



Heading Home

WASHINGTON

A Community-Based Effort to Prevent & End Homelessness | 10/13/2011

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Executive Summary

A Community-Based Plan: In the summer of 2010, the Washington County Housing Collaborative initiated a planning process to draft a plan to end homelessness. Like many counties, Washington County has seen an increase of needs for those experiencing homelessness and those at eminent risk of becoming homeless. The goal was to develop a structured plan with specific objectives and strategies that would reflect the needs, resources, and values of Washington County; and would lead to improved services for those facing a housing crisis in our community.

The Heading Home Washington (HHW) Steering Committee was formed, and began a series of meetings, research, and outreach efforts to inform the community about our efforts, engage community leaders, and to seek input from stakeholders. This included making presentations to several groups including: City Administrators, the Washington County Housing and Redevelopment Authority's Board of Commissioners, the League of Women Voters, the Workforce Investment Board, faith communities and local hospitals. Finally, in order to assess current and emerging trends, evaluate systems, and identify strategies needed to meet existing and emerging needs, the HHW Steering Committee hosted a half day community retreat in January of 2011.

The result of this dedicated work is *Heading Home Washington: A Community-Based Effort to Prevent & End Homelessness 2011*.

There are those who would say that we cannot afford to make the kinds of investments in housing and services that will be needed to end homelessness. The reality is that we are already spending those precious resources to manage homelessness in the most costly ways. And we are doing this without achieving good outcomes in education and employment, housing and family stability. —THE END OF HOMELESSNESS: Part II of the St. Paul/ Ramsey County Plan to End Homelessness. The Saint Paul/ Ramsey County Homeless Advisory Board September 2010

Na'tasha's Story

My daughter and I have been homeless and struggling with housing stability for over a year. While working a part-time minimum wage job in Washington County, it was difficult to make ends meet. I hoped to live close to work, but it was so hard to find affordable housing.

I was 4 months pregnant and couch-hopping for two months. I then moved into temporary housing for 3 months and stayed in emergency shelter at a hotel in between housing. I was then accepted into the Home Again Program, to help me with affordable housing, while going back to school at National American University for paralegal studies.

Due to the help I was able to get from Washington County, East Metro Women's Council and St. Andrew's Community Resource Center, we now have a place to call home. We were provided emergency shelter while doing a housing search. St. Andrew's then helped me negotiate with the landlord, so I could secure housing.

With the help received, I'm now able to focus more on school and establishing a home for my daughter.



Purpose of the Plan. The purpose of *Heading Home Washington* (HHW) is as follows:

1. Document the nature and extent of homelessness in Washington County.
2. Recommend proposed goals and strategies to prevent and end homelessness and to ameliorate its impacts.
3. Act as a policy guide for elected officials, non-profit organizations and other community stakeholders when making decisions about administering or creating new programs.
4. Provide an ongoing resource for community members (public, private, and non-profit) to apply for grant and loan funds for various programs aimed at preventing and ending homelessness.

Goals and Strategies. HHW is an action-oriented, living document that identifies specific Goals, Strategies, Resources (existing and needed), Partners (existing and prospective), Action Steps, and Timelines that are required in order to 1) eliminate the key factors and conditions that cause or contribute to homelessness within Washington County; and 2) prevent homelessness for those who are precariously housed. Having conducted a needs analysis and gained broad community input, five major goals and 21 strategies emerged that capture the broad ends that need to be achieved in order to end homelessness in our community. These overarching goals were created to closely align with recent state and federal plans, while the strategies have been designed to meet the unique conditions that exist in Washington County.

Goal 1: Increase Community Awareness and Involvement in Ending Homelessness

Some plans for ending homelessness include a goal for increasing public awareness that usually appears at the end of a list of major goals, and it almost becomes an afterthought. HHW recommends that increasing awareness and understanding of homelessness in Washington County deserves prominence. In order to successfully move the goals and strategies of this plan forward, the first and most vital priority is to actively engage citizens of Washington County.

Strategies

- 1.1 *Create and conduct a comprehensive community education campaign*

Goal 2: Prevent Households from Experiencing Homelessness

Research has shown that preventing homelessness from occurring is less costly than a homeless episode in terms of financial resources as well as emotional resources for the persons involved. Washington County, local nonprofits, and the faith community already are heavily invested in prevention services. Maintaining, coordinating and enhancing prevention resources is important to the success of Heading Home Washington.

Strategies

- 2.1 *Increase income through employment and access to mainstream benefits*
- 2.2 *Enhance/maintain grant programs for homeless prevention and rapid re-housing assistance*
- 2.3 *Increase financial literacy and tenant education*
- 2.4 *Ensure that discharge plans from public institutions, treatment facilities, and public and private hospitals include a plan for housing and services*
- 2.5 *Improve access to treatment for persons with mental illness and/or chemical health issues*
- 2.6 *Increase access and reduce barriers to legal services for persons at risk of losing housing*
- 2.7 *Provide family conflict resolution services to help youth avoid or end homelessness*

Goal 3: Increase Housing Opportunities for Homeless and Low-income Households in Washington County

Housing that is affordable is the foundation to both preventing and ending homelessness. It sits in the middle of HHW and anchors all other efforts. Location, housing type, affordability and availability are key components of a balanced housing market. The data in this Plan shows that access to affordable housing and the availability of permanent supportive housing are severely limited for those households experiencing homelessness in Washington County. HHW takes a traditional approach in this goal area by focusing on strategies to acquire more housing subsidies, develop new and preserve existing affordable housing, and develop housing with services for special populations. As Washington County's population grows, these efforts require the recognition that with changing economic conditions, more types of affordable housing opportunities will be needed, and mechanisms to fund them will need to be developed.

Strategies

- 3.1 *Preserve existing affordable housing*
- 3.2 *Create new affordable housing opportunities*
- 3.3 *Develop new supportive housing*
- 3.4 *Increase housing options for youth (16-22)*

Goal 4: Provide Coordinated Outreach

Washington County and its community partners have not historically committed resources, nor has there been a pressing need, to engage in extensive outreach to homeless persons across the county. Outreach conducted over the past two years has revealed that there is a growing population of homeless, unaccompanied youth in many areas of Washington County. The situation now calls for a more organized and concerted effort at outreach to all population groups (families with children, single adults and youth).

Strategies

- 4.1 *Develop and implement a community outreach plan*
- 4.2 *Recruit and engage landlords*
- 4.3 *Develop emergency shelter capacity*

Goal 5: Improve Service Delivery

This goal area seeks to provide an array of quality support services that will help Washington County citizens who are at risk of homelessness avoid it and those who are experiencing homelessness to end their homelessness as quickly as possible. It is also about providing supports that will help people stabilize in housing after an episode of homelessness and reduce the likelihood of experiencing another episode of homelessness.

Strategies

- 5.1 *Increase access to and awareness of services and resources*
- 5.2 *Improve and enhance case management services for individuals and families experiencing homelessness*

Implementation of the Plan. In order for Washington County's Plan to End Homelessness to have value beyond a document that will just sit on a shelf, it must have three components whose purpose is to assure that the plan is implemented and advanced over time.

1. **Budget.** The plan must demonstrate the cost of achieving the plan's goals, where resources will come from, and how those resources will be secured.
2. **Implementation Structure.** The plan must have a structured means of implementing and sustaining action in each of the goal areas.
3. **Evaluation.** The plan must provide a mechanism or approach to see how we are doing. These items can be found in the full document beginning on page 53.

While effort has been made to provide clear explanation in this document for all housing terms and acronyms, the reader is encouraged to refer to the Glossary and Acronym section on pp 55-57 as needed.

Introduction

Heading Home Washington (HHW) is a unique plan developed by a broad group of community stakeholders from across our County with the goal of ending homelessness in the County within the next ten years. Built upon the lessons learned from plans already developed across our state and the country, HHW has goals and strategies in place that will engage our community, make more effective and efficient use of private and public resources, and help to ensure that all persons in our community facing crises will be able to access the resources needed to maintain housing stability.

Heading Home Washington

Mission: Ensure that all residents, private and public stakeholders in Washington County will be educated about their role in ending homelessness, and partner to end homelessness for every man, woman, youth, and child by 2020.

Vision: Heading Home Washington envisions a Washington County where all people will have choices for permanent, safe, and affordable housing.

Heading Home Washington Guiding Principles:

- All people deserve safe, decent, and affordable housing.
- Shelter is not housing.
- We cannot end homelessness by providing housing without services, and vice versa.
- Collecting, analyzing, reporting, and utilizing data are important and essential.
- Preventing homelessness and rapidly re-housing people are the best solutions and most efficient use of public and private resources.
- Ending homelessness requires an engaged community-wide response.
- Residents should have a variety of housing, service, and employment options in the community of their choice.
- Washington County residents deserve to be served in their own county and should not need to move or travel to access services.
- A range of housing options should be available to all Washington County residents.
- **Ending homelessness is attainable.**



Connie's story

My name is Connie. I am 54. After a divorce I worked and raised my children. I had always struggled with depression but after my kids left it became more difficult to manage. I was hospitalized for the first time when I was 49. I tried returning to work but I was still struggling to manage my mental health and lost my job—which meant I also lost my housing. I stayed with friends and family but could not stay anywhere long term. I slept in my car and would go to truck stops, feeling safe with other people around. My mental illness was still not in control and I was hospitalized again 9 months after my first hospitalization. My case manager introduced me to

staff at Human Services Inc. and because I was homeless I was eligible for Mosaic Homes. I have been there three years now. I have my own apartment that I share with a roommate. The staff listen when I need to talk to someone. We go over my plans and goals to get me back on my feet. I have learned to be more assertive about what I need to stay healthy. I enjoy reading, walking, visiting with friends and family. I also volunteer providing personal care services to assist two elderly sisters. When I am stronger I would like to be a personal care attendant. **This housing has saved my life. I now feel I have a future.** We need more housing like this in our county. I know there are others in my same situation.

National and Statewide Context:

After many years of taking piecemeal approaches to addressing homelessness, communities across the country began in 2000 to create local plans that move beyond managing homelessness, to ending it. Since 2000, almost 250 plans have been created across the country¹; each recognizing the unique characteristics of homelessness in their community and identifying measureable goals and strategies needed to end homelessness. Just about every jurisdiction that has written a plan to end homelessness has recognized that homelessness has many faces, some of them quite hidden from public view,

What does “Ending Homelessness” mean?

Crises happen. Life events, natural disasters, and personal struggles can result in causing a family to lose the place they have called home. While no plan can prevent these things from ever occurring, we do envision a community in which most crises are addressed in a manner that **prevents homelessness**, and those who do become homeless are **rapidly connected** to resources and services that will quickly assist them in **obtaining and maintaining stable housing**.

but nonetheless just as devastating for the citizens experiencing it and costly in terms of allowing the condition of homelessness to continue to exist and grow. Thus, HHW recognizes the uniqueness of homelessness in Washington County and, like other Heading Home Plans, this plan is aimed at ending all homelessness in Washington County.

Early in the George W. Bush Administration, the goal to reduce and eliminate chronic homelessness was identified and prioritized. This led many local communities to improve their planning and coordination around this specific sub-population, which in turn led to a decrease, nation-wide in chronically homeless individuals. In early 2010, the United States Interagency Council on

Homelessness (comprised of 19 Federal Departments) released *Opening Doors*², an unprecedented federal strategic plan to prevent and end homelessness with the vision that “*No one should experience homelessness—no one should be without a safe, stable place to call home.*” *Opening Doors* has four primary goals:

- Finish the job of ending chronic homelessness in 5 years
- Prevent and end homelessness among Veterans in 5 years
- Prevent and end homelessness for families, youth, and children in 10 years
- Set a path to ending all types of homelessness

Likewise, in fall 2010, the State of Minnesota Interagency Council on Homelessness released *Heading Home: Minnesota’s Roadmap for Ending Homelessness*³. Built primarily off the priorities identified in *Opening Doors* and existing local plans in Minnesota, the *Roadmap* served as a building block for our development of Heading Home Washington.

What is clear is that, as a state and as a country, a more planned and aggressive approach to ending homelessness has emerged. Increasingly, Federal and State funding applications are demanding evidence of local, coordinated plans to end homelessness to access funding. The development of Heading Home Washington is a vital step in ensuring our community secures needed funding and improves our ability to end homelessness.

¹ See http://www.endhomelessness.org/section/solutions/community_plans for more information about other local plans to end homelessness.

² See http://www.usich.gov/PDF/OpeningDoors_2010_FSPPreventEndHomeless.pdf

³ See http://www.mnhousing.gov/idc/groups/administration/documents/webcontent/mhfa_010562.pdf

Washington County Context: Washington County stretches over 38 miles from north to south, from Forest Lake to Cottage Grove, that is geographically, politically, and economically diverse with pockets of affluence as well as poverty. It is a mix of suburban and rural communities that comprise the second wealthiest county in Minnesota on a per capita basis. Despite its wealth, Washington County citizens have not been immune from the economic conditions that have prevailed for the past three years.

Washington County's Mission

To provide quality public services in a cost-effective manner through innovation, leadership, and the cooperation of dedicated people.

Heading Home Washington (HHW) is a **community** plan—meaning that it was created by and will be implemented through a community-wide, collaborative approach. While city and county governments are vital community partners in this effort; this is not a government plan, nor is it assumed that government can or will bear all responsibility in making this plan into a reality. This being understood, effort was made to ensure that Heading Home Washington closely aligns well with Washington County's Mission, Values, and Goals:

Washington County Values

- Fiscal Responsibility - to provide good stewardship of public funds
- Ethics and Integrity - to maintain the public trust
- Openness of the Process - to promote citizen participation
- Our Heritage and Natural Resources - to conserve and preserve them
- The Individual - to promote dignity and respect

Washington County Goals

- To promote the health, safety, and quality of life of citizens
- To provide accessible, high-quality services in a timely and respectful manner
- To address today's needs while proactively planning for the future
- To maintain public trust through responsible use of public resources, accountability, and openness of government

Washington County Comprehensive Plan

Washington County's 2030 Comprehensive Plan adopted by the Board of Commissioners on May 26, 2009 and current U.S. Census figures provide background and some context for HHW, though it should be noted that the Comprehensive Plan was developed and adopted early in the economic recession.

Geography: Washington County is an area of abundant beauty, historical character, and agricultural heritage located on the eastern edge of the Twin Cities Metropolitan Area. The county, encompassing 423 square miles of land and water surface, is the fourth smallest county in the state based on land area. The county is 38 miles from north to south and 14 miles from east to west. The St. Croix River forms the entire eastern border and the Mississippi River forms the southern and southwestern border.

People: According to the U.S. Census Bureau, between 1980 and 2000, household growth increasingly concentrated in the county's three largest cities of Oakdale, Cottage Grove, and Woodbury. These communities housed 42 percent of the total population in 1990 and 50 percent of the total population in 2006. The trend of growth concentration is expected to continue through 2030 when two-thirds of the

county's population is expected to be housed in the western communities of Woodbury, Cottage Grove, Oakdale, Hugo, and Forest Lake.

Today, Washington County is the fifth largest county in population in Minnesota; it is projected to continue this role through 2030. The Metropolitan Council estimates the county's population in 2008 to be 234,348. The 2010 U.S. Census population count was 238,136, with a growth rate of 15.3% between 2000 and 2010, the second fastest in the state. The population is expected to grow at a modest rate with the population expected to reach 318,603 by the year 2020 and 363,190 by the year 2030. This growth will result in an increase of 55 percent (128,842 people) between 2008 and 2030.

The 2008 American Community Survey (U.S. Census Bureau) reported that 71.8 percent of Washington County households were family households. Non-family households made up about 28.2 percent of Washington County. Of the non-family households, 6.8 percent were 65 years of age and over. The average household size was 2.63 persons and the average family size was 3.14 persons.

The County median age increased from 26.4 in 1980 to 36.7 in 2008, reflecting the aging Baby Boomer segment of the population aged 55 and older.

Diversity: Washington County is becoming more racially diverse. The nonwhite population almost tripled from 3.2 percent of the total population in 1990 to 8.5 percent of the total population in 2008.

Income, Poverty, Housing Costs: Washington County is the second most affluent county in Minnesota based on household income, after Scott County. This is due to the dominant influence of rapidly growing second and third ring suburbs made up of professional and managerial households. Median household income increased from \$44,122 in 1990 to an estimated \$74,520 in 2009, a 69 percent increase, but down from \$79,339 in 2008.

Washington County has the highest median rent in the state at \$1,036, making housing affordability a challenge for lower income citizens, particularly workforce participants who work in the retail/service sector within the county.

Although the numbers of households experiencing poverty has doubled between 2000 and 2009, Washington County continues to have a relatively low poverty rate. The percent of Washington County population below the poverty level increased from 2.9 percent in 2000 to 4.3 percent in 2009. The percent of families below the poverty level also increased from 2.0 percent in 2000 to 2.9 percent in 2009.

According to the 2000 U.S. Census, low-income concentrations exist in 14 of the county's 35 census tracts. Low-income concentrations are defined as census tracts with 51 percent or more of the total population at or below 80 percent of the median-family income. These tracts include portions of Forest Lake, Stillwater, Bayport, Oak Park Heights, Landfall, Oakdale, and Cottage Grove.

Transportation: Washington County ranks 10th in the nation for residents who commute to work outside of the county. By 2030, the number of out of county workers is expected to increase by 8,400 people.

Kevin and Charlene's Story

Our family has been homeless 2 times in the last 3 years. Our world began to collapse when the economy began to slow down in the summer of 2007. I, Kevin, had a successful 25 year engineering/construction administration career and earned a nice income, which allowed our family to live comfortably. My hardworking wife, Charlene, managed our active household with 4 daughters and worked a part time catering job each weekend. It all came to an end with the loss of my job. I was also dealing with addiction issues and Charlene could no longer work due to a debilitating mental health issue. We went through



our savings and borrowed as much money as possible from family and friends in order to try and keep our White Bear Lake home and keep our kids in Mahdamedi Schools. Desperate and out of money, we lost our home in May 2009 and had nowhere to go...**we were homeless!**

We were accustomed to helping others, so asking for help was very difficult. Family and friends didn't have room for all 6 of us. The county provided us with emergency shelter in a motel for 3 months along with food assistance and help moving into a rental home in August 2009, which we couldn't really afford. We were evicted by April 2010 for lack of payment. Again homeless, we moved in with Charlene's mother in her one bedroom senior retirement cottage for 6 weeks...all six of us! As soon as management discovered we were there, we had to leave, a violation of her lease.

With the clothes on our backs and our belongings scattered over 3 - 4 garages, we again moved back to the motel for 4 months, until we found a landlord who would accept an unemployed family with poor credit history, unlawful detainer and receiving county assistance in July 2010. We have survived almost one year, however, only with extensive help from the county and numerous social agencies (St. Andrew's Community Resource Center being a particular blessing). Charlene is successfully treating her depression and I am proud to say that I'm in recovery and have been "clean" for 14+ months. We desperately want to provide stability for our daughters and help them stay in their same schools. **With community support around us, we now feel like we can face these challenges with honor, integrity and hope.**

Homelessness in Washington County

In the United States, poverty and homelessness have largely been assumed to be "urban" issues. The images of urban homelessness have been often repeated in media reports and films—cardboard boxes make-shift camps, rows of mats on the floor of a crowded shelter, shopping carts full of aluminum cans, long lines at a soup kitchen, and so on. Far less frequently does one think homelessness might exist in suburban and rural communities—right here in our own back yard.

To be sure, homelessness looks different in Washington County than in downtown Minneapolis. Instead of waiting in line to get into a shelter, families are sleeping in their cars, staying in a motel with the support of the county or a local church, camping, doubling up in a friend or relative's place, or leaving their community to go to Minneapolis or St Paul where they can find the shelter and services that are lacking in the county. The fact remains that Washington County has seen a steady increase over the past

"People equate homeless to a guy under a bridge, but it's a lot more complex than that, and it permeates much further into our society than a lot of people realize."—from 2/16/10

Associated Press article "Rising tide of suburban homeless across U.S."

decade of families, unaccompanied youth, and adults without children who are experiencing housing instability and homelessness. Without a concerted effort to recognize and develop new strategies to address these housing needs, the recent trends of increased homelessness will not go away.

Current Needs in Washington County

While Washington County is an affluent area, there are many in the community who are struggling to meet basic needs. In Washington County, there are two groups that were identified repeatedly by stakeholders as prominently experiencing homelessness or being vulnerable to homelessness:

1. Those who experience **chronic health problems** that result in disability, including those who struggle with mental illness and chemical dependency. Washington County has a long history of, despite very limited resources, providing services and supports for adult citizens who experience mental illness and are homeless. This plan attempts to give some prominence to actions needed to more fully serve this at-risk group of people with disabilities.
2. Homelessness among **youth and children** has emerged as a growing and disturbing phenomenon in Washington County. With the creation of homeless education liaison positions in all Washington County school districts, the districts have been tracking the increasing incidence of homelessness among their students since 2006. In 2009, federal stimulus money was awarded to the County that has been used to identify, outreach, counsel, and house unaccompanied homeless youth (ages 16-22). Since its inception, 113 homeless youth from all geographic areas of the County have been identified through this program and provided a housing stability plan—shining a light on a previously hidden problem.

“The suburban homeless are sleeping in their cars or staying at friends’ houses, according to officials. Some drift through places open 24 hours-a-day, like Perkins or Walmart.”—Kristin Holtz, Shakopee Valley News, 4/14/10

More broadly speaking homelessness itself in suburban and rural areas is often hidden from public view. Therefore, there is no comprehensive study that captures the full scope of homelessness in the county. There are six studies that were used for this plan that, collectively, provide pertinent information about the trends of households experiencing homelessness and housing instability in Washington County. These studies include:

- The 2010 U.S. Department of Housing and Urban Development (HUD) *Point in Time Count*—PIT (required for Continuum of Care (CoC) planning);
- The Wilder Research *Overview of Homelessness in Minnesota (2009)*;
- Children & Youth Data, including:
 - Washington County School Homeless Youth Liaisons (2010);
 - Youth in Transition Program data from Human Services Inc and the Washington County HRA (2010)
 - The School District 622 Homeless Education Services’ *Washington County Schools Homelessness Brief (2005-2010)*;
- The *Heading Home Washington Online Survey (2010)*;
- Family Homeless Prevention & Assistance Program (FHPAP) 2009-2011 Program Data;
- 2011 Housing Needs Update, Washington County

HUD Point in Time Count (1/10)

Background: Washington County is currently a part of the Scott/Carver/Washington Continuum of Care (CoC) for U.S. Department of Housing and Urban Development (HUD). The counties are committed to resolving homelessness and expanding affordable housing, and utilize the HUD CoC funds for projects with these goals.

In order to obtain CoC funds, Washington County conducts a Point In Time (PIT) survey every year, that attempts to count sheltered and unsheltered homeless persons on a single night. The PIT for 2011 was conducted on the night of January 27, 2011. It was conducted via the online tool ‘Survey Monkey’ and was

sent out to over 200 individuals and agencies involved with serving homeless persons or those at risk of homelessness. Law enforcement officials, social service agencies, health care providers, schools, churches, shelters, food shelves, and many more community service agencies were involved in this effort. The Housing Collaborative also had volunteers out looking for homeless persons in parking lots, parks, etc.

Key Findings: A total of 138 Households that included 313 Persons were identified as being homeless in Washington County on January 27, 2011. General information for 2011 is below and more detailed information for 2010 is also listed.

Table 1: HUD Point in Time Count

		Families	Youth	Individuals
2011	# of Households (HH)	73	9	56
	# of Persons	245	9	59
	# HH Chronically Homeless ⁴	27	3	31
2010	# of Households (HH)	68	15	44
	# of Persons	216	15	45
	# HH Chronically Homeless	12	1	14
(2010) HH Previous County of Residence	Washington	36	12	32
	Other Metro	27	2	12
	Other County/State	4	1	0
	Unknown	1	0	0
Where HH Slept on 1/27/10	Motel/Shelter	34	3	15
	Transitional Housing/Treatment Center	9	0	12
	Doubled Up	16	2	6
	Jail	0	0	2
	Location Unfit for Habitation	1	0	4
	Other/Unknown	8	10	5
(2010) Barriers to obtaining Housing for HH	Mental Health	7	0	17
	Chemical Health	2	0	9
	Veteran	0	0	2
	Domestic Violence	23	2	11

Some additional noteworthy information includes:

- The totals listed above do not match the totals reported for Washington County in official CoC documentation because the State of Minnesota and HUD differ on their definition of homelessness (currently HUD does not include “doubled up” households while the State of MN does). Thus, doubled up households were not included on the official CoC reports.
- The PIT from January of 2009 counted only 67 Households. This represents a 90% increase from 2009 to 2010. From 2010 to 2011, there was a 9% increase in Households counted. Efforts to improve the PIT and collect more accurate data from additional sources have been made from one year to the next. This trend in improved data collection will continue with the 2012 PIT.

⁴ Chronically Homeless is defined as a single adult having: 1) a mental illness diagnosis; and 2) experienced homeless for a year or more continuously or at least four episodes of homelessness over the past three years. It should be noted that with the passage of the HEARTH Act, HUD’s definition of Chronically Homeless will also include families meeting the conditions above, but as of the time of this report HUD has not formally amended this definition. Minnesota’s “long-term homeless” definition does include youth, families and single adults meeting the conditions above.

Wilder Research Overview of Homelessness in Minnesota (Oct 22nd, 2009)

Every three years since 1991, Wilder Research has conducted a statewide survey of persons who are homeless to better understand the causes, circumstances, and effects of homelessness and to promote efforts toward permanent, affordable housing for all Minnesotans. More than seeking to count the number of homeless people, Wilder's survey gauges the scope and characteristics of homelessness in Minnesota through in-depth interviews. Statewide, 9,654 homeless adults, youth, and children were interviewed, a 25% increase over the 2006 homeless study. Based on statistical projections from the number interviewed, Wilder researchers estimated that at least 13,100 people are homeless in Minnesota on any given night.

In Washington County interviewers surveyed 44 adults, 12 men and 32 women ranging in age from 18 to 69. Here are some highlights regarding the experience of homelessness in Washington County:

- Homelessness is recurrent, lasts a long time, and is often invisible to the public for those who become homeless in Washington County. Almost 40% of the interviewees reported that they had been without a regular or permanent place to live for at least the past year, and 54% had experienced homelessness more than once; 74% of interviewees said that they had doubled up (staying with friends or relatives) in the past.
- Most homeless households in Washington County did not become homeless somewhere else. 68% had lived in Minnesota for over 6 years; 64% had their last permanent address in Washington County when they became homeless.
- There are racial disparities among those who are homeless statewide and in Washington County. While the overall population of African Americans in Minnesota is about 11%, 28% of the interviewees were African American.
- Homelessness among families has grown in Washington County and children living in families that are homeless experience severe problems. There were 21 children living with respondents in their homeless situation ranging in age from less than 12 months to 17 years; 31% of respondents reported that at least one of their children had a chronic or severe physical health condition; 27% reported children with emotional and/or behavioral problems; 39% reported that their children have learning or school problems.

Children & Youth Data

Washington County Youth In Transition Program: In October 2009, Human Services Inc. in partnership with the Washington County Housing and Redevelopment Authority initiated the Youth In Transition Program aimed at homeless youth or youth at risk of becoming homeless (ages 16-22). Funding for the program was provided by an allocation of federal Homelessness Prevention and Rapid Re-Housing funds (HPRP) and a grant from the St. Paul Foundation. Human Services Inc. provides ongoing case management services and the Authority provides rental assistance.

In 2010, the Case Manager worked with 88 youth on a housing stability plan; 25% fit the HUD definition of homeless, 50% of the youth were doubled up and 25% of the youth came from a combination of homeless, doubled up and staying with family. Of the 88 youth, 57 youth have been reunited with family or have moved to a supportive housing program in another county. 31 youth received rental assistance or were placed in a host home.

Direct experience from the Youth In Transition program over the last eighteen months has revealed that unaccompanied youth are moving from friend to friend, sleeping in cars, camping in the woods or sleeping in ice houses in the winter. One youth reported sleeping in a port-a-potty. Many youth are taken in by families in

the community for a short time but this is not a permanent solution and youth are often asked to leave with little or no notice.

Based upon this experience, it can reasonably be estimated that there is a need for 31 supportive and transition housing for youth. This estimate is conservative; homeless youth are hard to find in the county and are not always recognized as homeless.

School District 622 Homeless Education Services: Washington County Schools Homelessness Brief (2010)

Background: Youth and child homelessness in Washington County has risen steadily over the past five years, consistent with national trends. As students, children and youth experiencing homelessness have a number of legal protections including immediate enrollment and full participation in public education. Students experiencing homelessness also have the right to remain at the last school attended before they became homeless with transportation provided, when feasible. Despite these protections, students experiencing homelessness face a plethora of challenges due to high mobility, insecure and often unsafe housing conditions, and the lack of consistency in their lives with regards to housing. The outcomes of homelessness for students include increased health and mental health issues, poor academic performance, and increased delays in development.

Definition/Study: According to the McKinney-Vento Homelessness Assistance Act, students who lack a fixed, regular, and adequate nighttime residence are considered homeless. Children and youth who are “doubled-up” due to loss of housing are included in the definition. Data are reported to the Minnesota Department of Education (MDE) from school district Local Homeless Education Liaisons. MDE defines the county in which the district reports when a school district resides in multiple counties as does District 622.

Table 2: Washington County Public School Homelessness Count

	2005-06	2006-07	2007-08	2008-09	2009-10
COMMUNITY SCHOOL OF EXCELLENCE	0	0	0	4	15
FOREST LAKE PUBLIC SCHOOL DISTRICT	6	6	0	15	37
MAHTOMEDI PUBLIC SCHOOL DISTRICT	2	0	2	4	5
N.E. METRO INTERMEDIATE DIST. 916	0	1	1	9	21
SOUTH WASHINGTON COUNTY SCHOOL DIST	29	37	48	38	61
STILLWATER AREA PUBLIC SCHOOL DIST.	24	24	18	18	32
VALLEY CROSSING COMMUNITY SCHOOL	12	0	7	0	0
DIST. 622-(WASHINGTON COUNTY SCHOOLS ONLY)	10	13	22	36	49
TOTALS	83	81	98	133	221

Heading Home Washington Plan to End Homelessness Survey (10/10)

The Washington County Housing Collaborative conducted a community-wide survey in October 2010 to determine the needs and trends of households in our community experiencing homelessness and housing instability. The survey was completed by a variety of community stakeholders (over 50 respondents in total) including: transitional and permanent supportive housing providers, domestic violence providers, youth providers, faith community, local schools, Veterans Services Officers, Housing and Redevelopment Authority (HRA), police, and county services.

Respondents were asked to provide information regarding households who had sought their assistance over the past year (10/09-10/10). In most cases the information provided in the survey was documented and tracked by the organization, in other cases the information provided was more anecdotal/rough estimates. The data collected is duplicative—in other words, it was not possible to separate or determine whether one household may have sought help from multiple respondents. It is assumed that there is a significant level of duplication. Nonetheless, even taking duplication into account the high number of households identified in this survey is surprising.

Table 3: Survey Data Summary

Number of instances in which a household sought assistance	5,384
Number of instances in which a household was provided assistance	3,369
Number of instances in which a household was not served due to lack of resources	1,471

Table 4: Key Data/Lessons Learned from Survey

81%	81% of all households identified in the survey were families with children. The largest population was single parent families (45%). Questions remain as to whether this percentage represents the need or whether it represents a disproportionate level of services provided to other populations (youth, single adults).
69%	Of households that are not served due to lack of resources, 69% are facing <u>housing instability</u> (housed but at-risk of losing their housing), in comparison to <u>homeless</u> households (31%)—indicating a larger gap in between resources available for homeless prevention and needs resources available for re-housing homeless households.
3	Respondents found the 3 most pressing needs for homeless and precariously housed households in Washington County to be: <ul style="list-style-type: none"> • Access to Affordable Housing (23%) • Access to Emergency Shelter (14%) • Access to Mental Health Services (14%)
30%	While total #s may be high, there seems to be strong indication regarding ratios of who seeks help, who is served, and who is turned away <ul style="list-style-type: none"> • Who seeks help—5384 • Who is served—3369 • Who is not served—1471 <u>For every 10 people seeking help, about 7 will get the help they need and 3 (30%) will not be served.</u>

Family Homeless Prevention & Assistance Program (FHPAP)

Washington County sought and received FHPAP from Minnesota Housing & Finance Agency for the first time for the 2008-2009 biennium. It successfully reapplied for the 2010-2011 biennium and awaits word from Minnesota Housing on its 2012-2013 application. Funding allocations are made by the Washington County Board of Commissioners following input from the FHPAP Citizen Advisory Committee.

Through three full years of FHPAP funding and service provision in Washington County a total of 385 households have been provided with homeless prevention services designed to assist them in avoiding homelessness and 144 homeless households have received services designed to assist them in ending their homelessness by quickly obtaining housing and maintaining that housing. Data from recipient surveys indicate that some of the more common barriers experienced by those served by FHPAP include:

- Need for additional income to afford housing,

- Need for assistance to access affordable housing and address barriers,
- Need for independent living skills training to maintain housing.

Data from the most recently completed year (7.1.09 to 6.30.10) indicates that:

- 83% of FHPAP recipients had tenant barriers (e.g. no rental history, past evictions, criminal record, etc.)
- 77% had income barriers (e.g. limited education, unreliable transportation, lack of affordable child care, etc.).

2011 Housing Needs Update: Washington County HRA

It is clear from the data in previous sections that homelessness and housing instability is increasing in Washington County. The factors precipitating homelessness and housing instability are varied. Nationally, the primary factor linked to homelessness is a lack of available affordable housing. The data below examines the cost burden rate, cost of housing, and housing diversity in the Washington County housing market. These measures show that the availability of housing to very low and low income households⁵ is limited. The lack of rental assistance for very low income households is the most significant obstacle to providing permanent supportive housing for homeless households. Several studies show that future demand for affordable housing will continue to be strong.

Defining Housing Affordability

The Federal guideline for housing affordability is a housing cost that does not exceed 30% of a household's gross income. Household costs considered in this guideline usually include taxes, insurance, and utility costs. When the monthly housing cost exceeds 30% of income, the household experiences a cost burden. Cost burdened households are at increased risk of housing loss and inability to meet other life needs.

Existing Housing Needs

Cost Burden Rate: One measure of the existing need for affordable housing is to use the cost burden rate, which is the percent of households that pay 30 percent of gross income or more on housing costs. Nearly one third of all Washington County households are cost burdened. From 2005 to 2007 the cost burden rate of all households in Washington County ranged from 28 percent to 33 percent, which is comparable to other suburban metropolitan counties. More relevant however, is that nearly three quarters of the county's low income renters are cost burdened. *This cost burden rate is the highest in the metropolitan area and is estimated to include over 4,600 households.*⁶

Table 5: Low Income Household Metro Cost Burden Rates

(Ranked by All Households)

County	All Households	Renters	Renter & All Household Difference
Washington	66.8%	71.5%	4.7
Hennepin	66.3%	67.2%	0.9
Dakota	65.7%	67.7%	2.0
Ramsey	63.2%	66.9%	3.7
Carver	63.8%	63.8%	0
Scott	62.2%	56.3%	-5.9
Anoka	61.8%	63.8%	2.0

Source: Minnesota Housing Finance Agency *Community Profiles Housing Needs in Minnesota* Spring 2010
 estimate from 2006-2008. Low income = households with an income of less than \$50,000 a year, or about 60% AMI for a household of four.

Note: Cost burden rate is a three year

⁵ Very low-income" is defined as 50 percent of the median family income for the area; "low-income" is defined as 80 percent of the median family income for the area, subject to adjustments for areas with unusually high or low incomes or housing costs.

⁶ Wilder Research, *East Metro Housing Needs Report*, June 2008

Housing Costs: Rents in the county are the highest in the metropolitan area and have increased over the last decade at a much greater rate than the incomes of low income renter households. In 2009 the median rent of \$1,036 was the highest in the seven county metropolitan area (Table 6) and highest in the entire state.⁷ Since 2000, rents in Washington County have increased by 48 percent, while the household income of renters has only grown by 29 percent (Table 6).⁸ The data exemplifies the disparity between housing costs and the ability of households to pay for housing in the county.

Table 6: Median Gross Rent and Median Renter Household Income 2000 & 2009 (Ranked by 2009 Rent)

	Median Gross Rent			Median Renter Household Income		
	2000	2009	% Change	2000	2009	% Change
Washington	\$699	\$1,036	48%	\$32,626	\$42,104	29%
Scott	\$655	\$999	53%	\$29,245	\$38,367	31%
Dakota	\$722	\$899	25%	\$35,701	\$37,030	4%
Carver	\$637	\$874	37%	\$31,470	\$29,028	-8%
Anoka	\$649	\$859	32%	\$30,299	\$31,626	4%
Hennepin	\$654	\$852	30%	\$30,216	\$32,456	7%
Ramsey	\$606	\$770	27%	\$27,349	\$26,851	-2%
Low	\$606	\$852	27%	\$27,349	\$29,028	-8%
Median	\$652	\$867	31%	\$30,258	\$32,041	4%
High	\$722	\$1,036	53%	\$35,701	\$42,104	31%

Source: US Census Bureau, 2000 Census; 2009 American Community Survey 1 Year Estimates

Housing Diversity: Housing diversity and home style are also key factors in a balanced housing market. If there is too much of any one style or price point, healthy turnover is prevented. The housing stock of Washington County is less diverse than that of Dakota and Suburban Ramsey counties.⁹ Washington County has higher proportion of all households in 2009 living in single family units (72.6%) than Dakota (56.0%) and Suburban Ramsey (57.9%) and a lower proportion living in other housing types such as apartments or rental multifamily units. Washington County has a lower proportion of young households (under age 35) and older households (over age 55) living in apartments compared to Dakota and Suburban Ramsey counties.

Rental Assistance: Another critical factor inhibiting very low and low income households from accessing affordable housing is the disproportionately low allocation of HUD Section 8 Housing Choice Vouchers in the County. These vouchers allow someone to pay only 30% of their income towards rent and are portable if the person moves from apartment to apartment or city to city. Because the primary impetus of this program is to assist households with incomes at or below 30% area median income, the lack of vouchers is not only a significant obstacle to accessing the housing market in general; it also is the most significant barrier to providing the annual operating subsidy needed to finance a permanent supportive housing development serving homeless disabled households.

Washington County's allocation of 90 Section 8 Housing Choice Vouchers is the lowest in the metropolitan area on a per low to moderate income (LMI) household basis by a wide margin. The total number of Section 8

⁷ US Census Bureau, 2000 Census, 2009 American Community Survey 1 Year estimates; Minnesota Housing Finance Agency *Community Profiles Housing Needs in Minnesota*, Spring 2010

⁸ US Census Bureau, 2000 Census and 2009 American Community Survey 1 Year Estimates

⁹ Excensus LLC, 2010 Change Reports for Dakota, suburban Ramsey, and Washington Counties

Housing Choice Voucher holders who have moved from another jurisdiction to Washington County on a portable basis is 371 as of February 2011. This indicates that the demand for vouchers in Washington County is well above the allocated amount and points to the difficulty absorbing the portable vouchers into the Washington County Housing and Redevelopment Authority's (HRA) program due to the slow turnover of its waiting list. The number of voucher holders with a senior household member is approximately 100, or 22%, which indicates a high reliance on this assistance for those on fixed incomes. The average wait to become a new voucher holder is eight to ten years.

Table 7: Number of Allocated Section 8 Housing Choice Voucher per Low to Moderate Income Households (LMI HHs) Ranked by Total LMI HHs

Metro Places	Total LMI HHs in 2000	# of Sec. 8 Vouchers	Vouchers per LMI HHs (per 1,000)
Minneapolis PHA*	86,822	3,700	42.6
St. Paul PHA*	60,609	3,841	63.4
Dakota County	38,162	2,168	56.8
Washington County	18,964	90	4.7
Bloomington	12,291	525	42.7
Scott County	8,200	241	29.4
St. Louis Park	7,872	266	33.8
Richfield	6,682	200	29.9
Plymouth	5,144	177	34.4
S. St. Paul	3,735	300	80.3

Source: Washington County Community Services, *Washington County Consolidated Plan: Five Year Plan for July 2005-June 2010*, April 2005.

*Public Housing Authority

Existing Affordable housing Stock: The majority of the existing affordable rental units in Washington County are general occupancy units (Table 8).¹⁰ Of the affordable rental units, approximately two thirds are restricted to households with incomes below 60% area median income (AMI) and one third is restricted to households with income less than 30% area median income. Approximately two thirds are general occupancy and one third are senior units.

Table 8: Affordable General Occupancy and Senior Rental Units in Washington County

	General Occupancy	Senior	Total
60% AMI	1,586	777	2,363
30% AMI	675	393	1,068
Total	2,261	1,170	3,431

Source: Maxfield Research Inc. *Comprehensive Housing Needs for Washington County 2007*

Source: Housing Link - Housing Counts. 2006-2009

Note: The Trail Side Senior Living (56 units), Cypress Senior Living (39 units) and Forest Oaks (36 units) developments are included in this chart but are not included in either of the sourced reports.

Recent affordable housing production has met only a fraction of the existing need. The projected demand for additional affordable housing units between 2000 and 2010 was 1,752.¹¹ In reality, only 449 affordable rental units were produced in Washington County since 2000, 174 of which are developments recently completed (the Arbors at Red Oak Preserve - 29 units), currently under construction (TrailSide Senior Living - 70 units and

¹⁰ Maxfield Research Inc. *Comprehensive Housing Needs for Washington County, Minnesota*, September 2007

¹¹ Maxfield Research Inc. *Comprehensive Housing Needs for Washington County, Minnesota*, January 2001

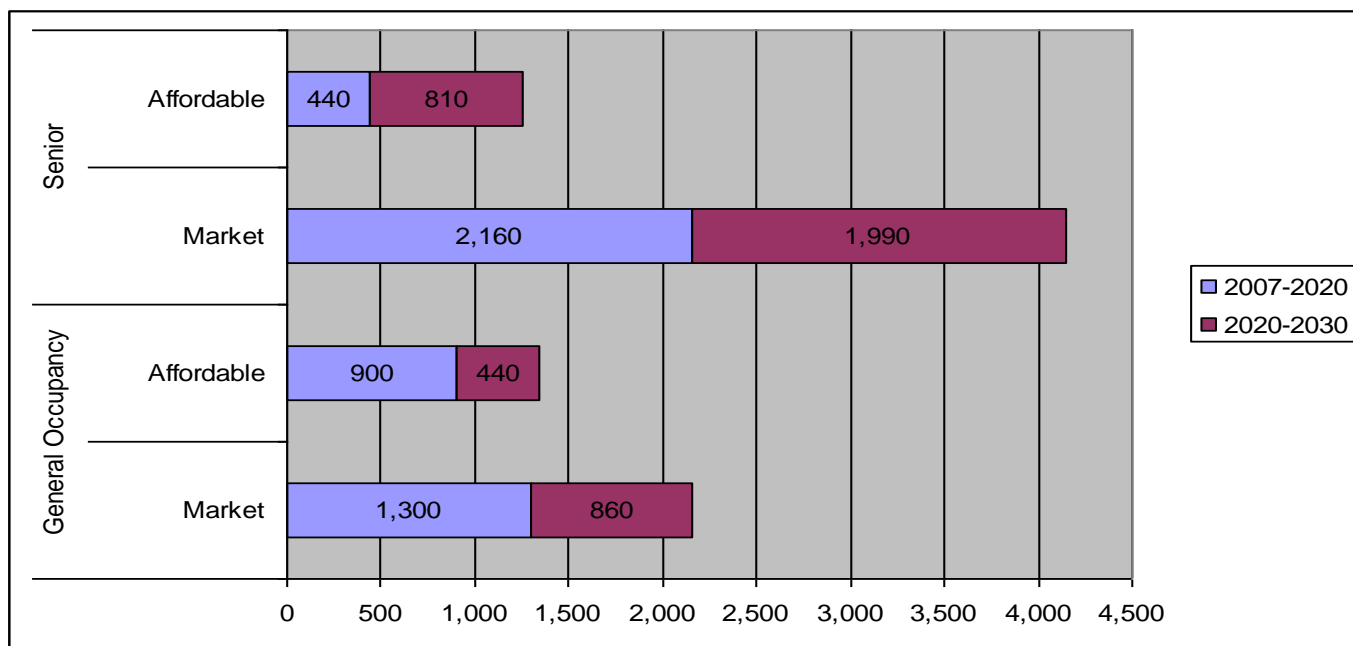
Cypress Senior Living at Red Oak Preserve - 39 units), and developments expected to start construction in 2011 (Forest Oak Apartments - 36 units).

Future Housing Needs

Washington County is projected to have strong job, population, and household growth by 2030. Population is projected to increase by over 162,000 by 2030, a 41% increase from 2010. Impacts of the recent recession may dampen the growth projections, but the need for additional affordable housing is projected to remain strong.¹²

In 2007, the Washington County HRA commissioned a housing study entitled *Comprehensive Housing Needs Assessment for Washington County 2007* (completed by Maxfield Research Inc.). The study estimated that 15% of total housing demand by 2030 would be for market rate rental units (about 6,310 units) and affordable rental units (about 2,590 units), or about 8,900 units in total. Since 2007, as a result of the recent recession, the demand for all housing is expected to be about 6.5 percent below the original projections made in 2007. Homeownership rates are expected to be less than originally projected and rental rate will be higher due higher demand resulting from home foreclosures, more stringent home financing, and the poor job market reducing incomes and buyer ability to purchase homes. Demand for additional general occupancy rental units is projected to be higher from 2007 to 2020 than from 2020 to 2030. Table 8 identifies the demand for general occupancy units by subsidy level and shows that there is a greater demand by 2020 than by 2030 for households at or below 50% area median income.

Figure 1: Demand for Additional Rental Units 2007-2030



Source: Maxfield Research Inc, *Comprehensive Housing Needs Assessment for Washington County 2007*

¹² E-mail correspondence with Maxfield Research Inc. January 2011
10/13/2011

Table 9: Future Demand for General Occupancy Units by Subsidy Level

	2007-2020	%	2020-2030	%	Total	%
50%-80% AMI*	675	75%	305	69%	980	73%
Less than 50%AMI*	225	25%	135	31%	360	27%
Total	900	100%	440	100%	1,340	100%

Source: Maxfield Research Inc, *Comprehensive Housing Needs Assessment for Washington County 2007*

*Area Median Income

In addition to the *2007 Comprehensive Housing Needs Assessment* study, there are two additional analyses that show a high need for additional affordable housing (Table 9). The lowest projected need of 1,340 units for 2007-2020 is much higher than the 449 units of affordable housing produced in Washington County since 2000 referenced earlier in this report. Each of the three projections uses very different approaches to determine the need for additional affordable housing. Note that the *2007 Comprehensive Housing Needs Assessment* projection is only for rental units while the other two include housing demand for homeowners.

Table 10: Projected Need of Additional Affordable Housing Units

	Maxfield (‘07-’20) ¹³ Total Demand Renters Only	Wilder (‘10-’20) ¹⁴ Total Demand Renters & Owners	Met Council (‘11-’20) ¹⁵ Total Shortage Renters & Owners
# of Units/Households	1,340	5,925	6,113

¹³ Source: Maxfield Research Inc, *Comprehensive Housing Needs Assessment for Washington County 2007*. Based on total projected household growth broken down by housing type based on Washington County market trends to find the demand for the number of additional rental affordable units, affordable homeowner units not included.

¹⁴ Source: *East Metro Housing Needs Report* Wilder Research, June 2008. 2006 Cost burdened rates applied to projected population growth to find the number of low income cost burdened households (renter and owner).

¹⁵ Source: Met Council 2011-2020 Allocation of Affordable Housing Need Washington County September 2010. Roughly equal proportion of Metro affordable housing need based on projected growth of low income households (rental and owner) minus number of units expected to be produced by the private market and the public and non-profit sectors and adjusted slightly for local factors such as transit service level and affordability of existing housing stock.

Existing Resources

Private and nonprofit service agencies have partnered closely with Washington County to address the needs of homeless individuals or those at imminent risk of homelessness in our community. Unfortunately, resources, both monetary and man-power, are limited and will continue to be strained as needs continue to grow. The following is a list of current resources in Washington County. This list contains information on many of the programs in our community; however, there are many more dedicated agencies that provide supportive services to homeless individuals or those at risk of homelessness who are not listed here, including food shelves and faith communities.

MOTEL VOUCHERS				
Entity	Contact Number	Criteria	2009 Utilization	2009 Duration
Washington County Community Services (WCCS)- Housing Unit	WCCS Financial Intake @ 651.430.6459	County resident; family, youth, and individuals are eligible; income and asset restrictions; compliance with WCCS Housing Unit support plan.	36 households.	Average length of stay: 27 days.
Valley Outreach	651.351.3169	Income eligibility restrictions; Residents of school district #834 (Stillwater); Up to \$300 per person; once per 12 months.	24 households	Average length of stay: 5 days.
SHELTER/SAFE HOMES				
Entity	Contact Number	Criteria	2009 Utilization	2009 Duration
Home Again Emergency Housing (East Metro Women's Council (EMWC))	EMWC @ 651-459-4822	County resident; families (typically 4 - 7 household members) are eligible; income and asset restrictions; compliance with WCCS Housing Unit support plan.	One unit (up to 7 beds)	Length of stay: 60 days (longer stays approved as needed)
Tubman Family Alliance*	Tubman @ 651.768.0216	Experiencing domestic violence; families or single women.	64 beds	Average length of stay: 41 days
WCCS Adult Mental Health Crisis Foster Care	WCCS Adult Mental Health Case Manager	Individual; currently receiving services from WCCS; has a serious mental illness; homeless or at risk or homelessness.	3 beds	Average length of stay: 4.3 days
TRANSITIONAL HOUSING				
Entity	Contact Number	Criteria	2009 Utilization	2009 Duration
Family Transitional Housing (Human Services, Inc. (HSI))	HSI @ 651.777.5222	Homeless or at risk; Serious and Persistent Mental Illness (SPMI); working with WCCS for case management.	1 unit	Length of stay: Up to 24 months
Men's Transitional Housing (HSI)	HSI @ 651.777.5222	Homeless or at risk; SPMI; working with WCCS for case management.	2 units	Length of stay: Up to 24 months
Women's Transitional Housing (HSI)	HSI @ 651.777.5222	Homeless or at risk; SPMI; working with WCCS for case management.	3 units	Length of stay: Up to 24 months

Home Again Transitional Housing (EMWC)	EMWC @ 651-459-4822	County resident; families are eligible; Income less and 50% AMI; Have some income; No felony violence, sex, or arson offenses.	15 scattered site units of varying size	Length of stay: Up to 24 months
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PERMANENT SUPPORTIVE HOUSING

Entity	Contact Number	Criteria	2009 Utilization	2009 Duration
Bridges Long Term Homeless (HRA and HSI)	HRA@ 651.458.0936 or HSI @ 651.251.5046	SPMI; meet Long Term Homeless definition	10 units	Unlimited
Bridges II (HRA and HSI)	HRA@ 651.458.0936 or HSI @ 651.251.5046	SPMI and homeless or rent burdened.	10 units	Unlimited
Bridges I (HRA and HSI)	HRA@ 651.458.0936 or HSI @ 651.251.5046	SPMI; Income restrictions	18 units	Unlimited
Home Free (HSI)*	HSI @ 651.251.5046	Meet U.S. Department of Housing and Urban Development (HUD) Homeless definition; 18-25 years old; Single adults; SPMI	5 units	Unlimited
SHARE (HSI)*	HSI @ 651.351.3116	Meet HUD Homeless definition; single parent families; chemical health disability.	7 units	Unlimited
Hearth Connection	651-645-0676	Long-term homeless (state definition); families, youth, and unaccompanied youth; multiple barriers to housing and stability (hardest to serve)	8 households	Unlimited
Red Oak Preserve*	Shelter Corp & HSI @ 651.777.5222	Long-term homeless. Seniors	4 units	Unlimited
Mosaic Homes (HSI)*	HSI @ 651.251.5046	Meet HUD Homeless definition; SPMI; individuals	8 units	Unlimited
HUD Subsidy for Chronic Homelessness	HSI @ 651.251.5046	SPMI; Meet "chronic homelessness" definition; individuals	4 vouchers	Unlimited
Stillwater Residence **	651- 439-1601	Individuals; In need of supervised living;	31 beds	Unlimited

* Some units at this site are funded by HUD Shelter Plus Care.

** This site receives the GRH Supplemental Service Rate for limited services/supervision.

AFFORDABLE HOUSING

Entity	Contact Number	Criteria	2009 Utilization	2009 Duration
Section 8 Housing Choice Vouchers (HRA)	HRA @ 651.458.0936 or www.wchra.com	Income restrictions: may not exceed 50% of AMI. 75% of available vouchers must go to families with income at or below 30% of AMI. 30% of income is paid to housing.	90 vouchers	Unlimited
Scattered Site Public Housing (HRA)	HRA @ 651.458.0936 or www.wchra.com	Income restrictions: may not exceed 80% of AMI. 40% of families must meet extremely low-income (30% or less of AMI). 30% of income is paid to housing.	65 units	Unlimited

Trailside Senior Living	651.578.2380	Income restrictions of 80% AMI and income preference of 30% AMI for 14 units	7 one bedroom units and 7 two bedroom units.	Unlimited
Raymie Johnson Properties (HRA)	HRA @ 651.458.0000	Income restrictions of 80% or less of AMI and 30% of income paid to housing.	24 units (1-2 bedroom varies by site)	Unlimited
Woodmount Townhomes	651.459.6748	Income restrictions of 80% or less of AMI and 30% of income paid to housing.	50 units	Unlimited
Westridge Townhomes	651.464.7485	Income restrictions of 80% or less of AMI and 30% of income paid to housing.	42 units	Unlimited
West View Apartments	651.225.1913	Income restrictions of 80% or less of AMI and 30% of income paid to housing.	16 units	Unlimited
Lincoln Place Apartments	612.215.6829	Income restrictions of 80% or less of AMI and 30% of income paid to housing.	48 units	Unlimited
Waterford Townhomes	651.739.4269	Income restrictions of 80% or less of AMI and 30% of income paid to housing.	31 units	Unlimited
Century North Apartments	651.777.6010	Income restrictions of 80% or less of AMI and 30% of income paid to housing.	177 units	Unlimited
Gentry Townhomes	651.730.5815	Income restrictions of 80% or less of AMI and 30% of income paid to housing.	48 units	Unlimited
Charter Oaks TH's	651.430.1031	Income restrictions of 80% or less of AMI and 30% of income paid to housing.	60 units	Unlimited
Victoria Villa	651.351.0457	Income restrictions of 80% or less of AMI and 30% of income paid to housing.	40 units	Unlimited
Birchwood TH Apartments	651.439.7827	Income restrictions of 80% or less of AMI and 30% of income paid to housing.	51 units	Unlimited
Lakeside Townhomes	651.739.7311	Income restrictions of 80% or less of AMI and 30% of income paid to housing.	4 units	Unlimited
Raymie Johnson Properties (HRA)	HRA @ 651.458.0000	Income restrictions of 80% or less of AMI and 30% of income paid to housing. (Senior)	96 units	Unlimited
Eastwood Village	651.773.1949	Income restrictions of 80% or less of AMI and 30% of income paid to housing. (Senior)	5 units	Unlimited
Oak Terrace	651.730.6440	Income restrictions of 80% or less of AMI and 30% of income paid to housing. (Senior)	49 units	Unlimited
East Shore Place	651.770.7964	Income restrictions of 80% or less of AMI and 30% of income paid to housing. (Senior)	60 units	Unlimited
Red Rock Manor	651.459.2786	Income restrictions of 80% or less of AMI and 30% of income paid to housing. (Senior)	78 units	Unlimited
Rivertown Commons	651.439.9535	Income restrictions of 80% or less of AMI and 30% of income paid to housing. (Senior)	96 units	Unlimited

Kilkenny Court	651.464.7300	Income restrictions of 80% or less of AMI and 30% of income paid to housing. (Senior)	92 units	Unlimited
Whispering Pines	651.464.4406	Income restrictions of 80% or less of AMI and 30% of income paid to housing. (Senior)	42 units	Unlimited
Tax Credit Funded Private Rental Housing in Washington County	Varies by site. See HRA For directory. 651-458-0936 or www.wchra.com	Varies by site	Varies by site	Unlimited

All properties are for extremely low income individuals.

PREVENTION - EMERGENCY FUNDING

Entity	Contact Number	Criteria	2009 Utilization	2009 Duration
WCCS Emergency Assistance	WCCS Financial Intake @ 651.430.6459	Income eligibility requirements; evidence of need; includes Washington County Crisis Assistance Program, Emergency General Assistance, and Emergency Minnesota Supplemental Aid	Approximate \$452,000; 284 households	NA
Salvation Army Emergency Assistance Funds	Salvation Army @ 651-739-6288	Income eligibility requirements; evidence of need.	79 households	NA
Community Action Partnership of Ramsey & Washington Counties - Energy Assistance	651.645.6455	Washington/Ramsey county resident; income eligibility requirements;	3,338 households; \$2,274,532 total assistance	Assistance once per season.
St. Paul Foundation Community Sharing Fund	651.224.5463	Referral by community agency; income eligibility requirements; up to \$500 per grant; unable to qualify for other assistance programs.	55 households; \$22,395 total assistance	NA
Valley Outreach Emergency Fund	651.351.3169	Income eligibility restrictions; Residents of school district #834 (Stillwater); Up to \$300 per person.	322 households. \$288 Average amount.	Assistance once per 12 months.
St. Vincent De Paul & Parishes Emergency Fund	651.324.8506	Residents of school district #834 (Stillwater); Recipient is open to personal outreach.	Approximately 350 households.	NA
Friends in Need	651.458.0730	South Washington County resident; income eligibility requirements; unable to qualify for other assistance programs.	Approximately 260-312 households. Approximately \$225 per household.	NA
Christian Cupboard	651.253.4791	South Washington County resident; income eligibility requirements.	Unknown	NA
Minnesota Assistance Council for Veterans (MACV) Financial Assistance Services	MACV @ 651.291.8756	Veteran with honorable discharge or currently enlisted; MN residency for 30 days; Income eligibility requirements; Focus on rental assistance.	10-15 Washington County residents; approximately \$700 per assistance	NA

Minnesota Department Of Veterans Affairs State Soldiers Assistance Program and Special Needs Grant	Washington County VSO @ 651.430.6895	Veteran or surviving spouse; MN residency; demonstrate ability to resolve financial need long-term; time-limited benefit.	Approximately 650 veterans.	State Soldiers Assistance Program for up to 6 months; Special Needs Grant is one per lifetime.
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PREVENTION - OUTREACH SERVICES

Entity	Contact Number	Criteria	2009 Utilization	2009 Duration
FamilyMeans	651-789-4052	Financial Literacy & Education to Washington County youth who are currently or at risk for homelessness; ages 16-21, and/or families	106 households	4 hours total education
Youth in Transition (Washington County Housing and Redevelopment Authority (HRA) and Human Services, Inc. (HSI))	HRA@ 651.458.0936 or HSI @ 651.777.5222	Homeless youth or at risk of homelessness; income eligibility; individuals and families.	75 households	Ongoing assistance available through March 2012
Washington County Community Services Housing Coordination and Case Management	WCCS Financial Intake @ 651.430.6459	Income eligibility requirements; County resident; At risk of homelessness or homeless; Based on availability.	658 households	Duration varies based on length of shelter stay and/or need.

RAPID RE-HOUSING

Entity	Contact Number	Criteria	2009 Utilization	2009 Duration
Youth in Transition (Washington County HRA) and HSI	HRA@ 651.458.0936 or HSI @ 651.777.5222	Homeless youth or at risk of homelessness; income eligibility; individuals and families.	25 households assisted per month	Ongoing assistance available through March 2012
The Salvation Army	Salvation Army @ 651-739-6288	Homeless or at risk of homelessness; income eligibility; individuals and families.	18 households assisted per month	Ongoing assistance available through March 2012

Formulating the Goals, Strategies and Action Steps

The foundation for the goals, strategies and action steps in the following section were generated from the January 2011 retreat of community stakeholders including community members, service providers, community foundations, and local government. At the retreat, participants were presented the five broad goal areas created to align with the state and federal plans to end homelessness. The five goal areas are prevention, community engagement, housing, outreach and service delivery. In small groups representing youth, single adults and families, participants were asked to identify strategies and actions steps needed to successfully accomplish the five goals. Potential partners were also identified at the retreat.

Following the retreat, the HHW Steering Committee reviewed the recommendations and completed additional research in each goal area. The committee made minor adjustments to align the strategies to goal areas, removed duplication and created benchmarks and timelines to guide the community over the next ten years. The committee also determined that the goals should be arranged purposefully in the following order:

- Goal #1: Increase Community Awareness and Involvement in Ending Homelessness
- Goal #2: Prevent Households from Experiencing Homelessness
- Goal #3: Increase Housing Opportunities for Homeless and Low Income Households
- Goal #4: Provide Coordinated Outreach
- Goal #5: Improve Service Delivery

Ultimately, accomplishing the goals requires additional human and financial resources. In order to provide a reasonable guide for the community, each strategy was carefully translated into a quantifiable budget estimate. It should be noted that there does not exist any national or state-wide standard method for generating measurable targets based upon point in time unmet need data. The HHW Steering Committee conducted significant research and sought the input and review of state agencies and the Executive Director of Heading Home Minnesota. Based on input received, justification for HHW measureable targets is listed on page 29, and reflected in the timelines of the strategies on pages (30-49).

Justification for Measureable Targets in Heading Home Washington Plan

Households			
	Point in Time	Annual	10 year
January 2011 PIT Count (One Day) ¹⁶	138		
Annualized ¹⁷		450	4500
Total Estimated Unserved ¹⁸		149	1485
Of 149 Unserved, Number Needing <u>Homeless Prevention</u> ¹⁹		99	980
Of 149 Unserved, Number Needing <u>Shelter</u> ²⁰	3	50	505
		↓	↓
EXITING SHELTER/HOMELESSNESS		50	505
Of 50 Exiting Shelter/Homelessness on Annual Basis, Number That Will Stabilize on Own ²¹		13	126
Of 50 Exiting Shelter/Homelessness on Annual Basis, Number That Will Require <u>Rapid Re-Housing</u> ²²		13	126
Of 50 Exiting Shelter/Homelessness on Annual Basis, Number That Will Require <u>Affordable/Supportive Housing</u>		25	253
<u>Short-term Supportive Housing</u> ²³		4	40
<u>Long-Term Supportive Housing</u> ²⁴		9	87
<u>Long-term Subsidy/Affordable</u> ²⁵		13	126
67% of Affordable/Supportive Housing Created by <u>New Development, Re-Hab</u> ²⁶		17	170
33% of Affordable/Supportive Housing Created by <u>Rental Subsidies</u>		8	83
13% of Affordable/Supportive Housing targeted to <u>Youth</u> ²⁷		3	33

¹⁶ Establish 138 existing homeless family and individual households as the baseline, based on data from the 2011 Washington County Point in Time survey

¹⁷ Annualized formula based upon avg. length of homelessness from point in time survey (3 months, or ¼ of a year) = 4 unduplicated episodes (avg) per year X 138 point in time number = 552 annually, then decreasing by 15% for years 6-10 of the plan, which results in an average of 450 households per year.

¹⁸ Assume that 66% of total households would be helped by existing resources (HHW Plan Survey) or will stabilize on their own; leaving 33% (149) to be served by new resources.

¹⁹ Of 149, assume 67% (99) will stabilize through increased homeless prevention

²⁰ Of 149, assume 33% (50) will become homeless and will require temporary shelter

²¹ Of the 50 households that become homeless per year, assume 25% will stabilize through their own resources

²² Of the 50 households that become homeless per year, assume 25% will stabilize through rapid re-housing increases

²³ Of the 50 households that become homeless per year, assume 8% will stabilize with short-term supportive housing

²⁴ Of the 50 households that become homeless per year, assume 17% will stabilize with long-term supportive housing

²⁵ Of the 50 households that become homeless per year, assume 25% will stabilize with affordable housing, subsidies

²⁶ Of new housing units required annually, assume 67% will be new development or re-hab; and 33% will be through housing subsidies

²⁷ Youth represented 13% of Heading Home Washington Community Survey

Goal #1: Increase Community Awareness and Involvement in Ending Homelessness

Some plans for ending homelessness include a goal for increasing public awareness that usually appears at the end of their list of major goals, and it almost becomes an afterthought. HHW recommends that increasing awareness and understanding of homelessness in Washington County deserves prominence. *How and why do people become homeless? What are the key strategies that work in preventing and ending homelessness? How can we all play a role in ending homelessness?* In order to successfully move the goals and strategies of this plan forward, the first and most vital priority is to actively engage citizens.

Strategies:

- Create and conduct a comprehensive community education campaign

Strategy 1.1 Create and conduct a comprehensive community education campaign

Issue	A strategic education campaign will help inform the community, media, and elected officials on the topic of homelessness.	
Existing Resources	Housing Collaborative members Washington County CoC and FHPAP grant recipients MICAHA Other Heading Home Plans/County experiences	
Anticipated 10-year outcome	All community members have a better understanding of homelessness and its impacts on those in our community.	
Action Steps	Potential Partners	Timeline
<p>Create and maintain a curriculum on homelessness (including topics of poverty and diversity and how they relate) for use in public awareness events and activities.</p> <ul style="list-style-type: none"> • Conduct research/gather data, including real stories. Involve people experiencing homelessness. • Draft curriculum targeted to different populations (e.g. cost savings to elected officials, better workforce to businesses, social justice to faith community, etc.). • Begin utilizing curriculum. • Conduct ongoing editing of curriculum based on feedback and changing data. 	<p>Wilder Foundation; Housing Collaborative members; Washington County; Municipalities; Washington County HRA; Woodbury HRA; Faith communities; Washington County School Districts; Community Colleges; St. Paul Foundation; St. Paul Area Council of Churches (SPACC); Metropolitan Interfaith Council on Affordable Housing (MICAHA); Metro-wide Engagement on Shelter & Housing (MESH)</p>	<p>Year 1: Draft curriculum Year 2: Hold events utilizing/testing curriculum Year 2-10: Continue maintenance of curriculum to keep it current and meaningful</p>

<p>Schedule and maintain a calendar of public education & awareness events.</p> <ul style="list-style-type: none"> • Create and publishing calendar of regular events; • Develop new events; • Coordinate/lead all events at schools, churches, businesses, elected officials, etc. • Include volunteer opportunities that serve as resources for homeless persons/families (e.g. Project Homeless Connect). 	<p>Housing Collaborative members MICAH</p>	<p>Year 2-10: Event calendar created and updated on a regular ongoing basis. Year 2-10: Annual/regular events held. Year 10: Every major municipality in Washington County will have an annual education & awareness event.</p>
<p>Create a plan for utilizing various media resources for public education.</p> <ul style="list-style-type: none"> • Primary media contact, spokesperson, initiative champion. • Scheduled meetings/interviews with print media (local newspapers, Pioneer Press, etc.). • Scheduled meetings/interviews with TV media (TPT, local news, cable access channels, etc.). • Scheduled meeting/interviews with radio media (MPR, etc.). • Development of interactive marketing materials and social media (Twitter, Facebook, website, blog, etc.) 	<p>Wilder Foundation; Housing Collaborative members; Washington County; Municipalities; Washington County HRA; Woodbury HRA; MICAH; Volunteers/Interns; Minnesota Coalition for the Homeless (MCH); Media outlets; Faith communities; Local colleges/schools</p>	<p>Year 1: Identify spokesperson/champion. Year 1-2: Build relationships/contacts at various media outlets; recruit interactive/social media volunteers. Year 2-10: Implement plan.</p>
<p>Identify and build relationships with key entities or potential partners:</p> <ul style="list-style-type: none"> • City/county leaders • Local businesses • Housing developers/landlords • Professional associations • Rotary • Volunteers for mentors • Community and Faith Foundations (Social Justice committees) • Education/Workforce development 	<p>Housing Collaborative members; Washington County; Municipalities; Washington County HRA; Woodbury HRA; MICAH; Faith communities</p>	<p>Year 1: Develop list of potential partners. Active relationships created and maintained with 10 key entities. Year 2: Active relationships created and maintained with 20 key entities. Year 5: Maintain and grow additional relationships; Identify at least 5 projects/initiatives that have been helped by these relationships. Year 10: Maintain and grow additional relationships; Identify at least 10 projects/initiatives that have been helped by these relationships.</p>
<p>Recruit and train citizen advocates to educate and engage elected officials.</p> <ul style="list-style-type: none"> • Create curriculum for “partnering with elected officials”. • Create and maintain a advocate/elected official database. • Monitor and engage elected officials on issues that affect the implementation of Heading Home Washington. 	<p>Housing Collaborative members; Faith communities; Community/Private foundations; Community Service agencies; MICAH; MCH</p>	<p>Year 1: Strategies/Curriculum created to recruit and train advocates Year 2: At least 15 advocates are trained and active Year 5: At least 50 advocates are trained and active Year 10: At least 150 advocates are trained and active. Relationships built and maintained with at least 20 elected officials.</p>

Goal #2: Prevent Households from Experiencing Homelessness

A key element of Heading Home Washington is to close both the front door (prevent people from becoming homeless) and to open the back door to homelessness (be sure people have a way out of homelessness). Research has shown that preventing homelessness from occurring is less costly than a homeless episode both in terms of public financial resources as well as emotional resources for the persons involved.²⁸ Washington County, local non-profits, and the faith community already are heavily invested in prevention service. This plan will seek to build off these existing resources to avoid duplication and to enhance efficiencies and resources where needed. The priority will be to assist families, individuals, or youth experiencing a housing crisis to, if possible, maintain their current housing.

Strategies:

- Increase income through employment and access to mainstream benefits
- Enhance/maintain grant programs for homeless prevention and rapid re-housing assistance
- Increase financial literacy and tenant education
- Ensure that discharge plans from public institutions, treatment facilities, and public and private hospitals include a plan for housing and services
- Improve access to treatment for persons with mental illness and/or substance use disorders
- Increase access and reduce barriers to legal services for persons at risk of losing housing
- Provide conflict resolution to help youth and families avoid or end homelessness

Strategy 2.1 Increase income through employment and access to mainstream benefits

Issue	Increasing income through employment and access to mainstream benefits is a key component in making housing affordable and ending homelessness.	
Existing Resources	Washington County Workforce Centers	
Anticipated 10-year outcome	Employment supports and services for households experiencing homelessness will be enhanced	
Action Steps	Potential Partners	Timeline
Develop or utilize an existing workgroup to: <ul style="list-style-type: none"> Review current employment programs for Washington County residents; Examine how at risk and homeless residents may access them; Develop new programs if needed. 	Washington Co. Workforce Investment Board (WIB) Workforce Centers; Local businesses; Employment service providers; Consumers; Re-entry/probation	Year 1: Workgroup formed, initial assessment conducted. Targets for annual progress created. Year 2-10: Meet or exceed annual targets.
Conduct a review of benefits and benefits accessibility in Washington County to: <ul style="list-style-type: none"> Promote utilization of current & future tools that support/facilitate culturally competent access; Make adjustments that maximize accessibility. 	Washington County Community Services (WCCS); Providers; Re-entry/probation	Year 1: Review conducted. Target identified for increase in participation rates Year 2-10: Targets reached or exceeded. Annual reviews and enhancements to increase participation.

²⁸ e.g. Dennis P. Culhane, "A Prevention-Centered Approach to Homeless Assistance: A Paradigm Shift?" *Housing Policy Debate* 21.2 (2011): pp 295-315.

Facilitate access to mainstream benefits: <ul style="list-style-type: none"> • SOAR/SSI • Bridge to Benefits • Others 	WCCS; Providers; County Veterans Services Officers	Year 1-2: Increase number of SOAR trained workers by 50%. Identify gaps to access of other benefits. Year 3-10: 100% of low-income residents of Washington County are provided adequate access and support to secure all benefits for which they are eligible.
Develop coordinated access routes to job training with local community colleges & other training providers through local workforce center that promote opportunities for low income residents.	Century College/Inver Hills CC; WIB; Workforce Center staff; Providers; Consumers	Year 1: Partnerships identified with all community colleges and training providers in Washington County Year 2-10: A list of training opportunities for low-income residents is maintained and distributed
Work with WIB to elevate the importance of the workforce system and role of business in ending homelessness.	WIB; Local business; Re-entry/probation; CoC	Year 1-10: Measured in Strategy 1.2
Examine transportation barriers specific to employment for low income populations. Develop and implement solutions based on findings and resources.	Local Government; Met Council; Local Providers; WIB; Community Thread	Year 1: Needs assessment conducted Year 5: All recommendations identified in needs assessment that require policy change are implemented Year 10: All recommendations identified in needs assessment that require funding/resources are implemented

Strategy 2.2 Enhance/maintain grant programs for homeless prevention and rapid re-housing assistance

Issue	Due to federal, state, and local budget issues many existing prevention programs are at risk of funding reductions or elimination.	
Existing Resources	Family Homeless Prevention Assistance Program (FHPAP) Emergency Assistance Non-profits Faith Community Foundations	
Anticipated 10-year outcome	Families, individuals, and youth at risk of homelessness will have resources available to assist with maintaining existing housing and rapidly exiting shelter.	
Action Steps	Potential Partners	Timeline
Maintain and enhance FHPAP <ul style="list-style-type: none"> • Track effectiveness of current programs. • Track unmet need. • Apply for increased funding in 2013. 	FHPAP Advisory Committee	Year 1: Current programs are reviewed and unmet needs are monitored. Maintain 173 households served annually. Year 2: Apply for enhanced funding. Maintain 173 households served annually. Year 3-10: Homeless prevention services and assistance is available to assist an additional 10% each biennium for a total of over 75 households on an annual basis.

Seek out and obtain other potential state, Federal and foundation funding partners.	Washington County; Non-profits; Faith Community; Minnesota Coalition for the Homeless (MCH); MICAHA; State Agencies; Foundations;	Year 1: Assess need and other funding opportunities. Year 2: Apply for additional funds. Year 3-10: Homeless prevention services and assistance is available to assist over <u>37 households</u> in maintaining housing stability on an annual basis.
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Strategy 2.3 Increase financial literacy and tenant education

Issue	Youth and other populations lack basic financial literacy and other life skills important for success as a tenant.	
Existing Resources	FamilyMeans CAP (Community Action Partnership) Washington County School Districts	
Anticipated 10-year outcome	Financial literacy and tenant education opportunities will be available and accessible throughout the county.	
Action Steps	Potential Partners	Timeline
Develop "life skills council" to work within Washington County <ul style="list-style-type: none"> Identify potential providers and needed training. 	FamilyMeans; School Districts; Parents; Students; Financial Institutions; Landlords	Year 1: Complete needs and capacity assessment, identify target increase Year 2-10: Provide training to targeted audiences
Seek funding to expand or enhance existing services and apply for new funding where available.	Philanthropic organizations; Available grant sources; FamilyMeans; School Districts; Parents; Students; Financial Institutions; Landlords	Year 1: Potential funders identified Year 2: Funding applications submitted; outreach conducted Year 5: Funding secured to meet 50% of target increase Year 10: Funding secured to meet 100% of target increase

Strategy 2.4 Ensure that discharge plans from public institutions, treatment facilities, and public and private hospitals include a plan for housing and services.

Issue	A large percentage of homeless adults have experienced either a correctional placement or an institutional social service placement at sometime in their lives. Good discharge planning from public institutions depends upon strong partnerships and collaboration.
Existing Resources	Transition Committee for youth exiting out of home placements. Washington County Probation Services Community Corrections Mental Health/Chemical Health Hospitals
Anticipated 10-year outcome	100% of persons exiting public institutions or publicly funded treatment programs will have a discharge plan that includes housing and services.

Action Steps	Potential Partners	Timeline
<p>Improve discharge planning for youth exiting foster care, corrections, and treatment facilities.</p> <ul style="list-style-type: none"> Assess current services and gaps in services. Develop enhancements to services and monitor discharges. 	<p>WCCS; Community Corrections; Continuum of Care Committee (CoC)</p>	<p>Year 1: Assess current practice and enhance protocol and services. Year 2: Implement new strategies Year 5: Monitor discharges and modify protocol and services as needed. Year 10: Zero youth exiting placement to homelessness.</p>
<p>Improve discharge planning of adults exiting mental health treatment, chemical health treatment, correctional facilities, etc.</p> <ul style="list-style-type: none"> Assess current practice and strategies to improve discharge planning. Implement strategies and seek new funding if needed. 	<p>WCCS; Community Corrections; Service Providers; CoC; Hospitals</p>	<p>Year 1: Assess current practice and strategies to improve discharge planning. Year 2: Implement enhancements to discharge planning and develop services as needed. Year 5: Monitor discharges and enhance services as needed. Year 10: Zero adults exit treatment or corrections to homelessness.</p>
<p>Identify and coordinate support services and housing for those exiting public institutions.</p> <ul style="list-style-type: none"> Assess service needs Conduct outreach out to landlords who would be willing to work with persons coming from institutions. Seek funding if needed to implement services and housing. 	<p>WCCS; Community Corrections; Service Providers; Faith Community; CoC; FamilyMeans</p>	<p>Year 1: Outreach to landlords that would be willing to rent to persons coming from institutions. Year 2: Identify 20 landlords that would rent to persons coming from institutions. If needed enhance support services to ensure housing stability. Year 5: Increase pool of landlords and services as needed. Year 10: Maintain pool of <u>20</u> rental units for persons coming from institutions.</p>

Strategy 2.5 Increase access to treatment for persons with mental illness and/or substance use disorders

Issue	Individuals in need of Mental Health and Chemical Health (MI/CD) treatment who are unable to access these services are at increased risk of homelessness. If provided with appropriate services, many will be able to live successfully in the community.	
Existing Resources	<p>Minnesota Health Care Programs (MHCP) Consolidated Chemical Dependency Treatment Fund (CCDTF) Private health insurance companies MI treatment providers CD treatment providers Washington County Community Services (WCCS)</p>	
Anticipated 10-year outcome	Individuals needing MI/CD treatment will have access to affordable behavioral health services.	
Action Steps	Potential Partners	Timeline

Increase the number of treatment providers in Washington County for specific services <ul style="list-style-type: none"> • Access psychiatrists and psychiatric services • Dual diagnosis MI/CD treatment 	Advocacy organizations; Professional organizations; Treatment providers	Year 1: Formally assess needed services. Year 2: Work with regional partners/stakeholders to develop action/recruitment plan. Year 3-10: Implement plan.
Implement Sliding Scale Fees amongst more treatment providers.	Treatment providers; Private or public foundations	Year 1 -2: Seek funding to subsidize cost to treatment providers Year 2-10: Recruit interested providers and establish negotiated rates.

Strategy 2.6 Increase access and reduce barriers to legal services for persons at risk of losing housing

Issue	People are losing housing due to eviction or foreclosure, some of which could be mitigated by legal means, provided the services are available and accessible to people at risk of losing their housing.	
Existing Resources	SMRLS HomeLine Other Legal Aid Services	
Anticipated 10-year outcome	Persons at risk of losing housing are able to access and utilize legal services to mitigate the process of unlawful or preventable eviction or foreclosure.	
Action Steps	Potential Partners	Timeline
Conduct research to identify incidents in which foreclosure and eviction could have been prevented with legal assistance intervention.	SMRLS; HomeLine; Other Legal Aid Services;	Year 1: Research conducted.
Research legal assistance programs within Washington County.	SMRLS; HomeLine; Other Legal Aid Services;	Year 1: Complete inventory of existing programs and services.
Develop and implement programs and partnerships needed to fill gaps and to address the barriers to existing services.	SMRLS; HomeLine; Other Legal Aid Services;	Year 1: See action steps above Year 2: Develop new model to meet needs identified above, identify number of volunteer attorneys needed Year 5: 50% of target volunteer attorneys identified and maintained Year 10: 100% of target volunteer attorneys identified and maintained
Conduct community awareness and a marketing campaign to increase awareness of services and rights.	SMRLS; HomeLine; Other Legal Aid Services;	Year 1: Campaign materials created, Marketing plan identified. 2-10: Implementation of effective marketing campaign.

Strategy 2.7 Provide conflict resolution services to help youth avoid or end homelessness

Issue	Family conflict can lead to youth being asked to leave home. Family conflict can lead to families being evicted from rental housing.
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Existing Resources	Human Services Inc. (HSI) Youth Service Bureau (YSB) Washington County Community Services (WCCS) American Red Cross—Twin Cities Chapter Employee Assistance Program Child Welfare Law Enforcement	
Anticipated 10-year outcome	Maintain level of service to provide all families with assistance when needed in a timely manner.	
Action Steps	Potential Partners	Timeline
Identify current agencies that could provide Family Reunification services to: <ul style="list-style-type: none">Learn from successful models that could be replicated in Washington CountyPromote and referSeek potential vendors	YSB; HSI; Lutheran Social Service (LSS); Lifetrack Resources; Bridge for Runaway Youth; The Link; Storefront	Year 1-10: Local and regional programs are identified, roster maintained.
Identify and seek funding opportunities for current and additional services.	Housing Collaborative members; Washington County HRA; WCCS; YSB; HSI; Lutheran Social Service (LSS)	Year 1: Roster of potential funding sources is created. Year 2-10: Sources are identified to assist a total of 100 families in resolving conflict in order to resolve/prevent homelessness.

Goal #3: Increase Housing Opportunities for Homeless & Low-Income Households

Location, housing type, affordability and availability are key components of a balanced housing market. The data previously discussed shows that access to affordable housing and the availability of permanent supportive housing are severely limited for those households experiencing homelessness in Washington County. Despite efforts to prevent homelessness or to conduct community outreach, accessibility to affordable housing is a critical aspect of the effort to end homelessness. It is important to articulate a set of strategies that will not only promote a balanced housing supply but will also set in motion an effort to create additional affordable housing options using a variety of approaches. While the cost of meeting the projected need of additional affordable housing is well beyond the financial capacity of any one sector (public, private or non-profit) to produce alone, taking proactive steps to collaborate and to leverage as many resources as possible will create an ongoing framework to provide housing for homeless and low income households. Moreover, in the case of providing permanent supportive housing for homeless households, providing ongoing supportive services in a stable housing environment is more cost effective than providing services through inpatient treatment facilities, foster care, incarceration, or hospitalizations for people who lack stable housing.

Strategies:

- Preserve existing affordable housing
- Develop new affordable housing
- Develop new supportive housing
- Increase housing options for youth (18-24)

Strategy 3.1 Preserve existing affordable housing

Issue	There is a significant amount of federal and state housing resources currently invested in existing affordable housing developments (especially those serving households with very low incomes, less than 30% area median income—AMI); in order to preserve existing stock of affordable units, this investment must be maintained.	
Existing Resources	Private sector owners Nonprofit sector owners WCCS Washington County HRA Woodbury HRA Minnesota Housing Finance Agency (MHFA) Federal agencies	
Anticipated 10-year outcome	Maintain financing programs to avert loss of affordable units	
Action Steps	Potential Partners	Timeline
Engage key stakeholders to explain benefits of preserving existing affordable housing developments in cities, and determine tools to maintain investment	Housing owners and developers; City officials; MHFA; WCCS; Washington County HRA; Woodbury HRA; Tenants	Year 1: Create list of existing developments and conduct outreach Year 2-10: Maintain outreach and contact with developments

Identify and foster existing rehabilitation programs to maintain the quality and long term viability of existing affordable housing: <ul style="list-style-type: none"> Multi-family Developments Single-Family properties 	Housing owners and developers; City officials; MHFA; WCCS; Washington County HRA; Woodbury HRA; HUD-Federal Programs; Private foundations; Habitat for Humanity; Faith communities; MICAH; Nonprofits	Year 1-10: Partners identified, outreach conducted and maintained
Maximize resources and efficiencies by coordinating efforts of multiple jurisdictions (Federal, State, County, City).	Housing owners and developers; City officials; Minnesota Housing; WCCS; Washington County HRA; Woodbury HRA; HUD-Federal Programs; Private foundations; Habitat for Humanity; Faith communities; Nonprofits	Year 1: Convene partners, assess program, identify target numbers of households to assist with re-hab. Year 2-5: Secure resources needed to meet identified targets. Year 10: Secure resources needed to reach 100% of identified targets.
Advocate to maintain mainstream and homeless rental assistance programs <ul style="list-style-type: none"> Housing Choice Section 8 Bridges rental assistance Project-Based Section 8 Housing Trust Fund HEARTH Act subsidies 	Washington County HRA; Woodbury HRA; HUD; Housing Collaborative Members; WCCS; City officials; Minnesota Coalition for the Homeless (MCH); MICAH; Legislators	Year 1-10: Maintaining current rental assistance programs is part of the annual Heading Home Washington Advocacy Campaign.

Strategy 3.2 Create new affordable housing opportunities

Issue	In order to create new affordable units, existing financial resources need to be fully utilized, leveraged with other funding sources, and new funding sources identified.
Existing Resources	Private developers and owners Non profit developers and owners MHFA Federal agencies WCCS Washington County HRA Woodbury HRA Washington County Housing Collaborative
Anticipated 10-year outcome	The cost to meet the affordable housing demand is too great for the private, public or nonprofit sectors alone; therefore, a collaborative framework must be developed to create an agreed upon, ongoing program of affordable housing development.

Action Steps	Potential Partners	Timeline
<p>Fully utilize allocations of existing federal, state and local affordable housing programs in order to leverage other funding sources:</p> <ul style="list-style-type: none"> • Low Income Housing Tax Credits • McKinney Vento • CDBG/HOME • MHFA • City/County Resources 	<p>Private Sector developers; Nonprofit sector landlords; MHFA; Federal agencies; WCCS; Washington County HRA; Woodbury HRA; Housing Collaborative Members</p>	<p>Year 1-10: Role and impact of funding sources is communicated to all involved parties and technical assistance is provided to ensure full utilization of existing resources.</p>
<p>Aggressively apply for additional funding sources and seek out new funding sources that are compatible with affordable housing</p> <ul style="list-style-type: none"> • private foundation programs • transportation resources • sustainability program resources • redevelopment funds 	<p>Met Council; MHFA and other state agencies; Federal agencies; Private foundations; Municipalities; Washington County RRA</p>	<p>Year 1: Establish an interdisciplinary tool to monitor availability of different funds and resources, including private foundations. Appropriate applications submitted. Year 2-5: Appropriate applications submitted. Year 6-10: Appropriate applications submitted and at least 2-3 projects are funded.</p>
<p>Engage cities to identify potential sites for affordable housing developments and to create incentives/policies to encourage affordable housing development.</p>	<p>Municipalities; Washington County HRA; Woodbury HRA; Washington County RRA; Met Council; MHFA; WCCS; MICAH</p>	<p>Year 1: Convene municipal working group to identify potential sites, property owners, and set target number of units to be developed. Year 2: Database developed of sites and owner/developers for potential development. Year 10: Target number of units developed.</p>
<p>Advocate to increase rental assistance programs</p> <ul style="list-style-type: none"> • Housing Choice Section 8 • Bridges rental assistance • Project-Based Section 8 • Housing trust Fund 	<p>Washington County HRA; Woodbury HRA; HUD; Housing Collaborative Members; County officials; City officials; MCH; MICAH; Legislators</p>	<p>Year 1-10: Increasing rental assistance programs is part of the annual Heading Home Washington Advocacy Campaign.</p>

Strategy 3.3 Create new supportive housing opportunities

Issue	<p>The county does not have an adequate amount of rental assistance funding to serve homeless very low income households. Further exacerbating this issue is the lack of an ongoing resource to fund the supportive services needed to assist households to stabilize in and maintain their housing. Together these pose a significant challenge.</p>
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Existing Resources	Human Services Inc. (HSI) Washington County Community Services (WCCS) Washington County HRA Woodbury HRA Other nonprofit agencies serving homeless households Federal programs Minnesota Department of Human Services (DHS) Hearth Connection	
Anticipated 10-year outcome	Funding sources for supportive services and rental assistance have been created or obtained to develop an agreed upon amount of supportive housing units.	
Action Steps	Potential Partners	Timeline
Seek out and engage private, nonprofit and public stakeholders to create an ongoing funding source for housing expenses (operating, rental subsidies) for households needing supportive housing.	Federal agencies; MHFA; WCCS; Washington County HRA; Woodbury HRA; Municipalities; Private foundations; Housing Collaborative Members	Year 1: List developed Year 2: Apply for any funding that meets goal (16.25 households per year beginning in 2013) Year 5: Revisit list and continue applying for funding as available; 30% of target reached Year 10: Revisit list and continue applying for funding as available; 100% of target of 130 households reached
Seek out and engage private, nonprofit and public stakeholders to create an ongoing funding source for supportive services expenses (operating, support services) for households needing supportive housing.	Private developers; Federal agencies; MHFA; Nonprofit organizations; Private foundations; Housing Collaborative Members; MCH; Heading home Minnesota; Hearth Connection	Year 1: List developed Year 2: Apply for any funding that meets goal (16.25 households per year beginning in 2013) Year 5: Revisit list and continue applying for funding as available; 30% of target reached Year 10: Revisit list and continue applying for funding as available; 100% of target of 130 households reached

Strategy 3.4 Develop Housing Options for Youth (18-24)

Issue	Washington County has experienced an increase in homeless youth. When homeless, this population is very vulnerable. Existing housing and services funding for homeless youth are scheduled to end soon.
Existing Resources	HSI Saint Paul Foundation MN DHS Office of Economic Opportunities (OEO) Washington County HRA Woodbury HRA Private sector landlords FHPAP
Anticipated 10-year outcome	Youth at risk of homelessness will have a range of housing options available to them, including a specific housing development and a scattered site based host program.

Action Steps	Potential Partners	Timeline
<p>Create a continuum of supportive housing opportunities for youth and young adults (supportive, subsidized, host homes).</p> <ul style="list-style-type: none"> • Create a Youth Housing Task Force or build upon current planning groups. • Determine need, target population, and service model i.e. Master leasing, new construction, existing building. • Seek funding for housing and services. • Obtain site(s). 	<p>CoC; WCCS; Transitional Age Group (TAG); Human Services Inc. (HSI); Community Corrections; Service Providers; MHFA; HUD; Washington County HRA; Woodbury HRA</p>	<p>Year 1: Identify target opportunities needed and program design. Year 2: Seek and obtain funding. Year 5: Units under development. Year 10: 100% of target units created. Youth in need of Supportive Housing have options available to them.</p>

Goal #4: Provide Coordinated Outreach

In most plans to end homelessness, outreach is focused on developing systems for identifying and connecting people who are homeless or at risk of homelessness with assistance and support. Washington County historically has not had the resources, nor has there been a pressing need to engage in extensive active outreach across the County. Experience over the past two years discovered a growing population of homeless, unaccompanied youth in many areas of Washington County. The situation now calls for a more organized and concerted effort at outreach to all population groups (families with children, single adults and youth).

Strategies:

- Recruit and engage landlords
- Create emergency shelter capacity
- Develop and implement a community outreach plan

Strategy 4.1 Recruit and Engage Landlords

Issue	Washington County landlords can play a vital role in providing access to affordable housing for families or individuals in crisis or potential tenants with barriers to entry, such as bad credit, criminal history, persons exiting institutional settings. Engaging landlords will increase affordable housing options in our county and reduce incidents of homelessness or residents seeking shelter in other counties.	
Existing Resources	Private landlords & Property Management companies Housing Link Housing Access Coordination providers	
Anticipated 10-year outcome	Enough affordable housing options will be available for hard to house Washington County residents, and evictions of those already housed will be reduced, which will increase housing stability for all residents.	
Action Steps	Potential Partners	Timeline
Survey landlords to gain input for how to engage and utilize them in providing rental housing for people experiencing homelessness.	Landlord Associations; Property Management Companies and Private Landlords; Faith Communities; Supportive Housing providers; WCCS; HRA; Washington County Corrections; Service/Treatment providers; Police Departments; HousingLink	Year 1: Survey Conducted and analyzed.
Create model for actively recruiting Washington County landlords who will accept tenants with poor rental histories, poor credit, criminal convictions and other barriers to accessing housing.	Landlord Associations; Property Management Companies and Private Landlords; Faith Communities; Supportive Housing providers; WCCS; HRA; Washington County Corrections; Service/Treatment providers; Police Departments	Year 1: Working group will develop an outreach, engagement, and recruitment model. Year 2: Implement model with 10 landlords recruited. Year 5: 20 landlords in recruitment pool. Year 10: 50+ landlords in recruitment pool.

<p>Integrate and sustain program model(s) that also support landlords to maintain tenants, minimize evictions and unit vacancies:</p> <ul style="list-style-type: none"> • Assure/guarantee on-time rent payment through partner/ provider agencies and/or through representative payee services • Regular, consistent communication with landlords • Prompt response to crisis/ emergency situations. • Quick resolution of tenant and landlord issues, including damage and other unit condition issues. 	<p>Salvation Army; Faith Communities; Episcopal Family Services; FamilyMeans; WCCS; HSI</p>	<p>Year 1: County will promote and support program models that include landlord supports as part of supportive housing models.</p> <p>Year 2- 10: Year over year increases in supportive housing placement and housing retention.</p>
<p>Access financial resources to create incentives for landlords to make their properties accessible to those who are “hard to house”:</p> <ul style="list-style-type: none"> • Development of master leases • Rep. Payee Service(s) • Increased security deposits and risk pool funding 	<p>Federal, state, & local resources; Private & public foundations; MN DHS; Faith community; Service/Treatment providers</p>	<p>Year 1: Research financial resources.</p> <p>Year 2: Develop tools and resources and apply for funding as available.</p> <p>Year 5-10: Resources are available to provide landlords with incentives to house hard to serve households.</p>

Strategy 4.2 Create emergency shelter capacity

Issue	<p>Washington County does not currently have an emergency shelter facility available to the general public. Families and individuals having a housing crisis can access a limited number of hotel stays or leave the county. In motels, food preparation is difficult, supervision is limited, proximity of support services can be far, etc. Improvements to this model can be made and other models can be utilized that do not require the development of a large public shelter facility.</p>	
Existing Resources	<p>Hotel stays through Washington County Hotel stays through Faith Communities Hotel stays through Valley Outreach St. Andrew’s Lutheran Church Woodbury Lutheran Church One family (3-bedroom) unit through East Metro Women’s Council</p>	
Anticipated 10-year outcome	<p>Families and individuals who are homeless or facing a housing crisis will have a safe place to go, while working on a plan to quickly stabilize their housing situation.</p>	
Action Steps	Potential Partners	Timeline
<p>Pursue an Interfaith Hospitality Network model for providing short-term shelter with some on-site services support for homeless individuals and families.</p> <ul style="list-style-type: none"> • Conduct site-visits with Family Promise (Anoka), Families Moving Forward (Hennepin), and Project 	<p>WCCS; FHPAP; DHS OEO; Woodbury Lutheran Church; Faith Communities</p>	<p>Year 1: Site-visits and project design are completed.</p> <p>Year 2: Day location secured, half of target congregations are secured, transportation options identified.</p> <p>Year 5: All funding, congregations, and services are secured. At least 7 households are provided shelter on a</p>

<p>Home (Ramsey)</p> <ul style="list-style-type: none"> Identify a day-time location with on-site resources and service providers (economic assistance enrollment, food, job search, child care, etc.) and funding. Recruit faith communities to host families and individuals at night Identify transportation resources to and from locations 		<p>nightly basis.</p> <p>Year 5: At least 10 households are provided shelter on a nightly basis.</p>
<p>Formal partnerships are made with metro shelters to provide shelter with greater supportive services for single adults and families with young children that are not already connected to schools.</p> <ul style="list-style-type: none"> Ensure referral process includes mechanism for returning family to housing in Washington County 	<p>WCCS; Providers; Faith Communities; Dakota Woodlands; Woodbury Lutheran Church; Tubman Family Alliance</p>	<p>Year 1: Referral protocol is created to allow entry of Washington County families and single women at other shelters.</p> <p>Year 2-10: All families and single adults who are not currently enrolled in school within Washington County that would otherwise go under-sheltered are referred and sheltered at other shelters.</p>
<p>Improve ability to provide services on-site through partnerships with motels/hotels frequently used for shelter to:</p> <ul style="list-style-type: none"> provide a room for meals donated by faith community. provide a computer lab to search for housing and employment provide office space for service providers 	<p>Motels/Hotels; FHPAP; Faith Communities; WCCS; Service Providers; 3M</p>	<p>Year 1-2: Service model and potential funding/volunteer support are identified.</p> <p>Year 3-10: On-site services (employment, meals, computer lab) are provided at the motel used by Washington County to shelter households and as a result, households will re-gain stable housing more quickly.</p>

Strategy 4.3 Develop and implement a community outreach plan

Issue	Individuals experiencing homelessness may be living in unsafe places or on the streets. They may not know about resources available to them or may be reluctant to approach “the system” for help. Reaching out to these individuals is critical to their accessing services and moving towards permanent housing.	
Existing Resources	Food shelves Faith Communities Parks	
Anticipated 10-year outcome	Families and individuals who are homeless will know how to access shelter and services.	
Action Steps	Potential Partners	Timeline
Develop outreach materials targeted towards those experiencing homelessness and distribute at places they may be.	Parks; Faith Communities; Food Shelves	Year 1-10: Materials created and distributed annually.
Recruit and train street outreach workers to: <ul style="list-style-type: none"> Identify “host” agency for outreach program 	Faith Communities; Providers; Metro Street Outreach Programs	Year 1: Host agency identified. Potential funding sources identified. Volunteer and paid job descriptions created.

<ul style="list-style-type: none"> • Identify and train staff/volunteers • Identify homeless living in unsafe places, parks, vehicles, etc. • Build a rapport to encourage engagement. • Distribute basic care items (e.g. food, blankets, etc.) 		<p>Year 2: 1-3 volunteer positions filled, making at least 50 outreach contacts per year.</p> <p>Year 5-10: 1 paid staff position and 1-3 volunteer positions filled, making at least 100 outreach contacts per year.</p>
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Goal #5: Improve Service Delivery

While housing is central to any plan to end homelessness, housing alone is not always the answer to ensure stability for a family/individual. Both households that are at risk of homelessness and households that are currently homeless may need a range of services to ensure stability in the future. Services can be as basic as helping someone apply for benefits, assisting in understanding a lease, improving parenting skills, or as complex as accessing and maintaining connections with intense mental health, chemical health and medical treatment services.

Strategies:

- Increase access to and awareness of services and resources
- Improve and enhance case management services for individuals and families experiencing homelessness

Strategy 5.1 Increase access to and awareness of services and resources

Issue	Services and other resources assist persons at risk of homelessness or who are homeless in obtaining and maintaining housing. Families and individuals facing financial crisis often are not aware of current resources, which could help prevent an episode of homelessness. Others do not connect with available services or resources due to access barriers (transportation, etc.). There should be a range of accessible services and resources available to meet the needs of households at risk of homelessness or experiencing homelessness.	
Existing Resources	Washington County Workforce Centers Washington County Community Services (WCCS) HSI Salvation Army Non-profit providers Faith Communities United Way St. Andrew's Lutheran Church Community Resource Center Episcopal Family Services Valley Outreach	
Anticipated 10-year outcome	Increased efficiency and effectiveness in the services and resources available to households experiencing a housing crisis.	
Action Steps	Potential Partners	Timeline
Create or utilize an existing database of all agencies providing community resources for housing, food, transportation, health care, treatment, counseling, childcare, clothing, financial assistance, education, and any other basic needs or services, which would be of benefit to a person facing housing crisis.	CoC; United Way 2-1-1	Year 1-10: Database created or identified and maintained

<p>Develop/Enhance Centralized Intake, coordinated access to services. (no wrong door)</p> <ul style="list-style-type: none"> Assess entry points to system Enhance protocol for connecting households to services. Develop several entry points throughout the county. 	<p>WCCS; Salvation Army</p>	<p>Year 1: Identify cost neutral options for successful model Year 2: Implement changes identified in model Year 5-10: Services can be accessed at several key locations in the county.</p>
<p>Better coordinate between programs to assist households in navigating the system.</p> <ul style="list-style-type: none"> Cross-train staff on services available to households experiencing a housing crisis. Create and maintain active network communication to ensure awareness and collaboration are promoted Train volunteers to walk a family through applying for needed services. 	<p>WCCS; Non-profit providers; Faith Communities; Love Inc.</p>	<p>Year 1: Staff are cross-trained on services available. Year 2: 20 volunteers are trained to assist families as needed in applying for needed services. Year 5-10: 50 volunteers are trained to assist families as needed in applying for needed services.</p>
<p>Enhance Information and Referral</p> <ul style="list-style-type: none"> Assess development of a web-site related to housing and services for households experiencing a housing crisis. Seek provider to develop and maintain web-site Seek funding Implement web-site 	<p>WCCS; Providers; Faith Communities; United Way – 2-1-1; Suburban Ramsey Family Collaborative (SRFC); Streetworks; LSS</p>	<p>Year 2-10: Utilize volunteer help to develop and maintain website</p>
<p>Identify how to bring the Project Community Connect model to Washington County.</p> <ul style="list-style-type: none"> Identify how to accommodate Washington County's geographic composition (size, spread out, five different trade areas). 	<p>Food Shelves (Valley Outreach, Friends In Need, etc); St. Andrew's Lutheran Church; Community Resource Center; Salvation Army; Episcopal Family Services; Living on Less; School District 622</p>	<p>Year 2: Create first Community Connect Event Year 3-10: Continue Connect events on annual basis</p>

Strategy 5.2 Improve and enhance case management services around barriers to housing for individuals and families who are precariously housed or experiencing homelessness

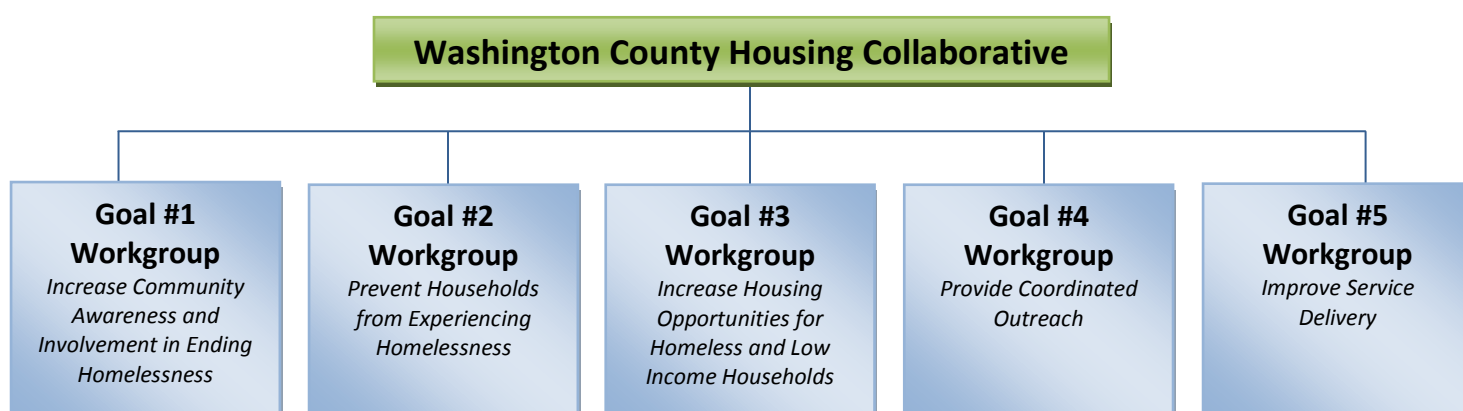
Issue	Some households experiencing homelessness also have significant barriers to obtaining and maintaining housing. Case management can assist persons in developing the skills they need to maintain their housing.
Existing Resources	WCCS HSI Salvation Army EMWC

Anticipated 10-year outcome	Households experiencing homelessness will have the supports they need to obtain and maintain housing.	
Action Steps	Potential Partners	Timeline
Enhance case management capacity. <ul style="list-style-type: none"> • Assess need • Seek funding • Determine providers • Add capacity as funding allows 	WCCS; HSI; Other Non-profit providers; Salvation Army; EMWC; Faith Community	Year 1: Assess need. Year 2: Seek funding Year 5: 140 of households receive needed support Year 10: System has case management services to meet needs of at risk households.

Implementation Framework

The implementation of Heading Home Washington (the Plan) will result in housing stability, permanency, and an improved quality of life for our community members and neighbors. The Washington County Housing Collaborative is the lead entity responsible for the Plan's implementation. The Collaborative is comprised of service providers, local business leaders, local government representatives, engaged citizens, schools, and many more. This citizen run Collaborative created the HHW Steering Committee, and charged it with drafting the Plan. Now that this initial phase is complete, the Steering Committee will sunset and new workgroups will be formed to move the Plan forward.

As with any complex task, having adequate leadership and a structured system for organizing the work will maximize opportunities for participation, while dividing the work into more manageable tasks. This structured system should be led by a Heading Home Washington Coordinator, a funded community or county staff whose primary responsibility will be to coordinate efforts to move the goals and strategies in the plan forward. In addition, the proposed implementation framework will create five workgroups, one for each goal identified in the Plan. By entitling them *Workgroups*, we hope to convey that people power is a critical component to the implementation of this Plan. Its realization is reliant on engaged stakeholders, willing to commit and give their time.



Each Workgroup will be responsible for the following:

- Assign leadership roles to Workgroup members. This may include a Chair and Secretary.
- Recruit additional Workgroup members who are not currently involved with the Collaborative.
- Establish a regular meeting schedule, which is, at minimum, bi-monthly.
- Prioritize, implement, refine, and measure outcomes for the strategies outlined.
- Provide quarterly updates to the Collaborative. This may include soliciting feedback and requesting additional partners or resources.
- Update its Goal in the Plan on an annual basis to reflect progress and changes in strategies.

The Plan contains specific strategies for each Goal, which are based on fully engaging and coordinating mainstream housing, human services, and educational programs, while also being user friendly and implementable. These strategies, along with their timelines and outcome measures, will allow each Workgroup to jump right in and begin their efforts to realize the Plan's vision.

Strategies must be prioritized in the implementation of HHW. Because the implementation process will occur over many years, the feasibility of some strategies and the realistic ability to meet some of the outcome

measures will need to be continually assessed. Some strategies may need to be added, based on new data, changes in community needs, and an influx of resources. Some strategies may be determined not to be viable and will need to be removed or have outcome measures adjusted accordingly. Several other things, some of which are beyond the control of the Collaborative, may also have dramatic impacts on the implementation of this Plan. These include:

- The implementation of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act.
- Changes to Community Development Block Grant (CDBG) entitlement districts and funding levels.
- Changes in Continuum of Care regions and planning processes.
- State and Local budget reductions due to the slow economy.

Despite the inevitable barriers that are bound to arise during any dynamic process, the strategies and goals that we hope to realize in this Plan are based on best practices and are achievable with the full engagement of our community.

Plan Budget

Budget: The budget that supports this plan to end homelessness uses current resources that are available on an ongoing, renewable basis to address homelessness. The Plan also projects the need for additional one-time and ongoing resources necessary to achieve the plan's stated strategies over time. The budget does not include one-time funding that becomes available from time to time because it is hard to predict and factor in. There are two types of activities that this plan is designed to support:

1. The development and preservation of affordable housing, i.e. bricks and mortar; and
2. Programs and services that support people who are homeless or at-risk of homelessness. Bricks and mortar account for the vast majority of overall expenses in this plan and traditional (public and private) funding sources are identified for supporting for these activities.

Not included in the budget are resources needed for non-traditional support including community investments of time and resources and typical administrative costs. There are three types of entities that receive and use financial resources to address homelessness:

1. Washington County Government;
2. Washington County HRA is an independent government agency that develops affordable housing; and
3. Private non-profit and for-profit providers of services.

Most resources that are currently available for programs and services come directly to Washington County from state and federal sources. The county then either uses funds itself for certain defined purposes or redistributes resources to providers of programs and services through both government and citizen panel mechanisms. These resources are based on total county population, which means that in comparison to other metro counties, Washington County receives a relatively small allocation of funds for addressing homelessness. There are never enough resources to fully address the level of need, or to fully fund a program. As a result one challenge of the plan is to figure out how to stretch existing resources as efficiently as possible. At the same time it will be extremely important to see which strategies can be addressed at little or no cost and/or to implement a resource development strategy that complements the plan's goals.

HEADING HOME WASHINGTON PLAN BUDGET

INCOME	Annual ²⁹	5-Year Total
Targeted Potential Resources		
HUD-Continuum of Care ³⁰	\$ 16,000	\$ 240,000
HUD-Emergency Solutions Grant (ESG) ³¹	\$ 45,000	\$ 180,000
Family Homeless Prevention & Assistance Program (FHPAP) ³²	\$ 100,000	\$ 300,000
Group Residential Housing ³³	\$ 50,000	\$ 250,000
Construction/Re-hab Resources (bonding, tax credits, HUD, etc.)	\$ 3,291,200	\$ 17,068,000
Minnesota Housing Rental Vouchers ³⁴	\$ 40,000	\$ 500,000
DHS-Long-term Homeless Supportive Services Funding ³⁵	\$ 178,750	\$ 1,078,000
Heading Home Minnesota--Private Foundations	\$ 50,000	\$ 250,000
Other (DHS-Office for Economic Opportunity—OEO, etc.) ³⁶	\$ 43,800	\$ 131,400
Community fundraisers	\$ 10,000	\$ 50,000
Other (City, County, and Community Investments)	\$ 20,000	\$ 100,000
Total Income	\$ 3,844,750	\$ 20,147,400
EXPENSES	Annual	5-Year Total
Homeless Prevention		
New Homeless Prevention and Rapid Rehousing Programs ³⁷	\$ 84,000	\$ 252,000
Lifeskills Education ³⁸	\$ 55,000	\$ 220,000
Conflict Resolution ³⁹	\$ 30,000	\$ 90,000
Housing		
Affordable Housing--Construction 85 Units ⁴⁰	\$ 1,615,000	\$ 8,075,000
Affordable Housing--Acquisition/Rehab 85 Units ⁴¹	\$ 1,615,000	\$ 8,075,000
Operating Subsidies ⁴²	\$ 61,200	\$ 918,000
Rental Subsidies ⁴³	\$ 70,000	\$ 1,036,800
Outreach		
Annualized Per Diem Cost for 3 Shelter Units ⁴⁴	\$ 43,800	\$ 131,400
1 FTE Outreach Staff ⁴⁵	\$ 55,000	\$ 220,000
Supportive Services		
Supportive Housing Services ⁴⁶	\$ 178,750	\$ 1,078,000
Other		
Plan Coordinator, Connect events, etc.	\$ 37,000	\$ 51,200
Total Expenses	\$ 3,844,750	\$ 20,147,400
Balance	\$ 0	\$ 0

²⁹ The amounts listed in this column may not be the same from year to year.

³⁰ Washington's CoC Share (16% of bonus avg. \$100K). CoC grants may grow exponentially each year (YR 1—\$16K + YR 2—\$32K +YR 3—\$48K, etc.)

³¹ As part of the HEARTH Act, the Emergency Shelter Grant is being changed to the Emergency Solutions Grant with increased resources (an additional \$65 Million nationally in 2011). These funds are not likely available in YR 1 due to delay in implementing HEARTH Act, thus calculated above for four years. The funds may be used for shelter, prevention, rapid re-housing, and transitional housing.

³² Annual funding increase starting in 2013.

³³ Estimated 5 units at \$850 per month. May be used as supportive housing or shelter.

³⁴ Estimated \$40K in vouchers year one and increase of \$30K per year thereafter.

³⁵ Estimated \$11,000 per household x 16.25 households/year (adding 16.25 each year) beginning in 2013. Total of 130 households over 10 years.

³⁶ Shelter Units funding beginning in 2013.

³⁷ An additional 112 households per year @ \$750/household beginning in 2013.

³⁸ One FTE beginning in 2012.

³⁹ .5 FTE beginning in 2013.

⁴⁰ Annual units @ \$190K/unit. 85 units in total over 10 years.

⁴¹ Annual units @ \$190K/ unit. 85 units in total over 10 years.

⁴² Operating costs estimated at \$300/month x 12 x 170 = \$30,600 (adding an additional 8.5 units each year for a total of 170 units)

⁴³ 8 new rental vouchers each year (total 120 for 5 Yrs) x \$720 avg. rent x 12 months

⁴⁴ \$40 per diem x 3 beds x 365 days. Beginning in 2013.

⁴⁵ One FTE beginning in 2012.

⁴⁶ Estimated \$11,000 per household x 16.25 households/year (adding 16.25 each year) beginning in 2013. Total of 130 households over 10 years.

Progress Evaluation

The Housing Collaborative currently is responsible for evaluating the performance of existing programs aimed at reducing homelessness. These include HUD CoC and state-funded FHPAP. HHW will add another layer of monitoring to help assure that the plan remains alive and on task throughout its ten year life. Such monitoring will assist us in making any adjustments to the plan to strengthen and target our efforts most effectively to end homelessness. It should be noted that all efforts will be made to coordinate our evaluation with other plans to end homelessness across the state to ensure that the impact is captured on a state-wide basis, and that we are able to measure our strategies based upon our performance in comparison with other regions.

Goal ⁴⁷	Measure	Impact on People	Systems Change	Activity Counts	Collections Tool
Increase Community Awareness and Involvement in Ending Homelessness	<i>Community events</i>			X	Event Documentation
	<i>Number of people with raised awareness, involvement</i>		X		Event documentation, surveys
	<i>Partnerships Created</i>		X		Housing Collaborative
	<i>Policy Changes</i>		X		Housing Collaborative
Prevent Households from Experiencing Homelessness	<i>Number of eligible households accessing mainstream resources</i>	X			HMIS
	<i>Households in housing at program exit (FHPAP, transitional housing, ESP)</i>	X			HMIS
	<i>Households returning to FHPAP/homelessness</i>	X			HMIS
	<i>Discharge policy improvements</i>		X		Housing Collaborative
	<i>Homelessness prevented through legal assistance</i>	X			HMIS
	<i>Homelessness prevented through family reunification</i>	X			HMIS
	<i>Increase in earned income</i>	X			HMIS
	<i>Increased in unearned income</i>	X			HMIS
	<i>Increased lifeskills</i>	X			HMIS, Self-sufficiency matrix

⁴⁷ Evaluation model adapted from *Heading Home: Minnesota's Roadmap for Ending Homelessness*
10/13/2011

Objective	Measure	Impact on People	Systems Change	Activity Counts	Collections Tool
Increase Housing Opportunities for Homeless and Low-income Households in Washington County	<i>Affordable units preserved</i>			X	HRA, MHFA, HUD
	<i>Affordable housing opportunities created</i>			X	HRA, MHFA, HUD
	<i>Supportive housing opportunities created</i>			X	HRA, MHFA, HUD, CoC, CSH
	<i>Housing Options for Youth</i>			X	CoC, HRA, MHFA, HUD, HMIS
	<i>Households in Housing</i>	X			HMIS
	<i>Households remaining in permanent supportive housing for ≥12 months</i>	X			HMIS
	<i>Households with a “positive exit” from supportive housing</i>	X			HMIS
Provide Coordinated Outreach	<i>Partnerships with landlords created</i>		X		Housing Collaborative
	<i>Shelter opportunities provided</i>	X			HMIS, Faith Collaborative, COC
	<i>Successful exits from shelter to stable housing</i>	X			HMIS, Faith Collaborative, COC
Improve Service Delivery	<i>Integrated access points to services</i>		X		Housing Collaborative
	<i>Number of people attending Community Connect Events</i>		X		Housing Collaborative
	<i>New adult foster care options</i>	X			Washington County

Acronyms and Definitions

Affordable Housing: Housing for which the occupant is paying no more than 30 percent of his or her income for gross housing costs, including utilities. For the purposes of this plan, “affordable housing” is further defined as housing that is partially or fully subsidized by a governmental agency OR housing that is affordable at 30% of the area median income⁴⁸.

Continuum of Care (CoC): A community plan to organize and deliver housing and services to address homelessness.

Funded by the U.S. Department of Housing and Urban Development (HUD), the Continuum of Care includes prevention, outreach and assessment, emergency shelter, transitional housing, and permanent supportive housing.

<http://www.hudhre.info/documents/CoC101.pdf>

<http://www.mnhousing.gov/initiatives/housing-assistance/continuum/index.aspx>

Family: At least one adult with custody or guardianship of at least one dependent child.

Family Homelessness Prevention and Assistance Program (FHPAP): Provides direct services, training and case management to prevent homelessness and rapidly rehouse families with children, youth and single adults who are homeless or at imminent risk of homelessness. Administered by Minnesota Housing, grants are awarded biennially to counties or community-based nonprofit organizations on a competitive basis.

<http://www.mnhousing.gov/initiatives/housing-assistance/prevention/index.aspx>

Group Residential Housing (GRH): State-funded income supplement program that pays for room-and board costs for low-income disabled adults who have been placed in a licensed or registered setting with which a county human service agency has negotiated a monthly rate.

http://www.dhs.state.mn.us/main/idcplg?IdcService=GET_DYNAMIC_CONVERSION&RevisionSelectionMethod=LatestReleased&dDocName=id_002549

Homeless: Based on the definition established by the U.S. Congress in the McKinney-Vento legislation, someone is homeless if they (1) lack a fixed, regular and adequate nighttime residence; or (2) has a primary nighttime residence that is a supervised, publicly or privately operated temporary living accommodation, including shelters, transitional housing, and battered women’s shelters or (3) has a nighttime residence in any place not meant for human habitation, such as under bridges or in cars. For children and youth, this definition is extended to also include children and youth under 18 who are (1) sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason (sometimes referred to as “doubled-up”); or (2) living in motels, hotels, trailer parks, or (3) camping grounds due to lack of alternative adequate accommodations; abandoned in hospitals; or awaiting foster care placement.

Homelessness Prevention and Rapid Re-housing Program (HPRP): Established by the American Recovery and Reinvestment Act (ARRA), HPRP provides temporary funding for homelessness prevention and rapid re-housing assistance. Financial assistance and services are intended to assist people who are homeless or would be homeless but for this assistance. Funds can be used for payment for back rent, current and back utilities, moving costs, security deposits, rental assistance and case management.

⁴⁸ 2009-2010 AMI is \$83,900.

<http://www.hudhre.info/hprp/index.cfm>

Housing First: An approach to homelessness that allows an individual or family to move directly from the streets or shelter to their own apartment. Services are available once the household is in housing. The idea behind Housing First is to minimize the time homeless and maximize the value of services such as linkage to benefits, mental and physical health care, and training.

<http://www.endhomelessness.org/content/article/detail/1425>

Housing opportunities: Refers to both the production of new units and access to units in the existing market.

Long-term homelessness: Lacking a permanent place to live continuously for a year or more or at least four times in the last three years.

Medical Respite: Acute and post-acute medical care for homeless people who are too ill or frail to recover from a physical illness or injury on the streets, but who are not ill enough to be in a hospital. Unlike “respite” for caregivers, “medical respite” is short-term residential care that allows homeless individuals the opportunity to rest in a safe environment while accessing medical care and other supportive services.

<http://www.nhchc.org/Respite/>

Minnesota Family Investment Program (MFIP): MFIP is the state’s welfare reform program for low-income families with children. MFIP helps families move to work and includes both cash and food assistance.

Operating Costs: Costs associated with the physical, day-to-day operations of a housing residence such as maintenance and repair, operations staff, utilities, equipment, supplies, insurance, food, relocation, and furnishings.

<http://www.hudhre.info/index.cfm?do=viewSupportiveHousingProgram>

http://www.mnhousing.gov/idc/groups/public/documents/document/mhfa_003854.pdf for description of operating costs eligible for funding by Minnesota Housing

Permanent supportive housing: Supportive housing is affordable housing linked with services that help people live more stable, productive lives. It can be either project-based or scattered-site housing. It is permanent because it does not limit the tenant’s stay; rather, the individual household decides when to leave. (Corporation for Supportive Housing)

Rental Assistance: Payment to a landlord of a portion of a low-income family or individual’s rent. Most commonly, the tenant pays rent equal to 30% of income and rental assistance pays the difference between the tenant’s payment and the cost of rent. Rental assistance programs vary in length and eligibility criteria.

<http://www.mnhousing.gov/initiatives/housing-assistance/rental/index.aspx>

Safe Haven: A form of supportive housing that serves hard-to-reach homeless persons with severe mental illness and other debilitating behavioral conditions who are on the street and have been unable or unwilling to participate in housing or supportive services.

<http://www.hudhre.info/index.cfm?do=viewSupportiveHousingProgram>

Services: Social services needed to assist people who have been homeless—individuals, youth, and families—to remain in housing and improve their lives. Services can cover a broad spectrum of needs ranging from

medication management to assistance in applying for benefits. Services differ from operating costs in that they are not needed to operate a building but to assist residents to remain in housing and improve their well-being.

Single adult: An individual age 22 or older who does not have any children or currently does not have custody of their children.

Tenant-Based Rental Assistance (TBR): TBR programs provide households with portable vouchers they can use to access existing housing units.

Transitional Housing: Time-limited supportive housing designed to help those experiencing homelessness to obtain and maintain long term housing. Programs serve participants for a minimum of 30 days and agree to provide a private space with a locked door, housing subsidies, and access to services. Participants agree to comply with program rules and expectations which at minimum include an initial assessment, the development of a service plan, and work on plan goals which always includes the goal of transitioning to housing that is not time limited.

Youth/Transitional Youth: An individual and/or household this is age 22 or younger and unaccompanied by an adult. Homeless youth are addressed separately from adults as they usually become homeless for different reasons, face different issues once they become homeless, and require different programs and services.

List of Acronyms

ACT	Assertive Community Treatment	MACV	Minnesota Assistance Council for Veterans
AMI	Area Median Income	MFIP	Minnesota Families Investment Program
CD	Chemical Dependency	MHFA	Minnesota Housing Finance Agency
CDA	Community Development Agency	MI/MH	Mental Illness / Mental Health
CDBG	Community Development Block Grant	NIMBY	Not In My Back Yard
CH	Chronically Homeless	PATH	Projects for Assistance in Transition from Homelessness
CoC	Continuum of Care	PHA	Public Housing Authority
DV	Domestic Violence	PIT	Point in Time Count
CVSO	County Veterans Service Officer	PSH	Permanent Supportive Housing
DHS	Minnesota Department of Human Services	RFP	Request for Proposals
EBT	Emergency Benefits Transfer	RRH	Rapid Re-Housing
EITC	Earned Income Tax Credit	SPMI	Serious and Persistent Mental Illness
FHPAP	Family Homeless Prevention & Assistance Program	SRO	Single Room Occupancy
FMR	Fair Market Rent	SSDI	Social Security Disability Insurance
GED	General Equivalency Diploma	SSI	Supplemental Security Income
GRH	Group Residential Housing	TBI	Traumatic Brain Injury
HIPAA	Health Insurance Portability & Accountability Act	TBRA	Tennant-Based Rental Assistance
HMIS	Homeless Management Information System	TH	Transitional Housing
HRA	Housing & Redevelopment Authority	VA	U.S. Department of Veterans Affairs
HUD	U.S. Department of Housing & Urban Development	VASH	Veterans Affairs Supportive Housing
IRTS	Intensive Residential Treatment Services		
LTH	Long-term Homeless		

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