

Mid-Willamette Homeless Initiative STRATEGIC PLAN

Adopted: February 7, 2017



TASK FORCE MEMBERS

CITY OF KEIZER

Mayor Cathy Clark
Kathleen Ashley, Making Homes Happen Inc.
Councilor Kim Freeman
Shaney Starr, Strategic Initiatives
Verena Wessell, Community Representative

MARION COUNTY

Commissioner Janet Carlson
Bruce Bailey, Union Gospel Mission
Gladys Blum, Gladys Blum Real Estate
Sheriff Jason Myers
Jon Reeves, Mid-Willamette Valley Community Action
Agency

CITY OF SALEM

Mayor Chuck Bennett
Former Mayor Anna Peterson
Councilor Tom Andersen
Former Councilor Warren Bednarz
Ron Hays, Department of Mission Advancement LLC
The Honorable David Leith, Marion County Circuit Court
Chief Jerry Moore, Salem Police Department

POLK COUNTY

Commissioner Jennifer Wheeler
Steve Bobb, Confederated Tribes of Grand Ronde
Sheriff Mark Garton
Heidi Mackay, West Salem Business Association
Irma Oliveros, Salem-Keizer School District

The Mid-Willamette Homeless Initiative was created in January 2016 by four jurisdictions: the cities of Keizer and Salem and Marion and Polk counties. The initiative’s purpose is “to identify and launch proven strategies that will reduce homelessness in the Marion-Polk County region, encompassing the cities of Keizer and Salem.” The initiative convened a 20-person regional task force appointed by the four jurisdictions with leaders representing local governments, social services, housing, public safety and business. Through monthly task force presentations and in-depth discussions in eight subcommittees, the task force adopted this strategic plan on February 7, 2017.

(See www.homelesstaskforce.net for additional information.)



According to the 2015 Point-in-Time Count conducted by the Mid-Willamette Valley Community Action Agency, an estimated 1,660 people experiencing homelessness live in Marion and Polk counties, with a large, visible concentration in the Salem area. Effective strategies vary depending on the unique needs of the many populations facing homelessness. What works for addressing the issues of homeless veterans may not work for runaway or homeless youth, a person experiencing severe mental illness or a victim of domestic violence fleeing an unsafe situation.

Homelessness is a complex issue. The task force recognized the need for a diverse array of recommendations to address the wide scope of related issues. Presentations focused on regional issues, such as lack of affordable housing, best practices to address chronic homelessness, service gaps, impacts on public safety and business, data collection and coordinating assessments and assistance. In addition to the unique challenges to special populations, contributing factors such as mental illness, addiction, lack of education and transportation, financial barriers and limited affordable housing supply were considered throughout the process of creating this strategic plan.

<i>How many people experience homelessness in our community?</i>	<i>This is just a sampling.</i>
People experiencing homelessness in Marion and Polk counties	1,660 on any given day, including 70 homeless veterans <i>(2015 Point-in-Time Count)</i>
Salem-Keizer School District	1,397 during the 2015-16 school year
People reentering Marion County communities from prison	300 each year
Victims of domestic violence (all ages)	200-500 each year

MID-WILLAMETTE HOMELESS INITIATIVE

PURPOSE

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

CHARTER

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.

February 2016 – February 2017

Goal 1: AFFORDABLE HOUSING

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

Annual and Five-Year Performance Measures				<i>Timeline Key:</i>		
<ul style="list-style-type: none"> • Number of affordable housing units developed • Percent of target population(s) housed in permanent housing for six months, one year, or longer • Relevant city and county codes revised • No net loss of affordable housing units • Signed collaborative memorandum of understanding among key partners 				<p><i>Short Term = within 6-12 months</i> <i>Medium Term = 1-3 years</i> <i>Long Term = 3 or more years</i></p>		
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
1.1. Endorse Mountain West Investment’s plans to develop additional affordable housing units in the Salem Metropolitan Statistical Area.	S				Mountain West Investment Corporation	Mountain West received \$5 million in LIFT funds from Oregon Housing & Community Services for a project on Portland Road in Salem.
1.2. Endorse the City of Salem’s Residential Implementation Strategy and the City of Keizer’s Proposed Residential Goals, Objectives, and Policies derived from the Housing Needs Analysis (HNA).	S			1.2.1 Move forward with accessory dwelling unit (ADU) planning.	City of Keizer City of Salem	Keizer has completed. Salem held community forums for ADUs; code amendment should be drafted by early summer.
				1.2.2. Explore the possibility of systems development charges (SDC) waivers and/or reductions for bona fide affordable housing projects.	City of Keizer City of Salem	Salem SRC 41.150 allows waivers to SDCs for affordable housing meeting certain criteria.

Annual and Five-Year Performance Measures

- Number of affordable housing units developed
- Percent of target population(s) housed in permanent housing for six months, one year, or longer
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- Signed collaborative memorandum of understanding among key partners

Timeline Key:

*Short Term = within 6-12 months
 Medium Term = 1-3 years
 Long Term = 3 or more years*

Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
				1.2.3. Revise jurisdictional policies to allow planning staff to consider reduced parking for affordable housing projects when the projects are near transit, including review based on market studies, location of the structure, and neighborhood input.	City of Keizer City of Salem	Salem is in the process of drafting code revisions. Keizer’s code allows modifications to parking requirements on a case-by-case basis.
1.3. Explore the possibilities of implementing inclusionary zoning in the jurisdictions, with proportional waiver of Systems Development Charges (SDCs) or reductions in SDCs for bona fide affordable housing projects.		M				

Annual and Five-Year Performance Measures

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Timeline Key:

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Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
1.4. Expand the efforts in Objective 1.2. to also encompass the jurisdictions of Marion County and Polk County.		M		1.4.1. Move forward with accessory dwelling unit (ADU) planning. 1.4.2. Explore the possibility of systems development charges (SDC) waivers and/or reductions for bona fide affordable housing projects. 1.4.3. Revise jurisdictional policies to allow planning staff to consider reduced parking for affordable housing projects when the projects are near transit, including review based on market studies, location of the structure, and neighborhood input. 1.4.4. Revise other regulations, as appropriate.	Marion County Polk County	Marion County Board of Commissioners passed a resolution to participate in a federal property tax relief program.
1.5. Consider converting existing vacant buildings into affordable housing; revise zoning and/or conditional uses to allow affordable housing in light industrial areas.	S				City of Keizer City of Salem Marion County Polk County	

Annual and Five-Year Performance Measures

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Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
1.6. Advocate for the development and implementation of a Multi-Jurisdictional Development Team through a collective Memorandum of Understanding (MOU) for coordination of funding sources.	S			1.6.1. Subject to MOU parameters, authorize administrators for the City of Salem, Marion County, and other willing jurisdictions to apply for time-sensitive, competitive grants that directly relate to the goals and recommendations set forth in the Mid-Willamette Homeless Initiative Strategic Plan, including any future amendments, additions, or subsequent plans to further those goals.	City of Keizer City of Salem Marion County Polk County	

Goal 2: TRANSITIONAL HOUSING AND SHELTERS

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

Annual and Five-Year Performance Measures				<i>Timeline Key:</i>		
<ul style="list-style-type: none"> • Number of new permanent supportive and/or transitional housing units created • Number of new shelter beds created • Number of individuals or families assisted • Percent of clients moved into permanent housing within 180 days, and one year • Signed collaborative memorandum of understanding among key partners 				<p><i>Short Term = within 6-12 months</i> <i>Medium Term = 1-3 years</i> <i>Long Term = 3 or more years</i></p>		
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
<p>2.1. Endorse the following projects:</p> <ul style="list-style-type: none"> a. Mid-Willamette Valley Community Action Agency’s plan to expand HOME Youth & Resource Center to include shelter beds; b. Union Gospel Mission’s plan to replace the current shelter with a new 300 bed shelter for men without children; c. Westcare’s plans to provide ten new transitional housing beds for veterans this year, with an additional 10-20 over the course of the next year; and d. Marion County’s plans to develop a reentry transitional housing facility. 		M		<p>2.1.1. If requested, provide letters of support to reinforce collaborative efforts toward reducing homelessness in communities across the region.</p>	<ul style="list-style-type: none"> a. Community Action Agency b. Union Gospel Mission of Salem c. Westcare d. Marion County 	<ul style="list-style-type: none"> a. HOME is seeking a site and funding for program expansion. b. UGM’s property has been rezoned and the Phase II environmental. Work on the existing facility has been completed to prepare the property for sale. c. Westcare is completing phase one with ten units with opening anticipated by the end of February 2017. d. Marion County anticipates opening the facility in the summer of 2018.

Annual and Five-Year Performance Measures				Timeline Key:		
<ul style="list-style-type: none"> Number of new permanent supportive and/or transitional housing units created Number of new shelter beds created Number of individuals or families assisted Percent of clients moved into permanent housing within 180 days, and one year Signed collaborative memorandum of understanding among key partners 				<p><i>Short Term = within 6-12 months</i> <i>Medium Term = 1-3 years</i> <i>Long Term = 3 or more years</i></p>		
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
2.2. Support and encourage opportunities for expansion of current programs (e.g., Salvation Army, St. Francis Shelter, Center for Hope and Safety, and others) to provide service-coordinated emergency and transitional housing for families.		M				Center for Hope and Safety raised \$120K to secure a matching grant of \$120K for housing expansion.
2.3. Provide coordinated, inclusive, and transparent management of the region's approach to emergency housing and related services.	S	M		2.3.1. Create a Memorandum of Understanding among regional entities to constitute a Development Team to: <ul style="list-style-type: none"> Examine ways to best position the region for future funding, including but not limited to a) Examining HMIS participation rates to determine the degree of community coordination in future cooperative applications; and b) Assessing local inclusion in the Rural Oregon Continuum of Care (ROCC) to understand how best to address the problems of homelessness and needs of people experiencing homelessness. 	City of Keizer City of Salem Marion County Polk County	

Annual and Five-Year Performance Measures

- Number of new permanent supportive and/or transitional housing units created
- Number of new shelter beds created
- Number of individuals or families assisted
- Percent of clients moved into permanent housing within 180 days, and one year
- Signed collaborative memorandum of understanding among key partners

Timeline Key:

Short Term = within 6-12 months

Medium Term = 1-3 years

Long Term = 3 or more years

Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
				<ul style="list-style-type: none"> • Prioritize, plan, and pursue available grants (federal, state, private) for future projects; • Analyze the advisability of allowing, supporting, or facilitating some form of support-coordinated temporary shelter; and • Inventory vacant, derelict or other suitable sites for potential re-purposing as support-coordinated emergency housing. Such sites may include houses, motels, apartments, or closed schools. 		
2.4. Develop a shelter for seniors.		M	L			

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.

Annual and Five-Year Performance Measures				<i>Timeline Key:</i> Short Term = within 6-12 months Medium Term = 1-3 years Long Term = 3 or more years		
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
3.1. EMPLOYMENT. Promote collaboration among local service providers and WorkSource Oregon to maximize workforce development.		M		3.1.1. Increase communication among service providers.	Incite Marion County Polk County	
				3.1.2. Provide organizational training to help case workers prepare their clients for referrals to WorkSource Oregon by providing for their basic needs.		
				3.1.3. Refer clients to WorkSource Oregon for job skills training, employment workshops, educational opportunities, and job placement.		
3.2. EMPLOYMENT. Implement a layered approach jobs program, similar to the City of Albuquerque’s “There’s a Better Way” Program, for individuals experiencing homelessness.		M			City of Salem	Initial research is underway.

Annual and Five-Year Performance Measures				<i>Timeline Key:</i> Short Term = within 6-12 months Medium Term = 1-3 years Long Term = 3 or more years					
<ul style="list-style-type: none"> Central access point for information created Data collection system implemented Percent of target population(s) with increased earned income, obtained and/or retained employment Percent of target population(s) increasing or maintaining self-sufficiency 				Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
3.3. TRANSPORTATION. Boost relationships between Salem-Keizer Transit and service providers/agencies by endorsing and supporting the travel training program designed to educate community members and providers on available transit services that connect the community.					M			Salem-Keizer Transit City of Keizer City of Salem Marion County Polk County	
3.4. TRANSPORTATION. Advocate with Salem-Keizer Transit to continue providing intercity transit services in the region and CARTS service to the Santiam Canyon.				S	M			Salem-Keizer Transit Marion County	
3.5. EDUCATION. Initiate a conversation with the school districts within Marion and Polk counties to address barriers that homeless children face.				S			3.5.1 Ten-day absentee policy 3.5.2 School-based work skills development programs 3.5.3 Tutoring/mentorship for students in the gap between mainstream and alternative school 3.5.4 Professional development opportunities for educators and staff dealing with homeless and high risk populations	Salem-Keizer School District Other districts in the region	

Annual and Five-Year Performance Measures				<i>Timeline Key:</i> Short Term = within 6-12 months Medium Term = 1-3 years Long Term = 3 or more years					
<ul style="list-style-type: none"> Central access point for information created Data collection system implemented Percent of target population(s) with increased earned income, obtained and/or retained employment Percent of target population(s) increasing or maintaining self-sufficiency 				Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
3.6. SUPPORTED HOUSING/MENTAL HEALTH. Endorse and support Willamette Valley Community Health Coordinated Care Organization in taking the lead role in the pursuit of a regional Coordinated Health Partnership.					M			Health & Housing Workgroup	Coordinated Health Partnerships rely on the 1115 waiver. However, other funding sources may be identified to develop supported housing.
3.7. COMMUNITY CENTERS. Support and expand neighborhood-based community centers for homeless families and youth, such as Salem Dream Center and Mid-Willamette Valley Community Action Agency's HOME Youth & Resource Center					M			Community Action Salem Dream Center	HOME Youth Resources and the Salem Dream Center have expansion plans.
3.8. RESOURCE CENTER. Support community partners to create a one-stop resource center with centralized and coordinated case management.					M			City of Salem	
3.9. SERVICE COORDINATION. Explore and adopt a comprehensive statewide resource network.								Marion County	Exploring inclusion in the 2017-18 budget and interface with Community Resource Network.
3.10. SERVICE COORDINATION. Explore Community Data Link (CDL) as a tool for improving regional service coordination.				S	M			Implementation Group/Project Manager	Already used by Salem-Keizer School District, Marion County Reentry Initiative, and twelve local service providers.

Annual and Five-Year Performance Measures				<i>Timeline Key:</i> Short Term = within 6-12 months Medium Term = 1-3 years Long Term = 3 or more years		
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
<ul style="list-style-type: none"> • Central access point for information created • Data collection system implemented • Percent of target population(s) with increased earned income, obtained and/or retained employment • Percent of target population(s) increasing or maintaining self-sufficiency 						
<p>3.11. SERVICE COORDINATION. Through consultation with service agencies and first responders, utilize Community DataLink or any other homeless management assessment and data collection tools (CDL, HMIS, VI-SPDAT, etc.) to:</p> <ul style="list-style-type: none"> a. Establish definitions within homelessness (chronic homelessness, street homelessness, etc.); b. Create a template for collection of data across agencies providing a cohesive data collection system in which to move forward with solutions; c. Better assist vulnerable populations; and d. Base results of performance measurements. 	S	M			Implementation Group/Project Manager	

Annual and Five-Year Performance Measures				<i>Timeline Key:</i> Short Term = within 6-12 months Medium Term = 1-3 years Long Term = 3 or more years					
<ul style="list-style-type: none"> Central access point for information created Data collection system implemented Percent of target population(s) with increased earned income, obtained and/or retained employment Percent of target population(s) increasing or maintaining self-sufficiency 				Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
3.12. ASSESSMENT. Implement the following assessment tools to assist in agency decisions about allocating resources: (A) the Service Prioritization Decision Assistance Tool (SPDAT); (B) Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) for pre-screening; and (C) further evaluate high SPDAT scores using the Vulnerability Assessment Tool (VAT)				S				Community Action	Currently used by Community Action Agency’s ARCHES program, that provided training to the Mid-Willamette Valley Housing Group in December 2016.
3.13. MEDICAL/HEALTH. Develop a street medical outreach team to provide basic health assessments, vaccinations, TB testing, mental health assistance, and referral to full-service medical facilities.					M			Dr. Harold Boyd	Legislative proposal submitted.
3.14. MEDICAL/HEALTH. Support Salem Health, City of Salem, Marion County, and other nonprofit organizations in efforts to create a sobering center in the Salem area.					M			City of Salem Marion County Salem Health	Workgroup is meeting to identify design and funding sources.

Goal 4: PUBLIC SAFETY

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

Annual and Five-Year Performance Measures						<i>Timeline</i>	
<ul style="list-style-type: none"> • Law Enforcement Assisted Diversion (LEAD) and Harm Reduction Model implemented • Panhandling reduced • Detox beds created 						<i>Short Term = within 6-12 months</i> <i>Medium Term = 1-3 years</i> <i>Long Term = 3 or more years</i>	
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date	
4.1. Endorse step 1 of the Marion County District Attorney’s Law Enforcement Assisted Diversion (LEAD) plan.	S				Marion County District Attorney’s Office	Implemented by the Marion County District Attorney’s Office in December 2016.	
4.2. Implement step 2 of the Marion County District Attorney’s Law Enforcement Assisted Diversion (LEAD) plan.		M			Marion County District Attorney’s Office	LEAD work group has formed.	
4.3. Re-engage the City of Salem’s “Give Hope, Not Money” program, including implementation of a collection system similar to that of the City of Salt Lake’s “Real Change” program and/or the City of Albuquerque’s “311” program, providing a way to divert money that would be given to panhandlers to the programs that can provide those experiencing homelessness with wrap-around services (e.g., homeless youth and domestic violence programs). Encourage a similar program in other jurisdictions.		M			City of Salem	Initial research conducted.	

Goal 5: FINANCIAL

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

Annual and Five-Year Performance Measures						<i>Timeline</i>	
<ul style="list-style-type: none"> Number of homeowners provided with housing counseling Number of vacant properties Number of graduates from Family Self-Sufficiency programs 						<i>Short Term = within 6-12 months</i> <i>Medium Term = 1-3 years</i> <i>Long Term = 3 or more years</i>	
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date	
5.1. Advocate for reinstatement of the Federal Tax Credit for homebuyers for up to \$8,000 per household.		M		Discuss joint federal agenda.	City of Salem Marion County		
5.2. FINANCIAL LITERACY: ADULTS. Assist NEDCO, MaPS Credit Union, and others in implementing site-based financial literacy training at selected community nonprofit organizations (St. Francis, UGM Men’s Shelter, UGM Simonka House, etc.).	S					NEDCO (Neighborhood Economic Development Corporation) and MaPS Credit Union have financial literacy programs ready to take to groups.	
5.3. FINANCIAL LITERACY: YOUTH. Assist the school districts within Marion and Polk Counties to offer effective and relevant financial literacy training in selected schools through proven curriculum materials and community trainers.		M				MaPS Credit Union is willing to take the Student Saver training program into middle and high schools.	

Goal 6: TARGETED POPULATIONS

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

Annual and Five-Year Performance Measures						<i>Timeline</i>	
<ul style="list-style-type: none"> Runaway and homeless youth strategy implemented; # of homeless youth; # of homeless youth with increased self-sufficiency Number of homeless families and victims of domestic violence accessing housing vouchers Number of veterans housed in permanent housing Homelessness reduced for identified population(s) 						<i>Short Term = within 6-12 months</i> <i>Medium Term = 1-3 years</i> <i>Long Term = 3 or more years</i>	
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date	
6.1. Prioritize runaway and homeless youth as a major focus; work to identify gaps in services and resources needed to fill the gaps.	S	M		6.1.1. Move forward with a grants conceptual group to expand homeless and runaway youth services in Marion and Polk counties.	Community Action Agency ROCC	Grant application developed in November 2016. Exploring new grant opportunities.	
6.2. Support population-specific projects for victims of domestic violence (emergency and transitional housing).		M	L	6.2.1. Provide requested letters of support.	Center for Hope & Safety		
				6.2.2. Encourage jurisdictional planning.			
				6.2.3. Support community partnerships.			
6.3. Encourage a portion of new housing to offer a priority to homeless families and/or victims of domestic violence.		M	L	6.3.1. Encourage jurisdictional planning.	Center for Hope & Safety		
				6.3.2. Support community partnerships.			
6.4. Support the housing authorities in their efforts to increase prioritization of housing vouchers for homeless families or victims of domestic violence.		M	L	6.4.1. Provide requested letters of support.	Center for Hope & Safety		
				6.4.2. Encourage jurisdictional planning.			
6.5. Create affordable housing development with residential-based support services to formerly homeless veterans.		M	L				

Annual and Five-Year Performance Measures				<i>Timeline</i>		
<ul style="list-style-type: none"> Runaway and homeless youth strategy implemented; # of homeless youth; # of homeless youth with increased self-sufficiency Number of homeless families and victims of domestic violence accessing housing vouchers Number of veterans housed in permanent housing Homelessness reduced for identified population(s) 				<i>Short Term = within 6-12 months</i> <i>Medium Term = 1-3 years</i> <i>Long Term = 3 or more years</i>		
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
6.6. At the discretion of each jurisdiction, create housing for veterans, such as (A) an affordable housing development with residential-based support services, and (B) "tiny house" developments.		M	L			
6.7. Use rapid identification to locate veterans and assign them to permanent housing.		M		6.7.1. Promote coordination among various agencies including HUD Veterans' Affairs Supportive Housing program, current shelters, public housing authorities, U.S. Department of Veterans Affairs		
6.8. Develop housing with services for seniors, such as cleaning and maintenance.		M	L			
6.9. Develop tactics to reduce risk to private landlords and help incentivize them to rent to seniors and people with special needs.		M				

Annual and Five-Year Performance Measures				<i>Timeline</i>		
<ul style="list-style-type: none"> Runaway and homeless youth strategy implemented; # of homeless youth; # of homeless youth with increased self-sufficiency Number of homeless families and victims of domestic violence accessing housing vouchers Number of veterans housed in permanent housing Homelessness reduced for identified population(s) 				<i>Short Term = within 6-12 months</i> <i>Medium Term = 1-3 years</i> <i>Long Term = 3 or more years</i>		
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
6.10. Work with community partners, such as the local hospital, and Coordinated Care Organizations, to advocate for appropriate housing to address the safety and care needs of seniors with behavioral challenges due to brain injuries and other diagnoses.		M	L			
6.11. Offer training opportunities to landlords and local agencies on ADA requirements and HUD guidance related to service animals and assistance animals for people with disabilities in housing and HUD-funded programs.		M				

Goal 7: COMMUNITY ENGAGEMENT

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

Annual and Five-Year Performance Measures						<i>Timeline</i>	
<ul style="list-style-type: none"> • Number of community forums held • Signed collaborative memorandum of agreement • Extent to which recommendations reflect community input 						<i>Short Term = within 6-12 months</i> <i>Medium Term = 1-3 years</i> <i>Long Term = 3 or more years</i>	
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date	
7.1. Gauge community perceptions and attitudes about homelessness, and better understand the needs of local people who are homeless.	S			7.1.1. Conduct surveys and focus groups of homeless youth and adults, and the general population.	Community Action Agency	Survey/focus groups completed. Results being analyzed for presentation at the January task force meeting.	