | \$884,650                           |                            |
| 2014      |                              | 100                    |                        | \$911,189                           |                            |
| 2015      |                              | 100                    |                        | \$938,525                           |                            |
| 2016      |                              | 100                    |                        | \$966,681                           |                            |
| 2017      |                              | 100                    |                        | \$995,681                           |                            |
| 2018      |                              | 100                    |                        | \$1,025,552*                        | <sup>18</sup> \$ 6,973,444 |

**Total: 100 units****\$6.97 Million (Section 8 costs only)\*****1.1.d. Potential Funding Options Identified/ Secured:**

1. Washington County of Housing Services (Voucher Funding)
2. Oregon Housing and Community Services (Housing Plus, Housing Development Trust Fund, HOME Investment Partnership, Tax Credit Programs, CDBG)
3. Private foundation, local government appropriations

**1.1.e. Responsible Parties:**

1. Housing Authority of Washington County
2. Nonprofit service and housing providers
3. Public and Private Agencies

**1.1.f. First Steps Towards Action Implementation:**

1. Analyze capacity of CDC and Housing Authority to develop Section 8 project-based units in either new or existing housing units.
2. Analyze capacity of nonprofits to provide supportive services (if applicable)
3. Develop selection criteria, publish Request for Proposal, and select housing providers
4. Nonprofit service providers partnering with Section 8 implement data collection system (HMIS) to track program outcomes.

\* Does not include cost of services (if applicable)

<sup>18</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

DATE Completed/ Updated: January 2, 2008

**Workgroup Name:** Permanent Affordable Housing [Strategy 2.1.c]**1.0 GENERAL STRATEGY:****1.1 Proposed Action:**

Using the Bridges To Housing and the Housing PLUS program models, create new supportive housing (1 to 36 months rental assistance) for families with children who need intense case management and supportive services to achieve self-sufficiency. Mix of 2, 3, and 4-bedroom units.

**1.1.a. Quantity of Proposed Units of Service:**

Cost is \$2.5 million over 10 years, including 3% inflation and 10% Administrative costs.

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

- Per Year: Year 1 (10), Year 2 (20), Year 3 (30), Years 4 -10 – capped at 30
- Over 10 Years: 100 units

| 1.1.c.    | New Units of Service Created | Total Units of Service | One Time Capital Costs | Annual Operations and Service Costs | Cumulative Costs           |
|-----------|------------------------------|------------------------|------------------------|-------------------------------------|----------------------------|
| 2008-2009 | 10                           | 10                     |                        | 136,039                             | \$ 136,039                 |
| 2010      | 10                           | 20                     |                        | 153,724                             | 289,763                    |
| 2011      | 10                           | 30                     |                        | 173,708                             | 463,472                    |
| 2012      | 10                           | 30                     |                        | 196,291                             | 659,763                    |
| 2013      | 10                           | 30                     |                        | 221,808                             | 881,571                    |
| 2014      | 10                           | 30                     |                        | 250,643                             | 1,132,214                  |
| 2015      | 10                           | 30                     |                        | 283,227                             | 1,415,441                  |
| 2016      | 10                           | 30                     |                        | 320,047                             | 1,735,488                  |
| 2017      | 10                           | 30                     |                        | 361,653                             | 2,097,140                  |
| 2018      | 10                           | 30                     |                        | 408,667                             | <sup>19</sup> \$ 2,505,808 |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. Neighborhood Partnership Fund (Foundation) for Bridges To Housing Program.
2. Oregon Housing and Community Services (State) for Housing PLUS Program.
3. Other federal/state/local funds

**1.1.e Responsible Parties:**

1. Washington County Department of Housing Services
2. Community Action
3. Nonprofit service and housing providers
4. Oregon Department of Human Services

**1.1.f First Steps Towards Action Implementation:**

1. Develop and maintain housing pipeline of units for future program proposals.
2. Develop program proposals and submit funding applications in response to RFPs published by The Neighborhood Partnership Fund and/or Oregon Housing and Community Services.
3. Monitor and expand, as applicable, capacity to provide intense case management and supportive services.
4. Service providers to implement data collection system (HMIS ServicePoint) to track program outcomes.

<sup>19</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

|  |   |                               |   |  |                             |
|--|---|-------------------------------|---|--|-----------------------------|
| DATE Completed/ Updated: March 13, 2008                              |   |                               |   |  |                             |
| <b>Workgroup Name: Permanent Affordable Housing [Strategy 2.1.d]</b> |   |                               |   |  |                             |
| <b>1.0 GENERAL STRATEGY:</b>   |   |                               |   |  |                             |
| <b>1.1</b>   | <b>Proposed Action:</b>   |                               |   |  |                             |
|  | Rental Assistance (RA) Program for singles and families for mid-term assistance (1 to 36 months). Program will offer \$500 per month rental assistance linked to intense case management and supportive services. Program envisions 15 new units in Year 1, 30 new units in Year 2, 30 new units each year after through Year 10, with a total of 90 units in service at any point in time. |                               |   |  |                             |
| <b>1.1.a.</b>  | <b>Quantity of Proposed Units of Service:</b>   |                               |   |  |                             |
|  | RA for 285 units at \$500 for homeless families and singles (1 bedroom and 2-bedroom units). Cost is \$5.9M over 10 years, including 3% inflation and 10% Administrative costs.   |                               |   |  |                             |
| <b>1.1.b.</b>  | <b>Quantified of Intended Outcomes: (July 1 to June 30)</b>   |                               |   |  |                             |
|  | <ul style="list-style-type: none"> <li>• Per Year: Year 1 (15), Year 2 (30), Year 3 (30), Year 4 (30); Years 5-10 – capped at 90</li> <li>• Over 10 Years: 285 units of rental assistance</li> </ul>  |                               |   |  |                             |
| <b>1.1.c.</b>  | <b>New Units of Service Created</b>   | <b>Total Units of Service</b> | <b>One Time Capital Costs</b>                                 | <b>Annual Operations and Service Costs</b> | <b>Cumulative Costs</b>     |
| <i>2008-2009</i>   | 15  | 15                            |   | \$ 99,000                                  |                             |
| <i>2010</i>  | 30  | 45                            |   | \$305,910                                  |                             |
| <i>2011</i>  | 30  | 75                            |   | \$525,146                                  |                             |
| <i>2012</i>  | 30  | 90                            |   | \$649,080                                  |                             |
| <i>2013</i>  | 30  | 90                            |   | \$668,552                                  |                             |
| <i>2014</i>  | 30  | 90                            |   | \$688,609                                  |                             |
| <i>2015</i>  | 30  | 90                            |   | \$709,267                                  |                             |
| <i>2016</i>  | 30  | 90                            |   | \$730,545                                  |                             |
| <i>2017</i>  | 30  | 90                            |   | \$752,461                                  |                             |
| <i>2018</i>  | 30  | 90                            |   | \$775,035                                  | <sup>20</sup> \$5.9 Million |
| <b>Total Units: 285</b>  |   |                               | <b>Total Cost: \$5,903,605*(incl. 3% inflation/10% Admin)</b> |  |                             |
| <b>1.1.d.</b>  | <b>Potential Funding Options Identified/ Secured:</b>   |                               |   |  |                             |
|  | 1. % of Document Recording Fees; other County/City General Funds  |                               |   |  |                             |
|  | 2. HOME, CDBG   |                               |   |  |                             |
|  | 3. Private or public financing  |                               |   |  |                             |
| <b>1.1.e.</b>  | <b>Responsible Parties:</b>   |                               |   |  |                             |
|  | 1. Nonprofit agencies to qualify renter and landlord; send funds to landlords.  |                               |   |  |                             |
|  | 2. Washington County Housing Services oversees and grants funds to nonprofit agencies who provide assistance to clients.  |                               |   |  |                             |
|  | 3. Partner agencies: Community Action, Community Housing Fund, Service Providers  |                               |   |  |                             |
| <b>1.1.f.</b>  | <b>First Steps Towards Action Implementation:</b>   |                               |   |  |                             |
|  | 1. Identify nonprofit agencies and funding sources.   |                               |   |  |                             |
|  | 2. Analyze capacity of nonprofits and landlords to provide housing units.   |                               |   |  |                             |
|  | 3. Develop selection/screening criteria wherein nonprofits select the families/persons and validate the requested housing unit; then contact an agency for monies payable to landlord.  |                               |   |  |                             |
|  | 4. Service provider implements data collection system (HMIS ServicePoint) to track program outcomes.  |                               |   |  |                             |

<sup>20</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

DATE Completed/ Updated: February 12, 2008

**Workgroup Name: Permanent Affordable Housing [Strategy 2.1.e]****1.0 GENERAL STRATEGY:****1.1 Proposed Action:**

Develop 7-bed program that provides rental assistance and supportive services (1 to 24 months) to assist older youth (ages 18 to 23) who age out of the foster care system or the Safe Place Youth Shelter.

**1.1.a. Quantity of Proposed Units of Service:**Five 1-bed and one 2-bed units for homeless youth ages 18 to 23.**1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)**

- Per Year: 6 units, 7-beds total each year for 10 years
- Over 10 Years: 30 units

| 1.1.c.    | New Units of Service Created | Total Units of Service | One Time Capital Costs | Annual Operations and Service Costs | Cumulative Costs          |
|-----------|------------------------------|------------------------|------------------------|-------------------------------------|---------------------------|
| 2008-2009 | 6                            | 6                      | 0                      | \$ 136,130                          | \$136,130                 |
| 2010      |                              | 6                      |                        | \$ 136,130                          | 272,260                   |
| 2011      | 6                            | 6                      |                        | \$ 136,130                          | 408,390                   |
| 2012      |                              | 6                      |                        | \$ 136,130                          | 544,520                   |
| 2013      | 6                            | 6                      |                        | \$ 136,130                          | 680,650                   |
| 2014      |                              | 6                      |                        | \$ 136,130                          | 816,780                   |
| 2015      | 6                            | 6                      |                        | \$ 136,130                          | 952,910                   |
| 2016      |                              | 6                      |                        | \$ 136,130                          | 1,089,040                 |
| 2017      | 6                            | 6                      |                        | \$ 136,130                          | 1,225,170                 |
| 2018      |                              | 6                      |                        | \$ 136,130                          | <sup>21</sup> \$1,361,300 |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. McKinney-Vento Homeless Assistance Grant
2. Supportive services provided by The Boys and Girls Aid Society.

**1.1.e. Responsible Parties:**

1. The Boys and Girls Aid Society
2. Washington County Department of Housing Services

**1.1.f. First Steps Towards Action Implementation:**

1. Apply for funding in the annual McKinney-Vento Homeless Assistance grant application.
2. Implement 7-bed Transitional Living Program in 2008.
3. Service Provider implement data collection system (HMIS ServicePoint) to track program outcomes.

<sup>21</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

|  |   |                               |                               |  |                                     |
|--|---|-------------------------------|-------------------------------|--|-------------------------------------|
| DATE Completed/ Updated: 3/12/2008                                 |   |                               |                               |  |                                     |
| <b>Workgroup Name: Permanent Affordable Housing [Strategy 2.2]</b> |   |                               |                               |  |                                     |
| <b>1.0 GENERAL STRATEGY:</b>                                       |   |                               |                               |  |                                     |
| <b>1.1</b>   | <b>Proposed Action: Short-Term Rental Assistance (STRA)</b>   |                               |                               |  |                                     |
|  | Using a Housing First model, create a pool of short-term rental assistance (1 to 12 months) to be distributed to landlords on behalf of households who are receiving supportive services from an approved agency to either prevent homelessness or provide short-term rental assistance (STRA) in support of the household's rapid re-entry into housing. |                               |                               |  |                                     |
| <b>1.1.a.</b>  | <b>Quantity of Proposed Units of Service:</b>   |                               |                               |  |                                     |
|  | Rental assistance for 140 households/year at \$3,500 average assistance per family.   |                               |                               |  |                                     |
| <b>1.1.b.</b>  | <b>Quantified of Intended Outcomes: (July 1 to June 30)</b>   |                               |                               |  |                                     |
|  | • Per Year: 140   |                               |                               |  |                                     |
|  | • Over 10 Years: 1,400  |                               |                               |  |                                     |
| <b>1.1.c</b>   | <b>New Units of Service Created</b>   | <b>Total Units of Service</b> | <b>One Time Capital Costs</b> | <b>Annual Operations and Service Costs</b> | <b>Cumulative Costs + 10% Admin</b> |
| <i>2008-2009</i>   | 140   | 140                           | \$0                           | \$490,000                                  | \$539,000                           |
| <i>2010</i>  | 140   | 140                           |                               | \$504,700                                  | \$555,170                           |
| <i>2012</i>  | 140   | 140                           |                               | \$519,841                                  | \$571,825                           |
| <i>2013</i>  | 140   | 140                           |                               | \$535,436                                  | \$588,980                           |
| <i>2013</i>  | 140   | 140                           |                               | \$551,499                                  | \$606,649                           |
| <i>2014</i>  | 140   | 140                           |                               | \$568,044                                  | \$624,849                           |
| <i>2015</i>  | 140   | 140                           |                               | \$585,086                                  | \$643,594                           |
| <i>2016</i>  | 140   | 140                           |                               | \$602,638                                  | \$662,902                           |
| <i>2017</i>  | 140   | 140                           |                               | \$620,717                                  | \$682,789                           |
| <i>2018</i>  | 140   | 140                           |                               | \$639,339                                  | \$703,272                           |
| <b>TOTAL:</b>  |   | <b>1,400</b>                  |                               | <b>\$5,617,300</b>                         | <b>\$6,179,030</b>                  |
| <b>1.1.d.</b>  | <b>Potential Funding Options Identified/ Secured:</b>   |                               |                               |  |                                     |
|  | 1. County/City General Fund and/or other fees (Document Recording Fees, etc.)   |                               |                               |  |                                     |
|  | 2. State LIRHF funds, CDBG, Emergency Food & Shelter Program (EFSP)   |                               |                               |  |                                     |
| <b>1.1.e.</b>  | <b>Responsible Parties:</b>   |                               |                               |  |                                     |
|  | 1. Nonprofit service providers to qualify renter and landlord for program.  |                               |                               |  |                                     |
|  | 2. Washington County Department of Housing Services oversees the STRA fund and grants funds to nonprofit agencies that provide services to homeless persons.  |                               |                               |  |                                     |
|  | 3. Community Action and other services providers  |                               |                               |  |                                     |
|  | 4. Community Housing Fund   |                               |                               |  |                                     |
| <b>1.1.f.</b>  | <b>First Steps Towards Action Implementation:</b>   |                               |                               |  |                                     |
|  | 1. Identify partner agencies and funding sources.   |                               |                               |  |                                     |
|  | 2. Develop guideline policy for renter and landlord qualifications.   |                               |                               |  |                                     |
|  | 3. Develop selection/screening criteria for households and landlords receiving funds.   |                               |                               |  |                                     |
|  | 4. Service providers implement data collection system (HMIS ServicePoint) to track program outcomes.  |                               |                               |  |                                     |

## 10-Year Plan Workgroup Final Worksheet

|  |                               |                               |  |                                |  |
|--|-------------------------------|-------------------------------|--|--------------------------------|--|
| DATE Completed/ Updated: March 12, 2008  |                               |                               |  |                                |  |
| Workgroup Name: Permanent Affordable Housing   |                               |                               | [Strategy 2.3]                             |                                |  |
| <b>1.0 GENERAL STRATEGY:</b>   |                               |                               |  |                                |  |
| <b>1.1 Proposed Action:</b>  |                               |                               |  |                                |  |
| Apply for Section 811 – HUD Supportive Housing in NOFA. Program provides funding to nonprofits to develop rental housing + supportive services to very low-income adults with disabilities, and provides rent subsidies for the projects to help make them affordable. Consider a demo program of integrating Section 811 with other financing. HUD provides monies for 5-years of operations support. Provide 3 separate grants for years 2011, 2013, and 2015. |                               |                               |  |                                |  |
| <b>1.1.a. Quantity of Proposed Units of Service:</b>   |                               |                               |  |                                |  |
| 45 units for chronic homeless and homeless singles (1 bedroom units)   |                               |                               |  |                                |  |
| <b>1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)</b>   |                               |                               |  |                                |  |
| • Per Year: Year 3, 5, & 7 – 15 units each   |                               |                               |  |                                |  |
| • Over 10 Years: 45 units  |                               |                               |  |                                |  |
| <b>1.1.c. New Units of Service Created</b>   |                               |                               |  |                                |  |
|  | <b>Total Units of Service</b> | <b>One Time Capital Costs</b> | <b>Annual Operations and Service Costs</b> | <b>Cumulative Costs</b>        |  |
| <i>2008-2009</i>   | 0                             |                               | \$0  | \$0                            |  |
| <i>2010</i>  | 0                             |                               |  | 0                              |  |
| <i>2011</i>  | 15                            | \$3.60M                       |  | 3.60 M                         |  |
| <i>2012</i>  | 15                            |                               |  | 3.60 M                         |  |
| <i>2013</i>  | 15                            | \$3.90M                       |  | 7.50 M                         |  |
| <i>2014</i>  | 30                            |                               |  | 7.50 M                         |  |
| <i>2015</i>  | 15                            | \$4.21M                       |  | 11.71 M                        |  |
| <i>2016</i>  | 45                            |                               |  | 11.71 M                        |  |
| <i>2017</i>  | 45                            |                               |  | 11.71 M                        |  |
| <i>2018</i>  | 45                            |                               |  | <sup>22</sup> \$ 11.71 million |  |
| <b>Total: 45 units</b>   |                               |                               |  |                                |  |
| <b>1.1.d. Potential Funding Options Identified/ Secured:</b>   |                               |                               |  |                                |  |
| 1. Capital: HUD (with 4% inflation) - \$8.78 million. Remaining \$2.93M from #2 and #3.  |                               |                               |  |                                |  |
| 2. Oregon Housing and Community Services (Housing Plus, Housing Development Trust Fund, HOME Investment Partnership, Tax Credit Programs, CDBG).   |                               |                               |  |                                |  |
| 3. Private foundation, local government appropriations.  |                               |                               |  |                                |  |
| <b>1.1.e. Responsible Parties:</b>   |                               |                               |  |                                |  |
| 1. Nonprofit housing and service providers.  |                               |                               |  |                                |  |
| 2. Washington County Department of Housing Services.   |                               |                               |  |                                |  |
| 3. County/City Government, Public and Private Agencies   |                               |                               |  |                                |  |
| <b>1.1.f. First Steps Towards Action Implementation:</b>   |                               |                               |  |                                |  |
| 1. Analyze capacity of CDC to develop new units.   |                               |                               |  |                                |  |
| 2. Analyze capacity of nonprofits to provide supportive services.  |                               |                               |  |                                |  |
| 3. Submit applications for funding in accordance with grant funding cycles.  |                               |                               |  |                                |  |
| 4. Technical assistance provided to non-profits to help build their capacity for submitting successful Section 811 applications and working with complex 811 regulations.  |                               |                               |  |                                |  |
| 5. Service provider implements data collection system (HMIS ServicePoint) to track program outcomes.   |                               |                               |  |                                |  |

<sup>22</sup> This is the total cost over 10 years.

### 10-Year Plan Workgroup Final Worksheet

DATE Completed/ Updated: March 13, 2008

**Workgroup Name: Permanent Affordable Housing [Strategy 2.4]****1.0 GENERAL STRATEGY: Increase Permanent Affordable Housing units available for Extremely Low Income Households (less than 30% MFI)****1.1 Proposed Action:**

Provide financing for the acquisition and rehab and/or construction of permanent housing units. Seek opportunities to coordinate this initiative with the local pipeline of affordable housing being generated in the County where it can function as a supplemental source of financing as opposed to a sole source. Alternatively, in the absence of such partnerships, this initiative may need to be coordinated with other sources of operating money such as the Section 8 set-asides described in other strategies of the housing worksheets.

**1.1.a. Quantity of Proposed Units of Service:**

Finance the acquisition and rehabilitation or construction of five permanent affordable housing units for ELI households each year for 10 years. (Cost is \$12.61M over 10 years, which includes 3% inflation factor and 10% in Administration costs [\$1,146,388]).

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

- Per Year: 5 units
- Over 10 Years: 50 units

| 1.1.c.       | New Units of Service Created | Total Units of Service | One Time Capital Costs<br>+3% Inflation | Annual Operations and Service Costs<br>(10% Admin) | Cumulative Costs*   |
|--------------|------------------------------|------------------------|---|--|---------------------|
| 2008-2009    | 5                            | 5                      | \$1,000,000                             | \$100,000  | \$1,100,000         |
| 2010         | 5                            | 10                     | \$1,030,000                             | \$103,000  | \$1,133,000         |
| 2012         | 5                            | 15                     | \$1,060,900                             | \$106,090  | \$1,166,990         |
| 2013         | 5                            | 20                     | \$1,092,727                             | \$109,273  | \$1,202,000         |
| 2013         | 5                            | 25                     | \$1,125,509                             | \$112,551  | \$1,238,060         |
| 2014         | 5                            | 30                     | \$1,159,274                             | \$115,927  | \$1,275,201         |
| 2015         | 5                            | 35                     | \$1,194,052                             | \$119,405  | \$1,313,457         |
| 2016         | 5                            | 40                     | \$1,229,874                             | \$122,987  | \$1,352,861         |
| 2017         | 5                            | 45                     | \$1,266,770                             | \$126,677  | \$1,393,447         |
| 2018         | 5                            | 50                     | \$1,304,773                             | \$130,477  | \$1,435,250         |
| <b>Total</b> | <b>50 units</b>              |                        | <b>\$11,463,879</b>                     | <b>\$1,146,388</b>                                 | <b>\$12,610,267</b> |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. OHCS – Trust Fund, Tax Credits, Housing Plus.
2. HOME funds, Donated Land.
3. City/County and Faith-Based Resources (SDC waivers, building permit waivers, etc.).
4. National Housing Trust Fund, private funding, Enterprise Foundations.
5. Private Equity Resources.

**1.1.e. Responsible Parties:**

1. Community Housing Fund, Community Development Corporations
2. Washington County Department of Housing Services, Office of Community Development
3. For Profit Developers and Non-Profit Developers

**1.1.f. First Steps Towards Action Implementation:**

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

## 10-Year Plan Workgroup Final Worksheet

DATE Completed/ Updated: March 17, 2008

Workgroup Name: Permanent Affordable Housing [Strategy 2.5]

**1.0 GENERAL STRATEGY: Create Risk Mitigation Pool****1.1 Proposed Action:**

Create a Risk Mitigation Pool of funding that can be accessed by landlords to cover property damage, limited legal costs and/or loss of rents caused by homeless persons beyond the amounts covered by a security deposit. Expand rental education program above current graduate, service and funding levels. Claims have been nominal in Portland when rental assistance and risk mitigation are tied to active case management and communication with the landlords.

**1.1.a. Quantity of Proposed Units of Service:**

15 new families assisted in Years 1-6, up to 100 total. Estimate 50% of the landlords will file claims averaging \$1000 beyond amounts covered by security deposit. Re-evaluate in Year 5.

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

- Per Year: 15 families assisted, est. 50% will result in claims (\$7,500).
- Over 10 Years: up to new 100 families assisted

| 1.1.c.    | New Units of Service Created | Total Units of Service | One Time. Capital Investment/ Remainder | Annual Claims Costs (Est. Maximum) | Cumulative Claim Costs (Est. Maximum) |
|-----------|------------------------------|------------------------|---|------------------------------------|---------------------------------------|
| 2008-2009 | 15                           | 15                     | 300,000                                 | 7,500                              | 7,500                                 |
| 2010      | 15                           | 30                     | 294,863                                 | 15,000                             | 22,500                                |
| 2012      | 15                           | 45                     | 280,534                                 | 22,500                             | 45,000                                |
| 2013      | 15                           | 60                     | 258,050                                 | 30,000                             | 75,000                                |
| 2013      | 15                           | 75                     | 227,167                                 | 27,500                             | 102,500                               |
| 2014      | 15                           | 90                     | 187,632                                 | 45,000                             | 147,500                               |
| 2015      | 10                           | 100                    | 141,761                                 | 50,000                             | 197,500                               |
| 2016      | 10                           | 100                    | 94,513                                  | 50,000                             | 248,500                               |
| 2017      | 10                           | 100                    | 45,849                                  | 50,000                             | 298,500                               |
| 2018      | 10                           | 100                    | 0                                       | 50,000                             | 348,500                               |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. \$300,000 seed money at 3% interest.
2. City and/or County contributions; private financing.

**1.1.e. Responsible Parties:**

1. Community Action currently administers the plan in Washington County
2. Service agencies with a focus on housing (teach rental education classes, etc.)

**1.1.f. First Steps Towards Action Implementation:**

1. Expand private landlord knowledge and use of the program.
2. More direct involvement of various service agencies to increase program participation; provide case management and landlord assistance as point of contact for monitoring.
3. Train additional instructors (in and out of service agencies).
4. Seek expansion of funding from state & other sources.
5. Monitor the program success rate.

## 10-Year Plan Workgroup Final Worksheet

DATE Completed/ Updated: April 28, 2008

**Workgroup Name:** Permanent Affordable Housing [Strategy 2.6]**1.0 GENERAL STRATEGY: Identify resources to preserve current inventory affordable and supportive housing to prevent homelessness****1.1 Proposed Action:**

Provide strategic investments to acquire and preserve 285 existing affordable units, many tied to supportive services, at risk of "going to market rate".

**1.1.a. Quantity of Proposed Units of Service:**

Finance the acquisition and rehabilitation of 285 permanent affordable housing units in OHCS loan portfolio secured with Section 8 project-based rental assistance (different units Strategy 2.1.b). (Cost is \$9.6 M over 10 years, which includes a 4% inflation factor and 10% in Administration costs).

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

- **Per Year: Year 1 (two complexes – 49 and 48 units), Year 2 (188 units). All expire in 2010.**
- **Over 10 Years: 285 units**

| 1.1.c.        | New Units of Service Created | Total Units of Service | One Time Capital Costs | Annual Operations and Service Costs | Cumulative Costs* (+10% Admin) |
|---------------|------------------------------|------------------------|------------------------|-------------------------------------|--------------------------------|
| 2008-2009     | 97                           | 97                     | \$6,790,000            |                                     | \$7,469,000                    |
| 2010          | 188                          | 285                    | \$1,955,200            |                                     | \$2,150,720                    |
| 2012          |                              | 285                    |                        |                                     |                                |
| 2013          |                              | 285                    |                        |                                     |                                |
| 2013          |                              | 285                    |                        |                                     |                                |
| 2014          |                              | 285                    |                        |                                     |                                |
| 2015          |                              | 285                    |                        |                                     |                                |
| 2016          |                              | 285                    |                        |                                     |                                |
| 2017          |                              | 285                    |                        |                                     |                                |
| 2018          |                              | 285                    |                        |                                     | 23                             |
| <b>Total:</b> | <b>285</b>                   |                        | <b>\$8,745,200</b>     |                                     | <b>\$9,619,720</b>             |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. NOAH's Regional Loan Fund for Acquisition/Rehab and Preservation
2. Community Housing Fund Pre-Development Revolving Loan Fund (match)
3. U.S. Department of Housing and Urban Development
4. OHCS Housing Preservation Community Incentive Fund

**1.1.e. Responsible Parties:**

1. Washington County Department of Housing Services
2. Community Development Corporations

**1.1.f. First Steps Towards Action Implementation:**

1. Identify potential properties.
2. Develop acquisition financial plans.

<sup>23</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

DATE Completed/Updated: March 17, 2008

**Workgroup Name: Permanent Affordable Housing [Strategy 2.6.b]****1.0 GENERAL STRATEGY: Preserve Affordable/Supportive Housing Inventory****1.1 Proposed Action:**

Dialogue between cities, county, and service districts to adopt a tax exemption program pursuant to ORS 307.540 to 307.548. This program should be catered to affordable housing projects operated by nonprofit agencies that tailor rent levels to be affordable to households earning below 30% AMI.

**1.1.a. Quantity of Proposed Units of Service:**

To be determined.

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

- Per Year:
- Over 10 Years:

| 1.1.c.    | New Units of Service Created | Total Units of Service | One Time Capital Costs | Annual Operations and Service Costs | Cumulative Costs |
|-----------|------------------------------|------------------------|------------------------|-------------------------------------|------------------|
| 2008-2009 |                              |                        |                        |                                     |                  |
| 2010      |                              |                        |                        |                                     |                  |
| 2012      |                              |                        |                        |                                     |                  |
| 2013      |                              |                        |                        |                                     |                  |
| 2013      |                              |                        |                        |                                     |                  |
| 2014      |                              |                        |                        |                                     |                  |
| 2015      |                              |                        |                        |                                     |                  |
| 2016      |                              |                        |                        |                                     |                  |
| 2017      |                              |                        |                        |                                     |                  |
| 2018      |                              |                        |                        |                                     | <sup>24</sup> \$ |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. Propose a predetermined quantity of forgone revenue.
2. Identify caps by jurisdiction as a means to encourage/promote affordable housing development county-wide.

**1.1.e. Responsible Parties:**

1. Washington County and Cities within Washington County.
2. School Districts and other Special Districts in Washington County.

**1.1.f. First Steps Towards Action Implementation:**

1. Coordinate Discussion.

<sup>24</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

|  |   |                               |                               |  |                           |
|--|---|-------------------------------|-------------------------------|--|---------------------------|
| DATE Completed/ Updated: 2/15/2008   |   |                               |                               |  |                           |
| Workgroup Name: <b>Health and Human Supportive Services</b> [Strategy 3.2] |   |                               |                               |  |                           |
| <b>1.0 GENERAL STRATEGY:</b>   |   |                               |                               |  |                           |
| <b>1.1</b>   | <b>Proposed Action:</b>   |                               |                               |  |                           |
|  | Provide homeless outreach linked to housing first (e.g. – JOIN model). Staff 2 FTE Outreach Worker and Retention Worker positions, provide ~20 units rental assistance (first & last month plus deposit) and operations funds to engage the homeless living in camps, abandoned buildings, streets, and other areas not fit for human habitation.   |                               |                               |  |                           |
| <b>1.1.a.</b>  | <b>Quantity of Proposed Units of Service:</b>   |                               |                               |  |                           |
|  | Pilot an outreach program with estimate between 20 and 60 homeless persons who receive outreach will choose to transition from homeless into private and affordable housing units. Includes 3% annual increase to program costs.. <i>January 2007 homeless singles population was 512 individuals.</i>  |                               |                               |  |                           |
| <b>1.1.b.</b>  | <b>Quantified of Intended Outcomes: (July 1 to June 30)</b>   |                               |                               |  |                           |
|  | <ul style="list-style-type: none"> <li>• <b>Per Year: Engage homeless through outreach and provide with housing (e.g. – JOIN model), retention support to maintain housing, and link with supportive services.</b></li> <li>• <b>Over 10 Years: Increase in number of individuals served each subsequent year as program matures; moving homeless from the streets to housing.</b></li> </ul> |                               |                               |  |                           |
| <b>1.1.c.</b>  | <b>New Units of Service Created</b>   | <b>Total Units of Service</b> | <b>One Time Capital Costs</b> | <b>Annual Operations and Service Costs</b> | <b>Cumulative Costs</b>   |
| <i>2008-2009</i>   |   |                               |                               | 0  | 0                         |
| <i>2010</i>  |   |                               |                               | 225,800                                    | 225,800                   |
| <i>2011</i>  |   |                               |                               | 232,574                                    | 458,374                   |
| <i>2012</i>  |   |                               |                               | 239,551                                    | 697,925                   |
| <i>2013</i>  |   |                               |                               | 246,738                                    | 944,663                   |
| <i>2014</i>  |   |                               |                               | 254,140                                    | 1,198,803                 |
| <i>2015</i>  |   |                               |                               | 261,764                                    | 1,460,567                 |
| <i>2016</i>  |   |                               |                               | 269,617                                    | 1,730,184                 |
| <i>2017</i>  |   |                               |                               | 277,706                                    | 2,007,889                 |
| <i>2018</i>  |   |                               |                               | 286,037                                    | <sup>25</sup> \$2,293,926 |
| <b>1.1.d.</b>  | <b>Potential Funding Options Identified/ Secured:</b>   |                               |                               |  |                           |
|  | 1. Local County and City  |                               |                               |  |                           |
|  | 2. State and Federal  |                               |                               |  |                           |
|  | 3. Foundation   |                               |                               |  |                           |
| <b>1.1.e.</b>  | <b>Responsible Parties:</b>   |                               |                               |  |                           |
|  | 1. JOIN of Portland   |                               |                               |  |                           |
|  | 2. Housing and Supportive Services Network (HSSN)   |                               |                               |  |                           |
| <b>1.1.f.</b>  | <b>First Steps Towards Action Implementation:</b>   |                               |                               |  |                           |
|  | 1. Identify lead agency.  |                               |                               |  |                           |
|  | 2. Secure funding.  |                               |                               |  |                           |
|  | 3. Implement program.   |                               |                               |  |                           |
|  | 4. Service Provider implement data collection system (HMIS ServicePoint) to track program outcomes.   |                               |                               |  |                           |

<sup>25</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

DATE Completed/ Updated: February 22, 2008

**Workgroup Name:** Health and Human Supportive Services [Strategy 3.3]**1.0 GENERAL STRATEGY:****1.1 Proposed Action:**

Create an efficient and effective system for service linkage for homeless persons to include emergency shelter beds for single adults located in a One-Stop Resource Center.

**1.1.a. Quantity of Proposed Units of Service:**

Develop 7,000 square foot Resource Center providing emergency beds for single adults and day services for all homeless individuals (e.g. male and female 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 ProForma development includes parking, transportation access, and location of center within county. Total capital = \$3.1 million.

Services include 2.5 FTE staffing for 24/7 shelter and day center activities and Operations to include utilities, phone, .25 FTE maintenance staff, supplies, furnishings and food for homeless with a 3% annual increase.

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

- Per Year: Day Center with Emergency Shelter Beds for Single Adults

- Over 10 Years:

| 1.1.c.    | New Units of Service Created | Total Units of Service | One Time Capital Costs | Annual Operations and Service Costs | Cumulative Costs          |
|-----------|------------------------------|------------------------|------------------------|-------------------------------------|---------------------------|
| 2008-2009 |                              |                        | 0                      |                                     | 0                         |
| 2010      |                              |                        | 0                      |                                     | 0                         |
| 2011      |                              |                        | 0                      |                                     | 0                         |
| 2012      |                              |                        | 0                      |                                     | 0                         |
| 2013      |                              |                        | 3,100,000              | -Year 5 Construction-               | 3,100,000                 |
| 2014      |                              |                        | 0                      | 187,960                             | 3,288,060                 |
| 2015      |                              |                        | 0                      | 193,599                             | 3,481,659                 |
| 2016      |                              |                        | 0                      | 199,407                             | 3,681,065                 |
| 2017      |                              |                        | 0                      | 205,389                             | 3,886,454                 |
| 2018      |                              |                        | 0                      | 211,551                             | <sup>26</sup> \$4,098,005 |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. Federal, state and local funds.
2. Foundation
3. Supportive services provided by project sponsors.

**1.1.e. Responsible Parties:**

1. Housing and Supportive Services Network (HSSN)
2. Nonprofit Project Sponsors
3. Community Partners

**1.1.f. First Steps Towards Action Implementation:**

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

\* Note: Alternative to new construction is acquisition/rehab or lease option of existing facility that would accommodate the Resource Center model defined in the ProForma.

<sup>26</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

|  |  |                               |                               |  |                           |
|--|--|-------------------------------|-------------------------------|--|---------------------------|
| DATE Completed/ Updated: March 5, 2008                                     |  |                               |                               |  |                           |
| <b>Workgroup Name:</b> Health and Human Supportive Services [Strategy 3.4] |  |                               |                               |  |                           |
| <b>1.0 GENERAL STRATEGY:</b>   |  |                               |                               |  |                           |
| <b>1.1</b>   | <b>Proposed Action:</b>  |                               |                               |  |                           |
|  | Increase access to case management and supportive services for clients receiving rental assistance.  |                               |                               |  |                           |
| <b>1.1.a.</b>  | <b>Quantity of Proposed Units of Service:</b>  |                               |                               |  |                           |
|  | Case manages up to 150 households receiving short-term and long-term rental assistance.  |                               |                               |  |                           |
| <b>1.1.b.</b>  | <b>Quantified of Intended Outcomes: (July 1 to June 30)</b>  |                               |                               |  |                           |
|  | <ul style="list-style-type: none"> <li>• <b>Per Year: 6 FTE case management positions supporting homeless who receive rental assistance. Includes service funds for child care and transportation.</b></li> <li>• <b>Over 10 Years:</b></li> </ul> |                               |                               |  |                           |
| <b>1.1.c.</b>  | <b>New Units of Service Created</b>  | <b>Total Units of Service</b> | <b>One Time Capital Costs</b> | <b>Annual Operations and Service Costs</b> | <b>Cumulative Costs</b>   |
| 2008-2009  |  |                               |                               | 219,600                                    | 219,600                   |
| 2010   |  |                               |                               | 248,312                                    | 467,912                   |
| 2011   |  |                               |                               | 255,266                                    | 723,178                   |
| 2012   |  |                               |                               | 262,429                                    | 985,607                   |
| 2013   |  |                               |                               | 269,807                                    | 1,255,414                 |
| 2014   |  |                               |                               | 277,406                                    | 1,532,820                 |
| 2015   |  |                               |                               | 285,233                                    | 1,818,054                 |
| 2016   |  |                               |                               | 293,295                                    | 2,111,349                 |
| 2017   |  |                               |                               | 301,599                                    | 2,412,948                 |
| 2018   |  |                               |                               | 310,152                                    | <sup>27</sup> \$2,723,101 |
| <b>1.1.d.</b>  | <b>Potential Funding Options Identified/ Secured:</b>  |                               |                               |  |                           |
|  | 1. Federal and State funds to include HUD, CDBG, EHA, HHS, OR-DHS, OHCS  |                               |                               |  |                           |
|  | 2. Local County and City   |                               |                               |  |                           |
|  | 3. Foundations   |                               |                               |  |                           |
| <b>1.1.e.</b>  | <b>Responsible Parties:</b>  |                               |                               |  |                           |
|  | 1. Housing and Supportive Services Network (HSSN)  |                               |                               |  |                           |
|  | 2. Service Providers   |                               |                               |  |                           |
| <b>1.1.f.</b>  | <b>First Steps Towards Action Implementation:</b>  |                               |                               |  |                           |
|  | 1. Identify lead agency(s).  |                               |                               |  |                           |
|  | 2. Secure funds.   |                               |                               |  |                           |
|  | 3. Service Provider implement data collection system (HMIS ServicePoint) to track program outcomes.  |                               |                               |  |                           |

<sup>27</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

DATE Completed/ Updated: March 7, 2008

**Workgroup Name: Economic Opportunities and Income Support [Strategy 3.5]****1.0 GENERAL STRATEGY:****1.1 Proposed Action:**

Develop comprehensive one-stop online Resource Directory of all services and housing available in Washington County. Currently these resources are available on separate websites to include [www.thebeehive.org](http://www.thebeehive.org) and [www.211info.org](http://www.211info.org). Create a custom one-stop webpage that “bridges” the information and referral process of these two sites. Provide outreach and education to users who include homeless consumers, service providers, and the public.

**1.1.a. Quantity of Proposed Units of Service:**

A one-stop online resource website.

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

- **Per Year: Software technology will be available in late 2008 that will facilitate the ability to integrate these sites. One-Economy will develop the custom webpage to link referral databases and provide integration with 211info site. Continue to promote 211info as the Call Center contact for Washington County information and referral services.**
- **Over 10 Years:**

| 1.1.c.           | New Units of Service Created | Total Units of Service | One Time Capital Costs | Annual Operations and Service Costs | Cumulative Costs        |
|------------------|------------------------------|------------------------|------------------------|-------------------------------------|-------------------------|
| <i>2008-2009</i> |                              |                        |                        | 25,000                              | \$ 25,000               |
| <i>2010</i>      |                              |                        |                        |                                     |                         |
| <i>2011</i>      |                              |                        |                        |                                     |                         |
| <i>2012</i>      |                              |                        |                        |                                     |                         |
| <i>2013</i>      |                              |                        |                        |                                     |                         |
| <i>2014</i>      |                              |                        |                        |                                     |                         |
| <i>2015</i>      |                              |                        |                        |                                     |                         |
| <i>2016</i>      |                              |                        |                        |                                     |                         |
| <i>2017</i>      |                              |                        |                        |                                     |                         |
| <i>2018</i>      |                              |                        |                        |                                     | <sup>28</sup> \$ 25,000 |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. Foundations
2. Business Partners
3. State and Local

**1.1.e. Responsible Parties:**

1. One-Economy
2. 211info
3. Housing and Supportive Services Network (HSSN)

**1.1.f. First Steps Towards Action Implementation:**

1. Secure funds.
2. Develop custom website “splash” page that integrates resource sites. Identify long-term maintenance of data through collaborative partnership.
3. Market website to end users and public. Provide training and education to consumers on website.

<sup>28</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

DATE Completed/ Updated: March 5, 2008

**Workgroup Name:** Health and Human Supportive Services [Strategy 3.7]**1.0 GENERAL STRATEGY:****1.1 Proposed Action:**

Increase access to child care services for homeless families. The Bridges To Housing Program families without adequate child care encounter barriers to obtaining and retaining employment, impeding the family's ability to become self-sufficient.

**1.1.a. Quantity of Proposed Units of Service:**

5 Families per Year will receive child care resources linked with housing, case management, employment and supportive services to increase self-sufficiency.

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

- **Per Year: Barriers experienced by homeless families receiving child care will be decreased, providing greater success in obtaining and retaining employment.**
- **Over 10 Years: 50 Families**

| 1.1.c.    | New Units of Service Created | Total Units of Service | One Time Capital Costs | Annual Operations and Service Costs | Cumulative Costs        |
|-----------|------------------------------|------------------------|------------------------|-------------------------------------|-------------------------|
| 2008-2009 |                              |                        |                        | 6,000                               | \$ 6,000                |
| 2010      |                              |                        |                        | 6,000                               | 12,000                  |
| 2011      |                              |                        |                        | 6,000                               | 18,000                  |
| 2012      |                              |                        |                        | 6,000                               | 24,000                  |
| 2013      |                              |                        |                        | 6,000                               | 30,000                  |
| 2014      |                              |                        |                        | 6,000                               | 36,000                  |
| 2015      |                              |                        |                        | 6,000                               | 42,000                  |
| 2016      |                              |                        |                        | 6,000                               | 48,000                  |
| 2017      |                              |                        |                        | 6,000                               | 54,000                  |
| 2018      |                              |                        |                        | 6,000                               | <sup>29</sup> \$ 60,000 |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. CDBG
2. OR-DHS Employment Related Day Care Program
3. Foundations

**1.1.e. Responsible Parties:**

1. Community Action

**1.1.f. First Steps Towards Action Implementation:**

1. Secure funds.
2. Implement child care program.
3. Service Provider implement data collection system (HMIS ServicePoint) to track program outcomes.

<sup>29</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

|  |   |                               |                                      |  |                          |
|--|---|-------------------------------|--------------------------------------|--|--------------------------|
| DATE Completed/ Updated: 3/5/2008  |   |                               |                                      |  |                          |
| <b>Workgroup Name: Health and Human Supportive Services [Strategy 3.9]</b> |   |                               |                                      |  |                          |
| <b>1.0 GENERAL STRATEGY:</b>   |   |                               |                                      |  |                          |
| <b>1.1</b>   | <b>Proposed Action:</b>   |                               |                                      |  |                          |
|  | Establish closer links between food/nutrition programs and housing programs through implementation of the 8-week Summer Food Program at additional community sites.   |                               |                                      |  |                          |
| <b>1.1.a.</b>  | <b>Quantity of Proposed Units of Service:</b>   |                               |                                      |  |                          |
|  | Provide meals, nutrition education and daytime activities to youth ages 1 – 18 years.   |                               |                                      |  |                          |
| <b>1.1.b.</b>  | <b>Quantified of Intended Outcomes: (July 1 to June 30)</b>   |                               |                                      |  |                          |
|  | <ul style="list-style-type: none"> <li>• Per Year: Increased number of youth receiving food and enrichment activities.</li> <li>• Over 10 Years: Approximately 127,000 meals served in 2007 to youth.</li> </ul>  |                               |                                      |  |                          |
| <b>1.1.c.</b>  | <b>New Units of Service Created</b>   | <b>Total Units of Service</b> | <b>One Time Capital Costs</b>        | <b>Annual Operations and Service Costs</b> | <b>Cumulative Costs</b>  |
| <i>2008-2009</i>   |   |                               | Food costs covered by USDA - \$ 0.00 | Interns & Activity Costs – Est. \$24,000   | 24,000                   |
| <i>2010</i>  |   |                               |                                      |  | 48,000                   |
| <i>2011</i>  |   |                               |                                      |  | 72,000                   |
| <i>2012</i>  |   |                               |                                      |  | 96,000                   |
| <i>2013</i>  |   |                               |                                      |  | 120,000                  |
| <i>2014</i>  |   |                               |                                      |  | 144,000                  |
| <i>2015</i>  |   |                               |                                      |  | 168,000                  |
| <i>2016</i>  |   |                               |                                      |  | 192,000                  |
| <i>2017</i>  |   |                               |                                      |  | 216,000                  |
| <i>2018</i>  |   |                               |                                      |  | <sup>30</sup> \$ 240,000 |
| <b>1.1.d.</b>  | <b>Potential Funding Options Identified/ Secured:</b>   |                               |                                      |  |                          |
|  | 1. United States Department of Agriculture (USDA) and Oregon Food Bank  |                               |                                      |  |                          |
|  | 2. Funding and in-kind services provided by United Way, Intel Corporation, Tuality Healthcare, Commission on Children and Families, Oregon Food Bank, OSU Extension, Oregon Hunger Relief Task Force, Tualatin Hills Park and Rec., Hillsboro Park and Rec., faith-based community partners, school districts, family resource centers, Boys and Girls Club, and many more. |                               |                                      |  |                          |
| <b>1.1.e.</b>  | <b>Responsible Parties:</b>   |                               |                                      |  |                          |
|  | 1. Commission on Children and Families  |                               |                                      |  |                          |
|  | 2. Housing providers.   |                               |                                      |  |                          |
| <b>1.1.f.</b>  | <b>First Steps Towards Action Implementation:</b>   |                               |                                      |  |                          |
|  | 1. Identify areas (schools, apartment complexes) with 50% or more of the families qualify for free and reduced lunches (are at 185% of the poverty level).  |                               |                                      |  |                          |
|  | 2. Organize community planning meetings to build partnership for the program.   |                               |                                      |  |                          |
|  | 3. Hire interns each summer to instruct nutrition education program. Recruit volunteers.  |                               |                                      |  |                          |
|  | 4. Data collection for reporting of program outcomes.   |                               |                                      |  |                          |

<sup>30</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

DATE Completed/ Updated: 1/11/2008

**Workgroup Name: Economic Opportunities and Income Support [Strategy 4.1]****1.0 GENERAL STRATEGY:****1.1 Proposed Action:**

Sustain and expand the Housing Employment Link Partnership (HELP) program providing a coordinated approach to housing, job search and retention, mental health and supportive services. Current program serves 75 households/12 months and is located in Beaverton. Expand the program to serve 150 households/12 months at two locations.

**1.1.a. Quantity of Proposed Units of Service: 150 households****1.1.b. Quantified of Intended Outcomes: (July 1 to June 30)**

- Per Year: Increased number of households receiving services at two locations.
- Over 10 Years: 75 households in Year 1, 150 households annually Years 2 through 10

| 1.1.c.    | New Units of Service Created | Total Units of Service | One Time Capital Costs | Annual Operations and Service Costs   | Cumulative Costs           |
|-----------|------------------------------|------------------------|------------------------|---|----------------------------|
| 2008-2009 |                              |                        |                        | 165,000<br>Funded through<br>6/30/2009 United<br>Way + Service<br>Provider Match<br>Funds | \$165,000                  |
| 2010      |                              |                        |                        | 360,000 + Service<br>Provider Match<br>Funds  | 525,000                    |
| 2011      |                              |                        |                        | 360,000   | 885,000                    |
| 2012      |                              |                        |                        | 360,000   | 1,245,000                  |
| 2013      |                              |                        |                        | 360,000   | 1,605,000                  |
| 2014      |                              |                        |                        | 360,000   | 1,965,000                  |
| 2015      |                              |                        |                        | 360,000   | 2,325,000                  |
| 2016      |                              |                        |                        | 360,000   | 2,685,000                  |
| 2017      |                              |                        |                        | 360,000   | 3,045,000                  |
| 2018      |                              |                        |                        | 360,000   | <sup>31</sup> \$ 3,405,000 |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. Foundations (Will seek extension/renewal of funding with United Way)
2. Business Partners
3. Local County/City Funds

**1.1.e. Responsible Parties:**

1. PCC Capital Career Center (Career Assessment, Employment and Program Coordination)
2. Community Action (Housing and Ready to Rent training)
3. LifeWorks NW (Mental Health and Life Skills)
4. Oregon Department of Human Services (Employment and Services)

**1.1.f. First Steps Towards Action Implementation:**

1. Secure funding to sustain and expand program. United Way funding expires 6/30/2009.
2. Identify resources to expand HELP at two locations in the county.
3. Service Provider implement data collection system (HMIS ServicePoint) to track program outcomes.

<sup>31</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

DATE Completed/ Updated: 4/28/2008

**Workgroup Name:** Economic Opportunities and Income Support [Strategy 4.2.b]**1.0 GENERAL STRATEGY:****1.1 Proposed Action:**

Develop Supported Employment Program model for individuals experiencing barriers to obtain and retain employment.

**1.1.a. Quantity of Proposed Units of Service:**

Staff 1 FTE "Employment Specialist/Job Coach" position to work with employers to hire formerly homeless persons. Work with homeless to develop employment skills, obtain and retain employment.

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

- **Per Year: Increase likelihood that formerly homeless will obtain and retain employment.**
- **Over 10 Years: Year 2 through 10**

| 1.1.c.           | New Units of Service Created | Total Units of Service | One Time Capital Costs | Annual Operations and Service Costs | Cumulative Costs         |
|------------------|------------------------------|------------------------|------------------------|-------------------------------------|--------------------------|
| <i>2008-2009</i> |                              |                        |                        |                                     | 0.00                     |
| <i>2010</i>      |                              |                        |                        | 56,000                              | 56,000                   |
| <i>2011</i>      |                              |                        |                        | 57,680                              | 113,680                  |
| <i>2012</i>      |                              |                        |                        | 59,410                              | 173,090                  |
| <i>2013</i>      |                              |                        |                        | 61,193                              | 234,283                  |
| <i>2014</i>      |                              |                        |                        | 63,028                              | 297,312                  |
| <i>2015</i>      |                              |                        |                        | 64,919                              | 362,231                  |
| <i>2016</i>      |                              |                        |                        | 66,867                              | 429,098                  |
| <i>2017</i>      |                              |                        |                        | 68,873                              | 497,971                  |
| <i>2018</i>      |                              |                        |                        | 70,939                              | <sup>32</sup> \$ 568,910 |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. Foundations
2. Federal, state and local funds

**1.1.e. Responsible Parties:**

1. Housing and Supportive Services Network (HSSN)
2. Nonprofit providers
3. State and local government

**1.1.f. First Steps Towards Action Implementation:**

1. Identify lead agency.
2. Secure funding.
3. Implement program.
4. Service Provider implement data collection system (HMIS ServicePoint) to track program outcomes.

<sup>32</sup> This is the total cost over 10 years.

## 10-Year Plan Workgroup Final Worksheet

DATE Completed/ Updated: 2/26/2008

**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 10-Year Plan activities will be entered into HMIS. Currently 12 agencies (nonprofit and public) participate in entering homeless data in HMIS.

**1.1.a. Quantity of Proposed Units of Service:**

Fund 75 user licenses (ServicePoint) at an annual cost of \$250/user.

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

- **Per Year: Increase number of providers entering data on homeless services and activities. 2007 user license fee is \$158.00. License increase ~ 3% annually.**

| 1.1.c.    | New Units of Service Created | Total Units of Service | One Time Capital Costs | Annual Operations and Service Costs | Cumulative Costs         |
|-----------|------------------------------|------------------------|------------------------|-------------------------------------|--------------------------|
| 2008-2009 |                              |                        |                        | 12,375                              | \$ 12,375                |
| 2010      |                              |                        |                        | 12,746                              | 25,121                   |
| 2011      |                              |                        |                        | 13,129                              | 38,250                   |
| 2012      |                              |                        |                        | 13,522                              | 51,772                   |
| 2013      |                              |                        |                        | 13,928                              | 65,701                   |
| 2014      |                              |                        |                        | 14,346                              | 80,047                   |
| 2015      |                              |                        |                        | 14,776                              | 94,823                   |
| 2016      |                              |                        |                        | 15,220                              | 110,043                  |
| 2017      |                              |                        |                        | 15,676                              | 125,719                  |
| 2018      |                              |                        |                        | 16,147                              | <sup>33</sup> \$ 141,866 |

**1.1.d. Potential Funding Options Identified/ Secured:**

1. Service Providers
2. Local County and City Funds
3. State and Federal Funds

**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.
3. Provide software and policy training to HMIS users.
4. Provide data reporting and analysis to HMIS users and the public.

<sup>33</sup> This is the total cost over 10 years.

# Appendix B

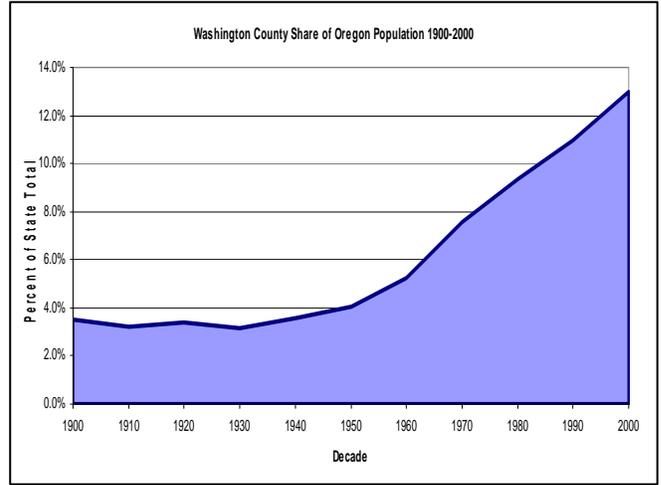
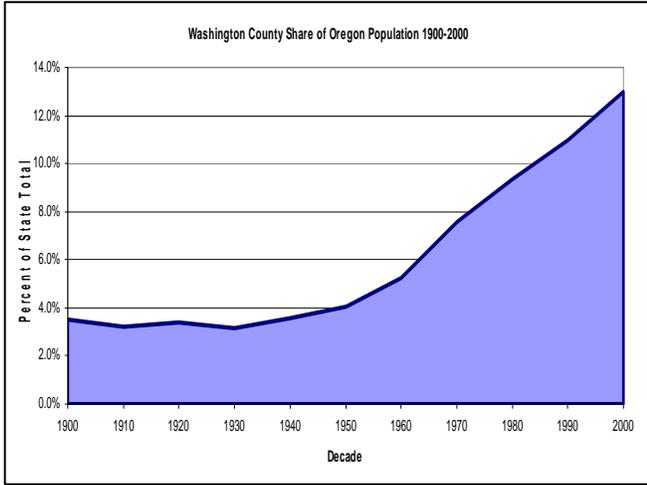
## NEEDS ASSESSMENT DATA

### Contents

|  |           |
|--|-----------|
| <b>Quantitative Data</b> .....                       | <b>66</b> |
| Recent Population Growth & Poverty.....              | 66        |
| Counts of Homelessness .....                         | 67        |
| Trends in Homelessness.....                          | 68        |
| Trends in Resources for Homeless People.....         | 70        |
| School District Data on Homeless Students.....       | 71        |
| <b>Community Inventory Data</b> .....                | <b>72</b> |
| Capacity and Resources to Address Homelessness ..... | 72        |
| <b>Qualitative Data</b> .....                        | <b>78</b> |
| Persons Exiting Corrections.....                     | 78        |
| Homeless Families.....                               | 79        |
| Latino Families .....                                | 80        |
| Homeless Job Seekers .....                           | 81        |

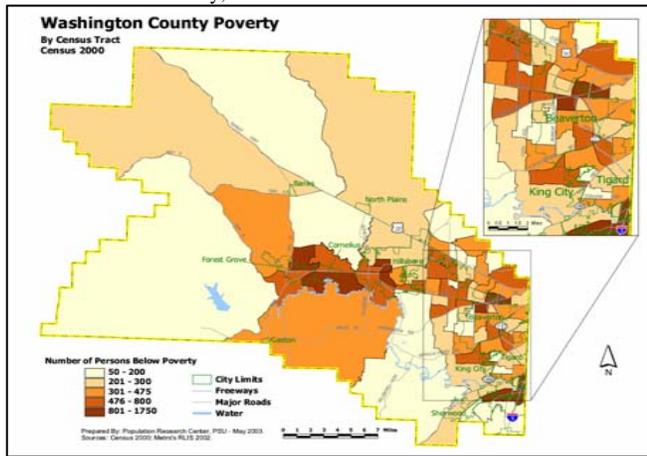
Quantitative Data

RECENT POPULATION GROWTH & POVERTY

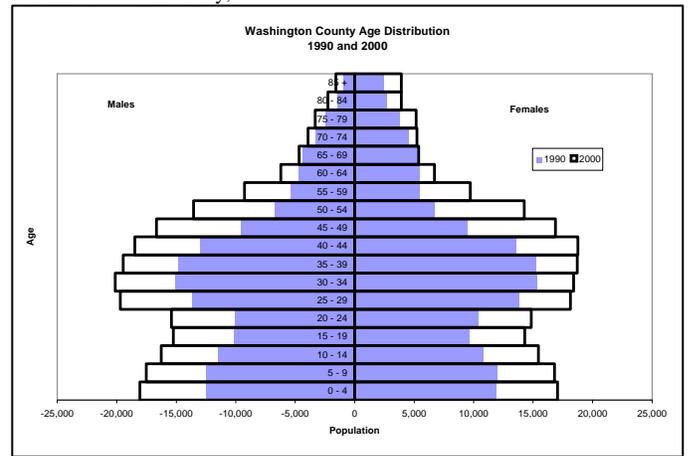


Source: WA County Housing Study and Data, Population Research Center, Portland State University, 2003

Source: WA County Housing Study and Data, Population Research Center, Portland State University, 2003



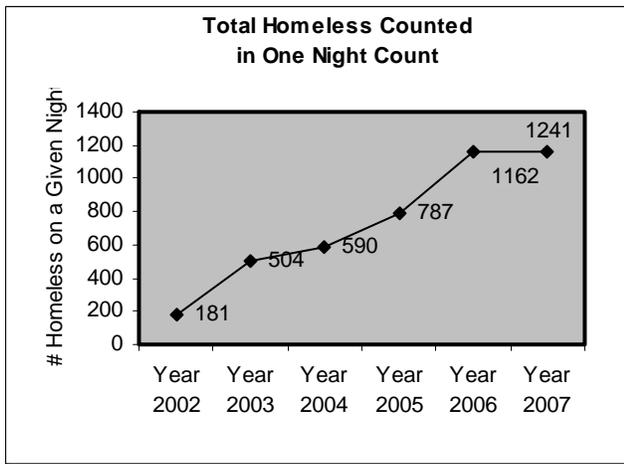
Source: WA County Housing Study and Data, Population Research Center, Portland State University, 2003



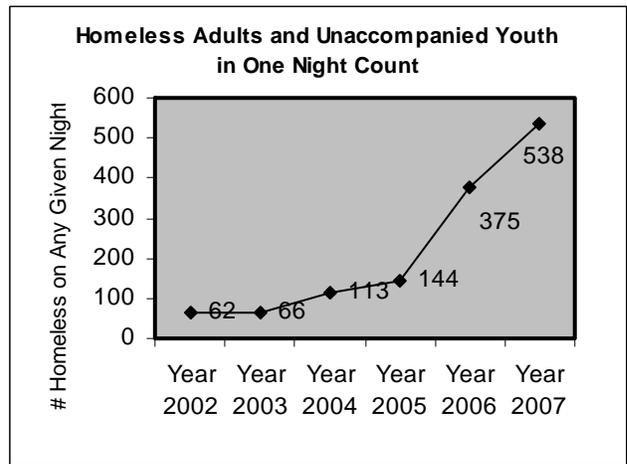
Source: WA County Housing Study and Data, Population Research Center, Portland State University, 2003

Quantitative Data

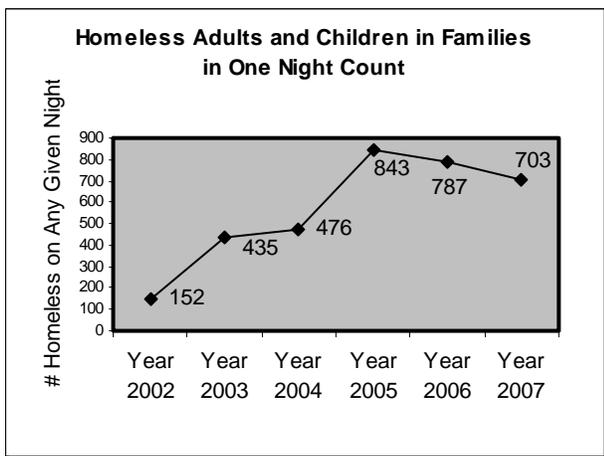
COUNTS OF HOMELESSNESS



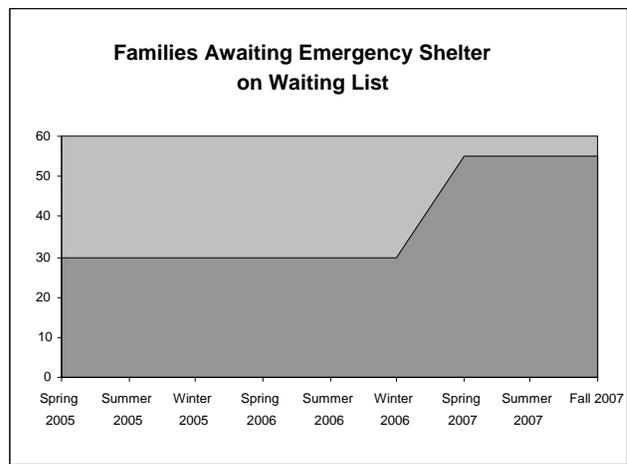
Source: WA County One Night Count of Homeless Population; 2002-2007



Source: WA County One Night Count of Homeless Population; 2002-2007



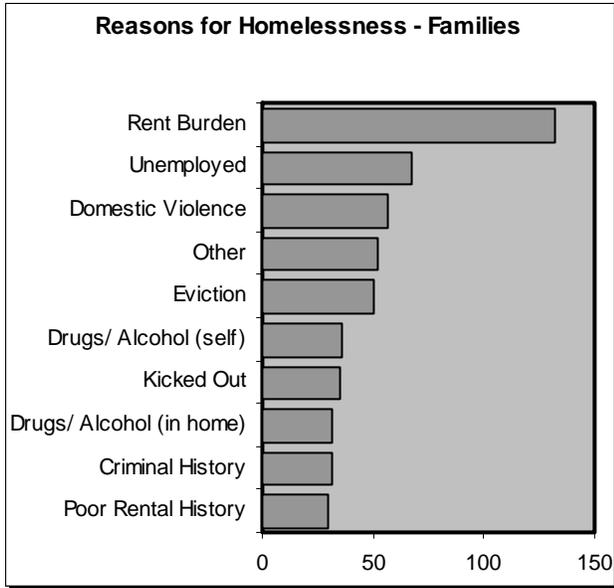
Source: WA County One Night Count of Homeless Population; 2002-2007



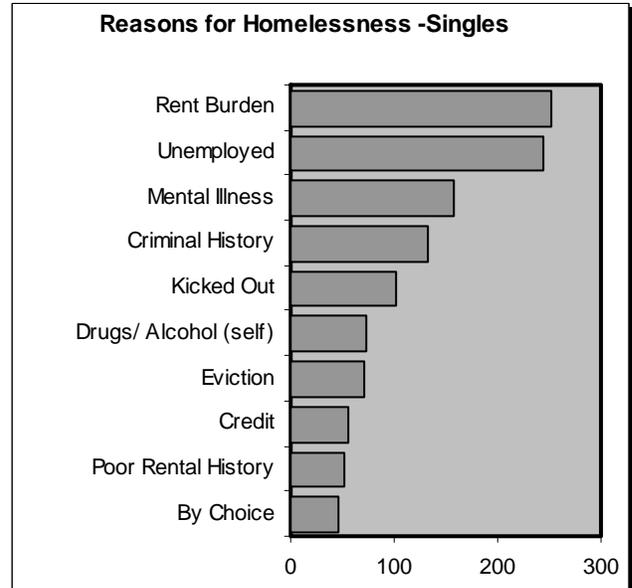
Source: Community Action, WA County, Waiting List for All 3 Local Family Shelters

Quantitative Data

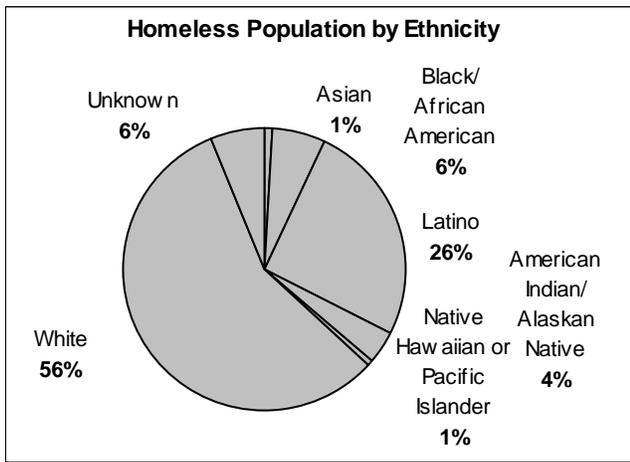
TRENDS IN HOMELESSNESS



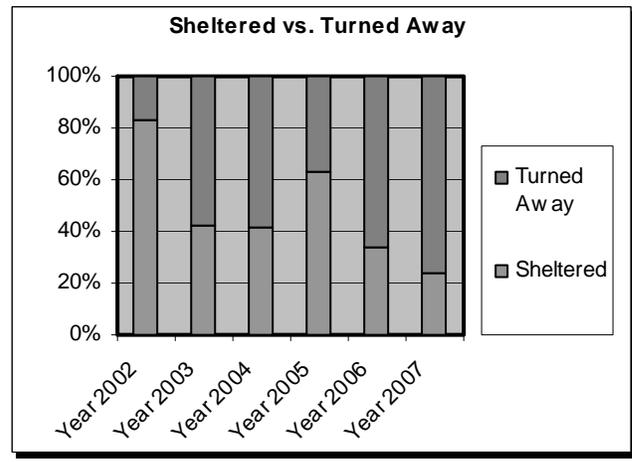
Source: WA County One Night Count of Homeless Population; 2002-2007



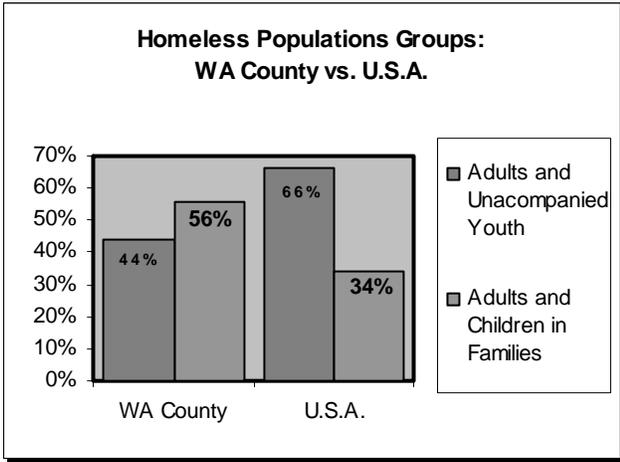
Source: WA County One Night Count of Homeless Population; 2002-2007



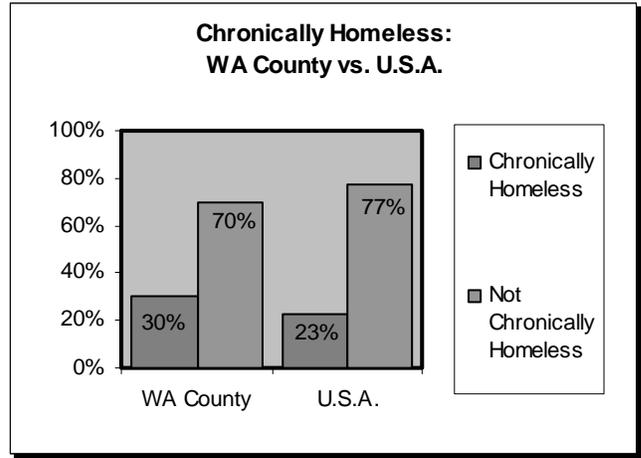
Source: WA County One Night Count of Homeless Population; 2002-2007



Source: WA County One Night Count of Homeless Population; 2002-2007



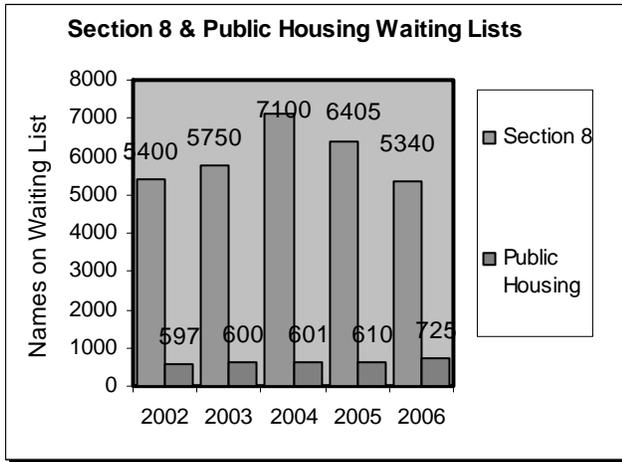
Source: U.S. Department of HUD, The Homeless in America: A Profile Based on the First Annual Homeless Assessment Report, 2005 and WA County One Night Count of Homeless Population; 2002-2007



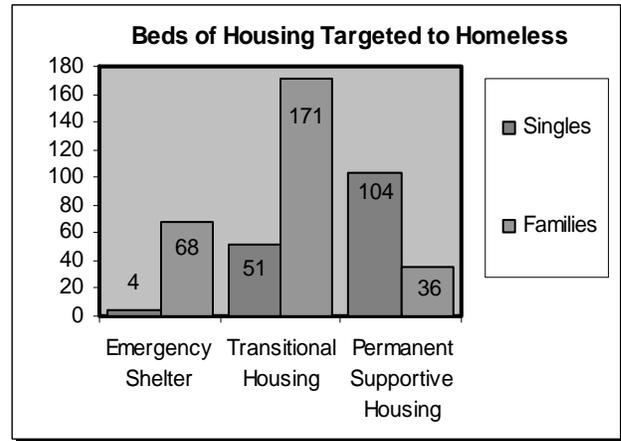
Source: U.S. Department of HUD, The Homeless in America: A Profile Based on the First Annual Homeless Assessment Report, 2005 and WA County One Night Count of Homeless Population; 2002-2007

Quantitative Data

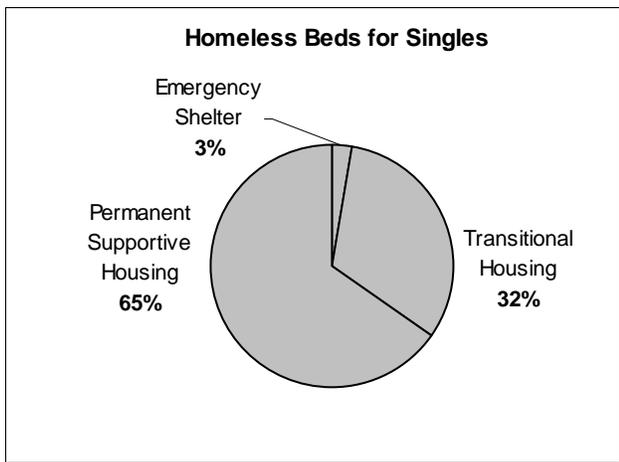
TRENDS IN RESOURCES FOR HOMELESS PEOPLE



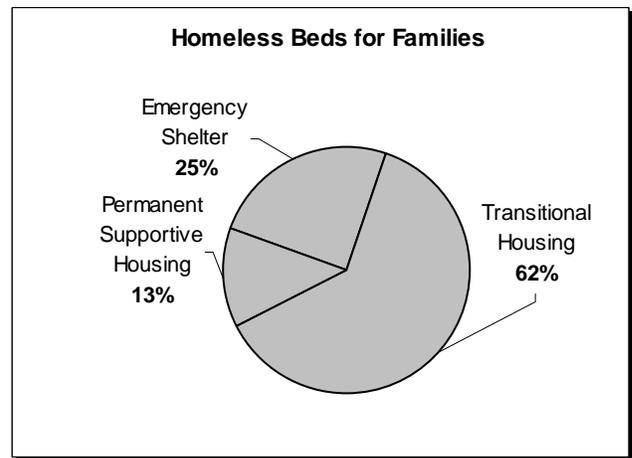
Source: WA County Department of Housing Services, 2007



Source: Exhibit 1: Continuum of Care Application for Hillsboro, Beaverton, Washington County CoC, 2007



Source: Exhibit 1: Continuum of Care Application for Hillsboro, Beaverton, Washington County CoC, 2007



Source: Exhibit 1: Continuum of Care Application for Hillsboro, Beaverton, Washington County CoC, 2007

## Quantitative Data

## SCHOOL DISTRICT DATA ON HOMELESS STUDENTS

| WA County School System Comparison |                                 |                                 |                                 |                                 |  |  |
|------------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|--|--|
| School District                    | 2003-<br>2004<br>School<br>Year | 2004-<br>2005<br>School<br>Year | 2005-<br>2006<br>School<br>Year | 2006-<br>2007<br>School<br>Year | % Increase<br>From Year 1 to<br>Year 4 | % Increase<br>From Year 3 to<br>Year 4 |
|                                    | Year 1                          | Year 2                          | Year 3                          | Year 4                          |  |  |
| Banks                              | 1                               | 0                               | 5                               | 2                               | 100%                                   | -60%                                   |
| Beaverton                          | 188                             | 285                             | 702                             | 1,093                           | 482%                                   | 56%                                    |
| Forest Grove                       | 54                              | 56                              | 116                             | 75                              | 39%                                    | -36%                                   |
| Gaston                             | 3                               | No data                         | 1                               | 7                               | 134%                                   | 600%                                   |
| Hillsboro                          | 247                             | 282                             | 501                             | 387                             | 57%                                    | -23%                                   |
| Sherwood                           | No data                         | No data                         | 20                              | 18                              | *                                      | -10%                                   |
| Tigard-Tualatin                    | 51                              | 52                              | 77                              | 58                              | 14%                                    | -25%                                   |

| Tri-County Comparison |                          |                          |            |
|-----------------------|--------------------------|--------------------------|------------|
| County                | 2005-2006<br>School Year | 2006-2007<br>School Year | % Increase |
| Clackamas             | 702                      | 781                      | 12%        |
| Multnomah             | 2,263                    | 2,834                    | 26%        |
| Washington            | 1,422                    | 1,638                    | 16%        |

| Top 10 Counties in Oregon  |   |
|--|---|
| Counties in Oregon<br>with Highest<br>Homeless Student<br>Counts | 2006-2007<br>Homeless Student<br>Count: Hi to Low |
| 1. Multnomah   | 2,838   |
| 2. Lane  | 1,965   |
| 3. Washington  | 1,638   |
| 4. Jackson   | 1,503   |
| 5. Marion  | 1,168   |
| 6. Clackamas   | 782   |
| 7. Deschutes   | 735   |
| 8. Linn  | 566   |
| 9. Klamath   | 480   |
| 10. Douglas  | 467   |

\*Can not calculate due to missing data in 2003-2004

Source: Oregon Department of Education; Enrolled K-12 Homeless Student Data Collection

## Community Inventory Data

## CAPACITY AND RESOURCES TO ADDRESS HOMELESSNESS

I. General HUD Housing Summaries<sup>34</sup>

| Federal Housing Grants for Housing/ Homeless Programs in 2007 |                           |
|---|---------------------------|
| HOME Funds  | \$1,639,790               |
| Community Development Block Grant (CDBG) Funds                | \$2,057,753               |
| McKinney-Vento Continuum of Care Homeless Funds               | \$1,552,468               |
| 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 <sup>35</sup>                     |                 |
|---|-----------------|
|   | # Units         |
| Fair Share Section 8 Program Vouchers                   | 114             |
| Section 8 Rental Vouchers                               | 2,569           |
| <i>Total</i>  | 2,683           |
| <i>Section 8 Program Details</i>                        |                 |
| Current Section 8 Waiting List                          | 6,405 names     |
| Section 8 Annual Turnover Rate                          | Approx 100/year |
| % of Section 8s used as Tenant-based Rental Assistance  | 100%            |
| % of Section 8s used as Project-based Rental Assistance | 0%              |

| HUD Financed Public Housing |         |
|-----------------------------|---------|
|                             | # Units |
| Public Housing Units        | 285     |

| 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 |

| HUD Section 811 for Persons with Disabilities |     |
|---|-----|
| None  | \$0 |

| Section 811 for Persons with Disabilities |     |
|---|-----|
| None                                      | \$0 |

II. Shelters and Housing for the Homeless Summaries<sup>36</sup>

| Summary: Total Designated Homeless Beds/ Housing Units |                     |                      |
|--|---------------------|----------------------|
| Program Model  | Singles<br>(# beds) | Families<br>(# beds) |
| Emergency  | 12                  | 68                   |
| Transitional   | 17                  | 171                  |
| Permanent  | 104                 | 36                   |
| <i>Total</i>   | 133                 | 275                  |

<sup>34</sup> Award data supplied by U.S. Department of HUD. Award amounts are available at [www.hud.gov](http://www.hud.gov) in various reports.

<sup>35</sup> Data provided by WA County Department of Housing Services

<sup>36</sup> Data is drawn from CoC Housing Inventory Chart; 2007 Exhibit CoC Application for Hillsboro, Beaverton, Washington County and complemented with details provided by WA County housing and homeless service providers.

## Emergency Drop-in for Homeless People

| Name      | Program Model  | # Units |
|-----------|--|---------|
| Open Door | Drop-in counseling center for single homeless people | NA      |

## Emergency Shelters for the Homeless

| Name                       | Program Model                        | Singles<br>(# beds) | Families<br>(# beds) |
|----------------------------|--------------------------------------|---------------------|----------------------|
| Community Action           | Family Shelter                       | 0                   | 20                   |
| Good Neighbor Center       | Family Shelter                       | 0                   | 36                   |
| Family Bridge              | Church-based Beds for Families       | 0                   | 12                   |
| Boys and Girls Aid Society | Emergency Foster Home Beds for Youth | 4                   | 0                    |
| Boys and Girls Aid Society | Safe Place Youth Shelter             | 8                   | 0                    |
|                            | <i>Total</i>                         | 12                  | 68                   |

## Domestic Violence Residences

| Name                              | Program Model              | Singles<br>(# beds) | Families<br>(# beds) |
|-----------------------------------|----------------------------|---------------------|----------------------|
| Domestic Violence Resource Center | Domestic Violence Shelter. | 5                   | 23                   |

## Transitional Housing

| Name   | Program Model  | Singles<br>(# beds) | Families<br>(# beds) |
|--|--|---------------------|----------------------|
| Cascade AIDS Project                             | Transitional for Persons with HIV  | 3                   | 8                    |
| Community Action                                 | <ul style="list-style-type: none"> <li>• The Supplemental Assistance for Families in Assisted Housing Program</li> <li>• The Low Income Rental Housing Fund</li> <li>• The Housing Stabilization Programs</li> </ul> | 4                   | 53                   |
| Good Neighbor Center                             | <ul style="list-style-type: none"> <li>• The Housing Stabilization Program</li> <li>• Transitional Partnership with Housing Authority</li> </ul>   | 0                   | 24                   |
| Homestreet-Banyan Tree                           | Interim Housing  | 5                   | 0                    |
| LifeWorks Northwest                              | Transitional Facility for Homeless Adults with Mental Illness  | 5                   | 0                    |
| Lutheran Community Service Northwest             | Transitional Housing Units for Homeless and at-risk Families   | 0                   | 72                   |
| Washington County Department of Housing Services | Transitional Family Units for Homeless Probationers/ Parolees  | 0                   | 14                   |
|  | <i>Total</i>   | 17                  | 171                  |

## Permanent Supportive Housing

| Name                                  | Program Model   | Singles<br>(# beds) | Families<br>(# beds) |
|---------------------------------------|---|---------------------|----------------------|
| Cascade AIDS Project                  | Shelter Plus Car Rental Assistance  | 14                  | 20                   |
| Clean and Sober Living (CASL)         | Shelter Plus Car Rental Assistance<br>New Dawn Program<br>Sober Housing   | 20                  | 0                    |
| Good Neighbor Center                  | Shelter Plus Care Rental Assistance   | 0                   | 16                   |
| Mental Health Consortium of WA County | Shelter Plus Care w/ Lifeworks, Homestreet, Banyan Tree, Luke Dorf<br>Tri-Haven Shelter Plus Care Rental Assistance | 61                  | 0                    |
| Open Door Counseling Center           | Shelter Plus Care Rental Assistance   | 9                   | 0                    |
|                                       | <i>Total</i>  | 104                 | *-36                 |

| New and Under Development: Permanent Supportive Housing  |   |                     |                      |
|--|---|---------------------|----------------------|
|  | Program Model   | Singles<br>(# beds) | Families<br>(# beds) |
| Bridges to Housing   | “Housing first” program placing homeless families in set-aside units of CDC owned housing and providing support services to high resource using families. | 0                   | 42                   |
| Luke Dorf Hillsboro Graduated Independent Living Program Dual Diagnosis Residential Program (Open December 2007) | Permanent housing for homeless individuals with dual diagnosis. Intensive treatment on site.  | 15                  | 0                    |
| Merlo Station – Tualatin Valley Housing Partners   |   | 0                   | 41                   |
|  | <i>Total</i>  | 15                  | 83                   |

### III. Other Supportive Housing<sup>37</sup>

| Recovery Homes       |   |         |
|----------------------|---|---------|
| Program Model        |   | Singles |
| Oxford Houses        | 22 cooperatively run, consumer directed sober homes that operate independently of public funds                                | 235     |
| Luke Dorf Safe Haven | Permanent “low threshold” harm reduction housing for men and women with dual diagnosis of mental illness and substance abuse. | 10      |
|                      | <i>Total</i>  | 245     |

| Transitional Housing for Persons Leaving Corrections |  |                |
|--|--|----------------|
| Program Model  |  |                |
| Community Corrections Transitional Lodger Program    | Setting for individuals exiting corrections institutions – transitioning into community  | 23             |
| Privately Owned Shared Housing for Ex-offenders      | Property owner Jay Swenson owns rental housing that he dedicates to leasing up with ex-offenders in shared housing arrangements.     | # units varies |
| WA County Transitional Housing Program               | Transitional Housing for 3 families (up to 14 beds) for homeless probationers/ parolees and their spouses/ children.                 | 14             |
| Castle House CLSL                                    | A privately owned former nursing home used as SRO housing with some free units set-aside for those leaving corrections. Faith-based. | # units varies |
|  | <i>Total</i>   | approx. 50     |

<sup>37</sup> Data provided by WA County housing and homeless service providers.

IV. Publicly Subsidized Housing (that is Not Public Housing)<sup>38</sup>

| Summary: Publicly Subsidized Housing Properties (not public housing) by Region |                 |                           |
|--|-----------------|---------------------------|
| Zip Code   | Area or City    | # Income Restricted Units |
| 97005  | Beaverton-City  | 323                       |
| 97006  | Aloha/Beaverton | 1,560                     |
| 97007  | Aloha/Beaverton | 147                       |
| 97008  | Beaverton-City  | 5                         |
| 97062  | Tualatin        | 340                       |
| 97116  | Forest Grove    | 187                       |
| 97123  | Hillsboro South | 407                       |
| 97124  | Hillsboro North | 48                        |
| 97133  | North Plains    | 33                        |
| 97223  | Tigard          | 305                       |
| 97224  | Tigard          | 369                       |

| Publicly Subsidized Housing Properties (not public housing) |           |  |            |                           |
|---|-----------|--|------------|---------------------------|
| Name of Property  | Location  | Owner  | Type       | # Income Restricted Units |
| Holly Tree  | Beaverton | Housing Authority WA County                          | Government | 140                       |
| Crestview Court   | Beaverton |  |            | 48                        |
| New Dawn Apartments   | Beaverton | Clean and Sober Living Inc.                          | Non-profit | 6                         |
| Bonnie Brae Group Home                                      | Beaverton | Edwards Center                                       | Non-profit | 1                         |
| Franklin St. Apartments                                     | Beaverton | Gearin Properties                                    | Non-profit | 4                         |
| Beaverton Apartments  | Beaverton | Gearin Properties                                    | Non-profit | 4                         |
| Fir Crest Manor   | Beaverton | Tualatin Valley Housing Partners                     | Non-profit | 59                        |
| Spencer House   | Beaverton | Tualatin Valley Housing Partners                     | For profit | 47                        |
| Bridge Apartments   | Beaverton | Tualatin Valley Housing Partners<br>Housing Partners | Non-profit | 14                        |
| Willow Springs  | Beaverton | Willow Springs Limited Partnership                   | For Profit | 120                       |
| Quatama Crossing  | Beaverton | Quatama Housing Limited Partnership                  | Non-profit | 711                       |
| Marilann Terrace  | Beaverton | Housing Authority Of Washington<br>County            | Government | 18                        |
| Briarcreek Apartments                                       | Beaverton | Gsl Properties                                       | For Profit | 216                       |
| Brentwood Oaks Apartments                                   | Beaverton | Tuality Park Apartments Limited<br>Partnership       | For Profit | 78                        |
| 185th Duplexes  | Beaverton | Housing Authority Of Washington<br>County            | Government | 6                         |
| Reedville Apartments  | Aloha     | Housing Development Corporation Of<br>New Oregon     | Non-profit | 48                        |
| Birch Creek Apartments                                      | Beaverton | Simpson Property Group                               | For Profit | 246                       |
| New Beginnings Campaign                                     | Beaverton | St Mary's Home For Boys                              | Non-profit | 54                        |

<sup>38</sup> Data provided by WA County Department of Housing Services – from a data base that is still under development. Given that the database is not yet complete, there may be omissions or irregularities in this inventory.

|                                  |              |   |            |     |
|----------------------------------|--------------|---|------------|-----|
| Phase II                         |              |   |            |     |
| Villa Capri Apartments           | Beaverton    | Tualatin Valley Housing Partners              | Non-profit | 63  |
| Farmington Meadows               | Beaverton    | Mainland Development Corporation              | F          | 68  |
| Cuenca House                     | Aloha        | Homestreet-Banyan Tree, Inc.                  | Non-profit | 1   |
| Myrtlewood House                 | Aloha        | Homestreet-Banyan Tree, Inc.                  | Non-profit | 1   |
| Tri-Haven Room And Board         | Aloha        | Tri-Haven, Inc.                               | Non-profit | 7   |
| Belleau Wood                     | Beaverton    | Belleau Woods Associates Ltd                  | Government | 64  |
| Farmington Park                  | Beaverton    | Housing Authority Of Washington County        | Government | 6   |
| Habitat Homes                    | Beaverton    | Habitat For Humanity                          | Non-profit | 1   |
| Habitat Homes                    | Beaverton    | Habitat For Humanity                          | Non-profit | 1   |
| Habitat Homes                    | Beaverton    | Habitat For Humanity                          | Non-profit | 1   |
| Habitat Homes                    | Beaverton    | Habitat For Humanity                          | Non-profit | 1   |
| Habitat Homes                    | Beaverton    | Habitat For Humanity                          | Non-profit | 1   |
| Tualatin Meadows                 | Tualatin     | GSL Properties                                | For Profit | 240 |
| Terrace View Apartments          | Tualatin     | GSL Properties                                | For Profit | 100 |
| The Villager Apartments          | Forest Grove | Housing Authority Of Washington County        | Government | 36  |
| Parkside Apartments              | Forest Grove | Housing Authority Of Washington County        | Government | 24  |
| Covey Run Apartments             | Forest Grove | Cascade Housing Group, Llc                    | For Profit | 40  |
| Harkson Court                    | Forest Grove | Accessible Living, Inc.                       | Non-profit | 20  |
| Vanrich Apartments               | Forest Grove | Housing Authority Of Washington County        | Government | 17  |
| Jose Arciga Apartments           | Forest Grove | Housing Development Corporation Of New Oregon | Non-profit | 50  |
| Amberwood Apartments             | Hillsboro    | Housing Authority Of Washington County        | Government | 40  |
| Gateway Commons                  | Hillsboro    | Cascade Housing Development                   | For Profit | 138 |
| City Center                      | Hillsboro    | City Center Ltd Partnership                   | Non-profit | 91  |
| The Maples Ii Apartments         | Hillsboro    | Community Housing Iii, Inc                    | For Profit | 21  |
| Laceleaf Apartments              | Hillsboro    | Homestreet-Banyan Tree                        | Non-profit | 15  |
| Interim House                    | Hillsboro    | Homestreet-Banyan Tree, Inc.                  | Non-profit | 1   |
| Montebello Apartments            | Hillsboro    | Housing Development Corporation Of New Oregon | Non-profit | 48  |
| Rolling Green Apartments         | Hillsboro    | Quadriplegics United Against Dependency Inc   | Non-profit | 24  |
| The Maples Apartments            | Hillsboro    | Washington County Council On Aging            | Non-profit | 29  |
| Tarkington Square                | Hillsboro    | Housing Authority Of Washington County        | Government | 48  |
| Fifth Avenue Plaza               | North Plains |   |            | 33  |
| Oleson Woods Apartments          | Portland     | Community Partners For Affordable Housing     | Non-profit | 32  |
| Hawthorne Villa Apartments       | Tigard       | Columbia Development Services Inc             | Non-profit | 119 |
| Metzger Park Apartments          | Tigard       | Community Partners For Affordable Housing     | Non-profit | 32  |
| The Village At Washington Square | Tigard       | Community Partners For Affordable Housing     | Non-profit | 26  |
| Greenburg Oaks Apartments        | Tigard       | Community Partners For Affordable Housing     | Non-profit | 84  |

|                          |        |  |            |       |
|--------------------------|--------|--|------------|-------|
| Pluss Apartments         | Tigard | Luke-Dorf Inc                          | Non-profit | 11    |
| Sandvig House Renovation | Tigard | Luke-Dorf Inc                          | Non-profit | 1     |
| The Colonies Apartments  | Tigard | Housing Authority Of Washington County | Government | 96    |
| Bonita Villa Apartments  | Tigard | Housing Authority Of Washington County | Government | 96    |
| Woodspring Apartments    | Tigard | Alliance Property Mgmt                 | Non-profit | 172   |
| New Beginnings           | Tigard | Luke-Dorf Inc                          | Non-profit | 5     |
| <i>Total</i>             |        |  |            | 3,724 |

## Qualitative Data

### PERSONS EXITING CORRECTIONS

#### Current Trends

- WA County Jail releases many inmates to the County - most of whom originated from the area prior to their offense.
- Many homeless individuals exiting WA County Jail will go to Portland for shelter if they have no home to return to in the County.
- New trend – increase number of older homeless men and women leaving corrections in the County.
- There is some specialized housing capacity in the County for the ex-offender population – primarily the WA 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 significant recent increase in the number of Oxford Houses in the County.
- Castle House, a private rooming house which is religious based, has been a well utilized resource for the corrections population. It has some beds available for those who can not pay. It works well for those on Medicaid/ SSI.
- Ex-offenders applying to the WA County Section 8 program are often denied due to the program’s policy of checking Criminal Offense Record Inquiries (CORIs).
- Some of those exiting corrections are housed by a private individual in the County who offers shared rentals to local ex-offenders.

#### Unmet Needs

- There is lack of links between the Transitional Lodger program and long-term mainstream subsidized housing options in the County.
- There is particular need for housing and services for homeless ex-offenders 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 for more Shelter Plus Care Vouchers for seriously mentally ill persons particularly those who were recently incarcerated.
- There is a need for a woman-only version of the existing Safe Haven program for women who are disinclined to live in the coed setting due to past trauma and/or abuse.
- There is a need to better link Community Corrections to the mainstream affordable housing community.
- There is a need for more affordable housing that is willing to accept those with criminal records.
- 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.

*Source:* Qualitative Stakeholder Interviews, Washington County, October-November, 2007

## Qualitative Data

### HOMELESS FAMILIES

#### Current Trends

- There are steadily increasing numbers of families seeking shelter in the County.
- Homeless families are languishing on waiting list for shelter for months in the County.
- Existing shelters are overwhelmed by demand. There is a very recent spike in the number of families on the waiting list for shelter.
- Families make up the vast majority of homeless people seeking services in WA County.
- In recent months, more families are getting into financial trouble paying rent.
- In the past, homeless families benefited from the “renters’ market” conditions where management companies were flexible as to who they would rent to and what kinds of move-in specials they would offer.
- Recent change in rental market made flexible rent options less available.
- In general, the social services in the County seem to meet the needs of homeless families for mental health etc.
- The most common demographic group among local homeless families is generally single women heads of household.
- Farm working families are not seen frequently in shelter (living instead in trailers in woods etc.)
- Latino families are well represented in family shelters. It seems that most are documented.
- The recent trend is for more two parent families in shelter.
- The recent trend is for more working parents in shelter.
- The recent trend is for an increase in victims of domestic violence – particularly from rural areas – evident in shelters.
- There are some families moving to WA County from Multnomah County seeking a better quality of life. They come without awareness of the high cost of living in the WA County.
- Hillsboro is noted by some as having high incidence of homeless families.
- Many homeless families originate from the central areas of Beaverton, Hillsboro, and Tigerton where there are older apartment complexes.
- Homeless families also originate from low income pockets in outskirts of Cornelius and Forest Grove.

#### Unmet Needs

- There is a need for homelessness prevention targeted to families.
- There is a need for transportation – lack of it limits options to look outside the County for affordable housing options when none can be found locally.
- The biggest unmet need for homeless families is affordable housing.
- There is a need to move families out of shelter faster to better accommodate those waiting.
- Families/ heads-of-household need more than TANF to afford local rents. They can not exit homelessness without income.
- Heads of household who are disabled require better access to SSI/ SSDI.

*Source:* Qualitative Stakeholder Interviews, Washington County, October-November, 2007

## Qualitative Data

### LATINO FAMILIES

#### Current Trends

- In general, the Latino population is growing in the County in keeping with its overall growth in ethnic diversity. Latinos, however, are increasing at a faster rate than other ethnic groups.
- The number of Latino families in poverty is increasing in the County.
- Ethnic minorities in WA County, including Latinos, have the lowest home ownership rates in the County.
- The number of Latino migrant laborers in the County is diminishing. There has been a significant drop since the 1990s.
- Local shelters find that Latino families are well represented in the mix of demographic groups asking for help.
- Typically, Latino homeless persons in the County are more “invisible” than their non-Latino counterparts – i.e. they typically do not present themselves for emergency assistance or shelter as readily.
- Latino homeless people in the County are more likely to rely on doubling or tripling up with friends and extended family in overcrowded and unstable living arrangements than seek shelter and emergency assistance.
- The number of homeless Latinos is likely to be undercounted due to their lower visibility.
- Latino families who lack housing may be more likely to choose uninhabitable living conditions such as a defunct trailer in the woods.
- Latino families who are undocumented face complex problems – they hide their crisis from public services out of fear that their status may be revealed if and when they seek help.
- Some homeless Latinos face language barriers to service and emergency help.
- Latino families with unstable housing arrangements in the County are often transient – moving back and forth between the migrant camps in the County and conventional housing where they are temporarily doubled up.
- Homeless Latino families in the County with adolescent children face multiple social challenges for their youth – high drop out rates, gang activity, and high rates of alcohol abuse.
- The Cultural Center in the County serving Latinos uses an “asset building” approach to meeting needs – i.e. emphasizing education, skill building, and tools for economic independence.

#### Unmet Needs

- Latino homeless families and singles lack the same housing, income, and support services as non-Latinos.
- Latinos homeless families and singles lack the ability to access local resources and services across the barriers of their invisibility, cultural divisions, and language differences.
- The homeless service continuum lacks any specific outreach targeted to the Latino community – particularly the “invisible” segment.

*Source:* Qualitative Stakeholder Interviews, Washington County, October-November, 2007

## Qualitative Data

### HOMELESS JOB SEEKERS

#### Current Trends

- Many homeless singles in the County are, in fact, working – many at day labor through Labor Ready. However, they are not making a living wage.
- Many homeless singles also use “canning” as primary source of money.
- The recent trend is for more working parents in local shelters.
- Portland based Goodwill (serves disabled) and Habitation are the primary employment and training providers in the area that homeless people may be able to access.
- Some high tech companies left the area in recent years – leaving unemployment behind which was a catalyst to homelessness for some families.
- Most formerly homeless people in the County who were successful finding local jobs how work in the service economy (restaurants) or back office work (such as call centers).
- There seem to be recent gains in sensitivity to the pressures on low income people in the County – i.e. the community wants to help homeless people succeed.

#### Unmet Needs

- The County lacks a formal strategy or program to address the job training and placement needs of homeless people.
- Homeless heads of household need jobs that pay a living wage.
- Homeless singles need more than canning and day labor income if they are to stabilize their lives.
- Families/ heads-of-household need more than TANF to afford local rents. They can not exit homelessness without more substantial income.
- All disabled homeless people in the County need better access to SSI/ SSDI. Many are likely eligible but are not now receiving this entitlement income.
- The local TANF program needs to monitor how well formerly homeless families are retaining TANF to ensure that the recent reauthorization of this entitlement does not lead to sudden loss of this income – and vulnerability to homelessness.

*Source:* Qualitative Stakeholder Interviews, Washington County, October-November, 2007