

3A. Continuum of Care (CoC) Strategic Planning Objectives

Objective 1: Create new permanent housing beds for chronically homeless persons.

Instructions:

Ending chronic homelessness continues to be a HUD priority. CoCs can do this by creating new permanent housing beds that are specifically designated for this population. In the FY2010 NOFA, chronically homeless persons were defined as an unaccompanied homeless individual with a disabling condition, or a family where at least one adult member had a disabling condition, who has either been continuously homeless for at least a year OR has had at least four episodes of homelessness in the past three (3) years.

CoCs are to describe the short-term and long-term plans for creating new permanent housing beds for chronically homeless persons who meet the definition of chronically homeless. CoCs will also indicate the current number of permanent housing beds designated for chronically homeless persons. This number should match the number of beds reported in the FY2011 Housing Inventory Count (HIC) and enter into the Homeless Data Exchange (HDX). CoCs will then enter the number of permanent housing beds expected to be in place in 12 months, 5 years, and 10 years. These future estimates should be based on the definition of chronically homeless.

For additional instructions, refer to the 'Exhibit 1 Detailed Instructions' which can be accessed on the left-hand menu bar.

- How many permanent housing beds are currently in place for chronically homeless persons?** 595
- In 12 months, how many permanent housing beds designated for chronically homeless persons are planned and will be available for occupancy?** 735
- In 5 years, how many permanent housing beds designated for chronically homeless persons are planned and will be available for occupancy?** 1,600
- In 10 years, how many permanent housing beds designated for chronically homeless persons are planned and will be available for occupancy?** 2,000

Describe the CoC's short-term (12 month) plan to create new permanent housing beds for persons who meet HUD's definition of chronically homeless (limit 1000 characters):

The City, County, and Home Forward (the new name for the Housing Authority of Portland) collaborate extensively with community stakeholders on an ambitious affordable housing agenda, including units set aside for chronically homeless persons. The 10-Year Plan goal to create 1,600 new permanent supportive housing units for chronically homeless individuals is also included in the community's Consolidated Plan. The City Council and County Commission endorsed this goal and committed staff resources to achieve it. Hundreds of units (40% of goal) have opened or are in the multi-year development process. Within the next twelve months, at least two new projects will come online, adding approximately 140 new units of PSH for chronically homeless individuals.

Describe the CoC's long-term (10 year) plan to create new permanent housing beds for persons who meet HUD's definition of chronically homeless (limit 1000 characters):

The City, County, and Home Forward will continue to collaborate extensively with community stakeholders on the affordable housing agenda, including units specifically set aside for chronically homeless persons. The City will continue to staff the work of the CoC planning group, including convening stakeholders when permanent supportive housing (PSH) funding opportunities are announced. Hundreds of PSH units for chronically homeless persons have already opened or are in the multi-year development process. A signature project, the Bud Clark Commons, opened in June 2011 and includes 130 PSH units devoted 100% for chronically homeless. If chronic homelessness is not ended by 2015, the City, County and Housing Authority will work to increase the supply of permanent supportive housing through partnerships with the Veterans Administration, County Health Department, State Offices of Housing & Human Services and other public and private entities.

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Objective 2: Increase the percentage of participants remaining in CoC funded permanent housing projects for at least six months to 77 percent or more.

Instructions:

Increasing self-sufficiency and stability of permanent housing program participants is an important outcome measurement of HUD's homeless assistance programs. Each SHP-PH and S+C project is expected to report the percentage of participants remaining in permanent housing for more than six months on its Annual Performance Report (APR). CoCs then use this data from all of its permanent housing projects to report on the overall CoC performance on form 4C. Continuum of Care (CoC) Housing Performance.

In this section, CoCs are to describe short-term and long-term plans for increasing the percentage of participants remaining in all of its CoC-funded permanent housing projects (SHP-PH or S+C) to at least 77 percent. CoCs will indicate the current percentage of participants remaining in these projects, as indicated on form 4C, as well as the expected percentage in 12 months, 5 years, and 10 years. CoCs that do not have any CoC-funded permanent housing projects (SHP-PH or S+C) for which an APR was required should indicate this by entering "0" in the numeric fields and note in the narratives.

For additional instructions, refer to the "Exhibit 1 Detailed Instructions" which can be accessed on the left-hand menu bar.

What is the current percentage of participants remaining in CoC-funded permanent housing projects for at least six months? 84

In 12 months, what percentage of participants will have remained in CoC-funded permanent housing projects for at least six months? 80

In 5 years, what percentage of participants will have remained in CoC-funded permanent housing projects for at least six months? 80

In 10 years, what percentage of participants will have remained in CoC-funded permanent housing projects for at least six months? 80

Describe the CoCs short-term (12 month) plan to increase the percentage of participants remaining in CoC-funded permanent housing projects for at least six months to 77 percent or higher (limit 1000 characters):

The CoC emphasizes housing retention in the 10-Year Plan, including use of shared retention outcomes across programs. Targeted investment of flexible local and federal short-term rent assistance funds will continue to improve CoC-wide outcomes. For example, the local Short-Term Rent Assistance program has an ambitious goal of 80% retention at 6 months after the end of rent assistance. Community nonprofits commonly leverage other private and public resources to provide supportive services to ensure that this occurs. With HUD SHP-funded programs, providers generally offer case management, resident services, and direct client assistance funds. Homeless youth providers continue to leverage a recently-awarded SAMHSA grant to provide supportive services for homeless youth placed in permanent housing. The Federal Funding Oversight Committee will continue to evaluate obstacles to achieving retention goals and work actively with poorly performing projects to develop improved retention rates.

Describe the CoCs long-term (10 year) plan to increase the percentage of participants remaining in CoC-funded permanent housing projects for at least six months to 77 percent or higher (limit 1000 characters):

The CoC will continue working toward exceeding this objective by continuing the strategies listed above -- including 10-Year Plan and STRA annual goals on permanent housing retention. If housing retention goals are not improved, the STRA funders will evaluate the obstacles and work with providers to overcome them. The Coordinating Committee to End Homelessness will continue sharing best practices at monthly meetings and offer trainings to improve housing retention, including presentations by agencies with high retention rates.

The CoC's ability to continue to meet or exceed its target of an 80% retention goal within 10 years will partly depend on how quickly the economy and job market stabilize. Service providers report that maintaining current retention levels, let alone improving them, has become increasingly challenging as the people they have housed struggle to secure and retain employment along with the services and supports they need to enable them to remain stable.

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Objective 3: Increase the percentage of participants in CoC-funded transitional housing that move into permanent housing to 65 percent or more.

Instructions:

The transitional housing objective is to help homeless individuals and families obtain permanent housing and self-sufficiency. Each SHP-TH project is expected to report the percentage of participants moving to permanent housing on its Annual Performance Report (APR). CoCs then use this data from all of the CoC-funded transitional housing projects to report on the overall CoC performance on form 4C. Continuum of Care (CoC) Housing Performance.

In this section, CoCs are to describe short-term and long-term plans for increasing the percentage of transitional housing participants who move from SHP-TH projects into permanent housing to at least 65 percent or more. CoCs will indicate the current percentage of SHP-TH project participants moving into permanent housing as indicated on form 4C, as well as the expected percentage in 12 months, 5 years, and 10 years. CoCs that do not have any CoC funded transitional housing projects (SHP-TH) for which an APR was required should enter "0" in the numeric fields below and note in the narratives.

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What is the current percentage of participants in CoC-funded transitional housing projects will have moved to permanent housing? 76

In 12 months, what percentage of participants in CoC-funded transitional housing projects will have moved to permanent housing? 73

In 5 years, what percentage of participants in CoC-funded transitional housing projects will have moved to permanent housing? 75

In 10 years, what percentage of participants in CoC-funded transitional housing projects will have moved to permanent housing? 77

Describe the CoCs short-term (12 month) plan to increase the percentage of participants in CoC-funded transitional housing projects that move to permanent housing to 65 percent or more (limit 1000 characters).

The local CoC focuses heavily on permanent housing placement and retention, with many of our SHP-funded transitional housing units allowing households to "transition in place." Programs assist households to find scattered-site units and provide up to two years of assistance to support housing retention. Households then either transition to a permanent subsidy or have increased household income to continue paying rent on their own. The CoC's success with this strategy is dependent upon available permanent housing and employment. In the coming year, we expect high unemployment and a tighter rental housing market may make continued high performance more challenging. The CoC will continue to collaborate with community stakeholders on affordable housing goals, including units set aside for homeless households. If the percentage begins to more significantly decrease over time, the CoC will evaluate causes and take steps to correct it.

Describe the CoCs long-term (10 year) plan to increase the percentage of participants in CoC-funded transitional housing projects that move to permanent housing to 65 percent or more (limit 1000 characters):

The CoC lead agency will continue to review Annual Progress Reports to ensure that all renewing projects meet or exceed HUD's national objectives. If projects are below this threshold, the committee will meet with key project staff to determine the obstacles and strategize solutions. If the project is not making sincere efforts to improve outcomes, the committee may determine to recommend reassignment of SHP funds to another provider that can meet the threshold. As part of the regional 10-Year Plan, the CoC will continue activities to increase employment and other income opportunities for homeless persons and to develop permanent supportive and affordable housing units throughout the region.

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Objective 4: Increase percentage of participants in all CoC-funded projects that are employed at program exit to 20 percent or more.

Instructions:

Employment is a critical step for homeless persons to achieve greater self-sufficiency, which represents an important outcome that is reflected both in participants' lives and the health of the community. Each CoC-funded project (excluding HMIS dedicated only projects) is expected to report the percentage of participants employed at exit on its Annual Performance Report (APR). CoCs then use this data from all of its non-HMIS projects to report on the overall CoC performance on form 4D. Continuum of Care (CoC) Enrollment in Mainstream Programs and Employment Information.

In this section, CoCs are to describe short-term and long-term plans for increasing the percentage of all CoC-funded program participants that are employed at program exit to 20 percent or more. CoCs will indicate the current percentage of project participants that are employed at program exit, as reported on 4D, as well as the expected percentage in 12 months, 5 years, and 10 years. CoCs that do not have any CoC-funded non-HMIS dedicated projects (SHP-PH, SHP-TH, SHP-SH, SHP-SSO, or Sac TRA/SRA/PRA/SRO) for which an APR was required should enter "0" in the numeric fields below and note in the narratives.

For additional instructions, refer to the "Exhibit 1 Detailed Instructions" which can be accessed on the left-hand menu bar.

What is the current percentage of participants in all CoC-funded projects that are employed at program exit? 22

In 12 months, what percentage of participants in all CoC-funded projects will be employed at program exit? 23

In 5 years, what percentage of participants in all CoC-funded projects will be employed at program exit? 24

In 10 years, what percentage of participants in all CoC-funded projects will be employed at program exit? 25

Describe the CoCs short-term (12 month) plan to increase the percentage of participants in all CoC-funded projects that are employed at program exit to 20 percent or more (limit 1000 characters).

Our 10-Year Plan includes goals regarding increasing economic opportunity for homeless persons. In recent years, the CoC has set specific numeric goals on numbers of homeless persons to receive job training as well as numbers of homeless persons employed. One SHP project, Central City Concern's Employment Recovery Project, focuses on connecting adults with jobs at program exit. The local Economic Opportunity Initiative increases job training and placement, including supported employment programs. Home Forward (the new name for the Housing Authority of Portland), currently uses its Moving to Work status and strong relationships with Multnomah County-funded anti-poverty providers and the local Workforce Investment Board to leverage flexible housing assistance with assertive engagement and job training and placement activities. The Portland EMSA recently received a HOPWA SPNS grant to replicate this work among people living with HIV/AIDS. The CoC will continue these promising initiatives.

Describe the CoCs long-term (10 year) plan to increase the percentage of participants in all CoC-funded projects who are employed at program exit to 20 percent or more (limit to 1000 characters):

Oregon still experiences higher-than-national-average unemployment rates, with little job growth projected until 2012. The local job market will be tighter than ever. People with special needs or with inconsistent employment histories will continue to be especially challenged. In this context, the work of the local Economic Opportunity Initiative will be increasingly important. This initiative is integrated into the work of the City's broader economic development commission, ensuring that the focus on employment opportunities for homeless individuals will be reflected in the broader economic development agenda. The CoC will continue to support existing successful employment programs and work to increase capacity not just for recently employed persons, but especially for those who need supported employment opportunities. Similarly, the CoC will look to expand upon successful pilots integrating mainstream employment resources through the local Workforce Investment Board.

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Objective 5: Decrease the number of homeless households with children.

Instructions:

Ending homelessness among households with children, particularly for those households living on the streets or other places not meant for human habitation, is an important HUD priority. CoCs can accomplish this goal by creating new beds and/or providing additional supportive services for this population.

In this section, CoCs are to describe short-term and long-term plans for decreasing the number of homeless households with children, particularly those households that are living on the streets or other places not meant for human habitation. CoCs will indicate the current total number of households with children that was reported on their most recent point-in-time count. CoCs will also enter the total number of homeless households with children they expect to report on in the next 12 months, 5 years, and 10 years.

For additional instructions, refer to the "Exhibit 1 Detailed Instructions" which can be accessed on the left-hand menu bar.

What is the current total number of homeless households with children as reported on the most recent point-in-time count? 537

In 12 months, what will be the total number of homeless households with children? 520

In 5 years, what will be the total number of homeless households with children? 200

In 10 years, what will be the total number of homeless households with children? 0

Describe the CoCs short-term (12 month) plan to decrease the number of homeless households with children (limit 1000 characters):

Over the past several years, the CoC began several initiatives to strengthen our ability to reduce homelessness among households with children. Despite these initiatives, family homelessness still increased primarily due to the economic recession -- a pattern experienced by communities across the country. In the next 12 months we will continue to intensify our efforts by: using local funds to maintain the capacity of the Short Term Rent Assistance program (currently funded primarily with HPRP), which prevents or ends homelessness of thousands of families each year; continuing a HUD-funded Rapid Re-Housing Demonstration Program to fund leasing and services for at least 40 families; continuing the successful School Stabilization Fund to assure housing and school stability for homeless families; and continuing the Bridges to Housing program, which provides housing and services to 130 families with multiple barriers to housing placement and retention.

Describe the CoCs long-term (10 year) plan to decrease the number of homeless households with children (limit 1000 characters):

When possible, we will expand successful prevention and rapid re-housing programs like the Short Term Rent Assistance program. We will continue the Rapid Re-Housing demonstration program through renewable funding. Two new permanent housing bonus projects proposed in this application will add nearly 30 units of flexible PSH for families, helping us achieve the community's 10-Year Plan goal to create 600 new PSH units for homeless families with special needs. The creation of this new PSH for families will significantly reduce the number of homeless families by 2015. The City, County, and Home Forward will continue to work together with other partners to increase the supply of permanent housing for families, including PSH, through partnerships with the VA, County Health Department, State and more. We expect these efforts to align with increased federal resources and system alignment anticipated in the new Federal Strategic Plan to End Homelessness.