

**PURPOSE**

*To identify and launch proven strategies that will reduce homelessness in the Marion-Polk County region, encompassing the cities of Keizer and Salem.*

**RATIONALE**

**WHEREAS**, homelessness is a critical issue facing our nation, Oregon, and the Marion-Polk County region; and

**WHEREAS**, the dynamics surrounding homelessness are complex, impacting families with children, the mentally ill, victims of domestic violence, veterans, and many others; and

**WHEREAS**, civic leaders across the nation are seeking opportunities to expand affordable housing, emergency shelters, and other supportive services; and

**WHEREAS**, civic leaders from the City of Keizer, City of Salem, Marion County and Polk County have committed to join together to seek new solutions to reduce homelessness in our region;

**NOW THEREFORE**, the regional Mid-Willamette Homeless Initiative is established.

**Goal 1: AFFORDABLE HOUSING**

*Develop strategies to expand affordable housing and mitigate associated barriers, such as land supply and zoning.*

Measurable Annual and Five-Year Performance Outcomes		
Objectives	Tasks	Progress to Date – Next Steps
<ul style="list-style-type: none"> <li>• XX units of affordable housing units developed</li> <li>• XX% of target population(s) housed in permanent housing for six months, one year or longer</li> <li>• Relevant city and county codes revised</li> <li>• No net loss of affordable housing units</li> </ul>		
<ol style="list-style-type: none"> <li>1. Identify target population(s); e.g., chronically homeless, families, people with mental illness, seniors, survivors, veterans, youth.</li> <li>2. Develop a proposal to submit to Oregon Housing and Community Services to expand multi-family or other affordable housing units.</li> <li>3. Work with private developer(s) to develop proposal to increase housing supply.</li> <li>4. Identify barriers and propose solutions to pressures that limit housing capacity; e.g., zoning, land supply, other regulations.</li> <li>5. Work with the WVCH Housing Workgroup to supplement proposals with support services through the Oregon Health Plan (Medicaid).</li> <li>6. Identify strategies to recruit landlords.</li> </ol>		<p><b>Progress to date:</b></p> <p><b>Next steps:</b></p>

**Goal 2: TRANSITIONAL HOUSING AND SHELTERS**

*Develop strategies to address gaps in transitional housing and shelter beds.*

<b>Measurable Annual and Five-Year Performance Outcomes</b>		
<ul style="list-style-type: none"> <li>• <b>XX</b> units of new permanent supportive and/or transitional housing units created</li> <li>• <b>XX</b> new shelter beds created; <b>XX</b> individuals or families assisted</li> <li>• <b>XX%</b> of clients moved into permanent housing within 180 days, one year</li> </ul>		
Objectives	Tasks	Progress to Date – Next Steps
<ol style="list-style-type: none"> <li>1. Identify target population(s); e.g., chronically homeless, families, people with mental illness, seniors, survivors, veterans, youth.</li> <li>2. Identify potential partners to expand shelter/transitional housing for families and women with children.</li> <li>3. Work with Westcare to expand/sustain veterans’ housing.</li> <li>4. Work with Marion County to expand reentry housing.</li> <li>5. Work with Center for Hope &amp; Safety and Sable House to expand shelter for survivors of domestic violence.</li> <li>6. Promote shelters that allow or provide for pets.</li> <li>7. Expand clean and sober living environments; e.g., Oxford Houses.</li> </ol>		<p><u><b>Progress to date:</b></u></p> <p><u><b>Next Steps:</b></u></p>

**Goal 3: SUPPORT SERVICES AND EDUCATION**

*Develop strategies to enhance coordination and reduce gaps in support services for individuals, families, and children/youth experiencing homelessness.*

<p><b>Measurable Annual and Five-Year Performance Outcomes</b></p> <ul style="list-style-type: none"> <li>• Central access point for information about services for people experiencing homelessness created</li> <li>• Data collection system to identify expansion of services and service gaps implemented</li> <li>• XX% of target population(s) with increased earned income, obtained and/or retained employment</li> <li>• XX% of target population(s) increasing or maintaining self-sufficiency</li> </ul>		
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Objectives	Tasks	Progress to Date – Next Steps
<ol style="list-style-type: none"> <li>1. Identify target population(s); e.g., chronically homeless, families, people with mental illness, seniors, survivors, veterans, youth.</li> <li>2. Coordinate/expand services that promote self-sufficiency and job readiness; e.g., Ready to Rent classes, job training, employment readiness, tenant-based assistance, navigators/case management, financial literacy.</li> <li>3. Connect target population(s) with needed support services that address alcohol/drug addiction, mental health needs.</li> <li>4. Coordinate services that address basic needs; e.g., meals, food, transportation.</li> <li>5. Identify and connect services through school-age (K-12) homeless programs.</li> </ol>		<p><u><b>Progress to date:</b></u></p> <p><u><b>Next Steps:</b></u></p>

**Goal 4: PUBLIC SAFETY**

*Develop strategies and new approaches for addressing public safety issues relating to homelessness, including runaway and homeless youth.*

<b>Measurable Annual and Five-Year Performance Outcomes</b>		
<ul style="list-style-type: none"> <li>• Runaway and homeless youth strategy implemented; increased self-sufficiency for <b>XX</b> homeless youth; reduction of <b>XX</b>% in homeless youth</li> <li>• Law Enforcement Assisted Diversion (LEAD) and Harm Reduction Model implemented</li> <li>• <b>XX</b> detox beds created</li> </ul>		
<b>Objectives</b>	<b>Tasks</b>	<b>Progress to Date – Next Steps</b>
<ol style="list-style-type: none"> <li>1. Develop and implement an evidence-based strategy to address runaway and homeless youth.</li> <li>2. Explore implementing Law Enforcement Assisted Diversion (LEAD) and the Harm Reduction Model.</li> <li>3. Identify potential expansion of detox beds.</li> <li>4. Increase public education and awareness.</li> <li>5. Identify strategies for other identified public safety issues; e.g., property destruction along parks and creeks, people living in vacant homes.</li> </ol>		<p><b><u>Progress to date:</u></b></p> <p><b><u>Next steps:</u></b></p>

**Goal 5: FINANCIAL**

*Develop strategies that address foreclosure and eviction prevention, crisis intervention, vacant homes/property, and credit recovery.*

<b>Measurable Annual and Five-Year Performance Outcomes</b>		
<ul style="list-style-type: none"> <li>• Housing counseling provided to XX homeowners</li> <li>• Vacant properties reduced by XX%</li> <li>• Number of graduates from Family Self-Sufficiency programs increased by XX%</li> </ul>		
Objectives	Tasks	Progress to Date – Next Steps
<ol style="list-style-type: none"> <li>1. Identify target population(s); e.g., chronically homeless, families, people with mental illness, seniors, survivors, veterans, youth.</li> <li>2. Identify strategies and opportunities to address and prevent foreclosure and eviction, including credit recovery.</li> <li>3. Identify strategies to expedite resale of foreclosed homes.</li> </ol>		

**Goal 6: TARGETED POPULATIONS**

*Develop strategies that address the unique needs and characteristics of identified target populations, such as veterans, people with mental illness, and chronically homeless populations.*

Measurable Annual and Five-Year Performance Outcomes		
Objectives	Tasks	Progress to Date – Next Steps
<ul style="list-style-type: none"> <li>Homelessness reduced by XX households for XX population(s).</li> </ul>		
1. Identify target population(s); e.g., chronically homeless, families, people with mental illness, seniors, survivors, veterans, youth.		<p><b><u>Progress to date:</u></b></p> <p><b><u>Next steps:</u></b></p>

**Goal 7: COMMUNITY ENGAGEMENT**

*Increase leadership, collaboration and civic engagement in working towards preventing and reducing homelessness.*

<b>Measurable Annual and Five-Year Performance Outcomes</b>		
<ul style="list-style-type: none"> <li>• <b>XX</b> community forums held</li> <li>• <b>XX</b> partners signing a collaborative memorandum of agreement</li> </ul>		
<b>Objectives</b>	<b>Tasks</b>	<b>Progress to Date – Next Steps</b>
<ol style="list-style-type: none"> <li>1. Connect with other coalitions and partner organizations focused on reducing homelessness.</li> <li>2. Connect with community members to increase public awareness.</li> <li>3. Connect with individuals who are or who have experienced homelessness to inform the Task Force’s work.</li> </ol>		<p><b><u>Progress to date:</u></b></p> <p><b><u>Next steps:</u></b></p>