



Single Adult Advisory Group (SAAG) Agenda

Wednesday, January 13th 2:30 – 4:30

Mercer Island Community Center

Problem Statement: “There is an increase in those falling into homelessness (it is not rare enough), an increase in length of stay (it is not brief enough), all while exits to permanent housing have remained stable (it is not one-time/episodic)”

2:30 pm	Welcome	Daniel
2:40	Key Developments <ul style="list-style-type: none"> • Veterans • Long Term Shelter Stayers • HMIS Transition • Representative to Data & Evaluation Committee • All Home Common Stakeholder Meeting – 2nd Wednesday of the month <p><i>Result: Group has an understanding of the work products associated with Single Adult and All Home sub-groups</i></p>	Janine Josh Kira Daniel Kira
2:55	Single Adult Coordinated Entry & Assessment / CEA for All Briefing on CEA for All vision and Executive Committee decisions to date, phased approach for Single Adult implementation. Materials: <ul style="list-style-type: none"> • All Home Executive Committee Meeting summary - Key Decisions • CEA Process Flow – DRAFT diagram <p><i>Result: Group has an understanding of recent decisions around Coordinated Entry for All, alignment with Single Adult planning efforts</i></p>	Kira
3:15	Single Adult Strategic Plan Development <ul style="list-style-type: none"> • SWAP and Focus Strategies Update • Framework for Single Adult Strategic Plan <p><i>Result: Group reviews and shapes SA AG recommendations within the Single Adult Strategic Planning (Jan = RARE), understands initial analysis of the base year calculator, and integration of Focus Strategies’ work.</i></p>	Kira Amanda Gretchen
4:00	Single Adult Advisory Group 2016 Workplan Develop 2016 Workplan, aligned with All Home initiatives, SA AG Strategic Plan Roll Out, <p><i>Result: Group shapes SA AG workplan for 2016</i></p>	Daniel

Next Meeting: Wednesday February 10th, TIME, Mercer Island Community Center

NOTE: All Home is transitioning all SubCommittee meeting dates in order to streamline scheduling and allow for coordinated feedback to critical All Home Strategic Planning issues. The general schedule is below.

Day 1- Second Tuesday of each month		
12:30-2:30	Data & Evaluations	
3:00-4:30	Communications	Safe Harbors

Day 2- Second Wednesday of each month		
12:00-2:00	SA/Veterans Advisory Group	FHI Advisory Group
2:30-4:30	YYA Advisory Group	



Executive Committee (Special Meeting: Coordinated Entry for All)

12-9-15 Mtg Summary

Present: Paul Lambros, Lainey Sickinger, Melinda Giovengo, Daniel Malone, Catherine Lester, Adrienne Quinn, Roger Franz, Graham Pruss (phone), Ellie Wilson-Jones (SCA Staff), Mark Putnam (Staff), Kira Zylstra (Staff)
Absent: Sara Levin, Mayor Nancy Backus

Welcome / Announcements

- Lainey opened the meeting welcoming everyone and thanking them for the extra time.
- Mark acknowledged the new formation of this group and the need for the group to move at their own pace with the important work of governance and decision-making for CEA while also considering the key timelines impacting CEA shared by the staff team.
- Reminder: All Home will host a Community Meeting on Coordinated Entry for All December 16th from 9:30 – 11 am at TAF (605 SW 108th St.)

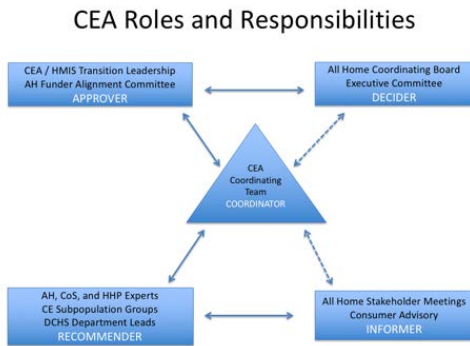
Overview Coordinated Entry for All

Overview: CEA Objectives

- Current materials and today’s discussion is a continuation of the efforts of the last few years including the Family and Young adult coordinated entry systems implemented in 2012 and 2013, the Veterans ONE LIST created over the last year, and the emerging work with single adults. The concept of Coordinated Entry for All was formally set in motion in March 2015 with the high-level vision adopted by the Interagency Council.
- The goals of CEA are to create a transparent, fair and equitable process to connect people experiencing homelessness with housing resources as quickly as possible while prioritizing those with the greatest needs.

Overview: Roles and Decision-Making

- Reviewed CEA Roles and Responsibilities:



The Coordinator is responsible for gathering the input and recommendation from the Recommender groups as well as the Informer groups. Recommendations from all subpopulation groups has been summarized in materials shared with the Executive Committee and are incorporated in the final recommendations brought to the Executive Committee.

Co-Chairs from the subpopulation groups were not included in the Executive Committee meeting with the intent of using the Coordinator as a conduit of that input and to rely on the existing structure and governance role of the Executive Committee for decision-making.

Executive Committee ACTION: In an effort to hear more directly from the subpopulation experts, a request was made for a Q&A with representatives from the CE subpopulation groups. All Home will arrange for this Q&A.

CEA Components

Overview: Participation of Programs in CEA

- When considering what programs will be referred to in CEA (ES, TH, RRH, PSH, etc) the need for more housing resources becomes critical. We will achieve greater outcomes if we include all possible resources that could provide housing options for homeless persons.



- Currently, Family emergency shelter participates in CE. Young adult shelter does not and single adult shelter was not planned for initial implementation. The different approaches among different populations is not equitable for the long-term vision of the system.

Executive Committee AFFIRMATION: The group agreed that the future vision for CEA should include all housing resources, including emergency shelter, transitional housing, rapid re-housing, and permanent housing (all types) and new affordable housing options but for the time being, shelter would only be included for families. Transitional housing, rapid re-housing and permanent housing would be included for all populations. All Home will seek HUD Technical Assistance and guidance for shifting to the future vision of all programs participating.

Overview: System Gaps

- CEA will highlight gaps in existing system such as services for very high needs young people and shelter capacity to address the many people without shelter and waiting in the rain for winter shelter when available.
- Benefit of CEA includes the increased understanding of system gaps and capacity issues when combining waitlists.
- Identify and address short-term and long-term opportunities. Short-term opportunities include the renewal and inclusion of existing outreach services and mapping of which populations are served through these means (i.e. FISH, HOST, LEAD). Long-term opportunities can address the system gaps identified through initial CEA implementation.
- We currently have many specialized programs with partnerships and services in place to meet specific needs. Is there a way to make the services more mobile rather than needing a person with those needs to get to that specific program (move from program to program partnership to system-wide collaboration)?

Executive Committee ACTION: All Home will provide a matrix of the existing coordinated entry systems and procedures for each population to provide a greater understanding of current system operations.

Overview: Access Points

- Regional access points, geographically spread throughout King County will create greater equity and accessibility for homeless families and individuals throughout the county. People would have the ability to connect with an access point by phone or walk-in.
- All access points would be expected to provide assistance to any family or individual that presents a need at their site though depending on the region, some sites may be more natural access points for a particular population. In these cases, people could be directed to a site that has a greater focus on families, young adults, or single adults, but would have the capacity to conduct an assessment and provide the same resources as any other person at that site.

Discussion: There was interest from the group in utilizing existing outreach efforts that are currently meeting the need of engagement with people experiencing homelessness. Although HUBs are needed to ensure regional access and clarity for where to turn, we want to be able to use those natural access points that already exist for connecting people with housing resources.

Executive Committee AFFIRMATION: The Executive Committee agreed with the vision for multiple access points and the recommendation from the CEA Transition Leadership Team as written:

Release RFP to identify ~ 8 regionally-based HUB locations as main access points for CEA assessments and connection to housing resources. Identified HUBs to serve all populations and ensure equitable and consistent access to and delivery of services and assessments. Additional tailored access points to be identified including (but not limited to) use of mobile assessment and outreach teams.

Executive Committee ACTION: The Coordinating Team will present the Executive Committee with a more clearly defined plan for implementation of equitable access points at the January 6th meeting.



Overview: Assessment Tool

- A standardized assessment is needed. Nationally, no one tool has been proven to prioritize and triage more effectively than another. No single tool will meet our needs continuum-wide, though multiple assessments for every person experiencing homelessness will delay their connection to housing and possibly causing additional trauma.
- Population specific versions of the VI-SPDAT would be used including versions for single adults, families and transition-aged youth (TAY).

Discussion: There are concerns from young adult providers about the language of the TAY tool and concerns from single adult providers about people with very high needs that would receive a low score and be excluded from PSH. These challenges would exist for other tools as well but raises the importance of including supplemental questions for each population and explore options for providing resources for those with very high needs that aren't prioritized using the VI-SPDAT score.

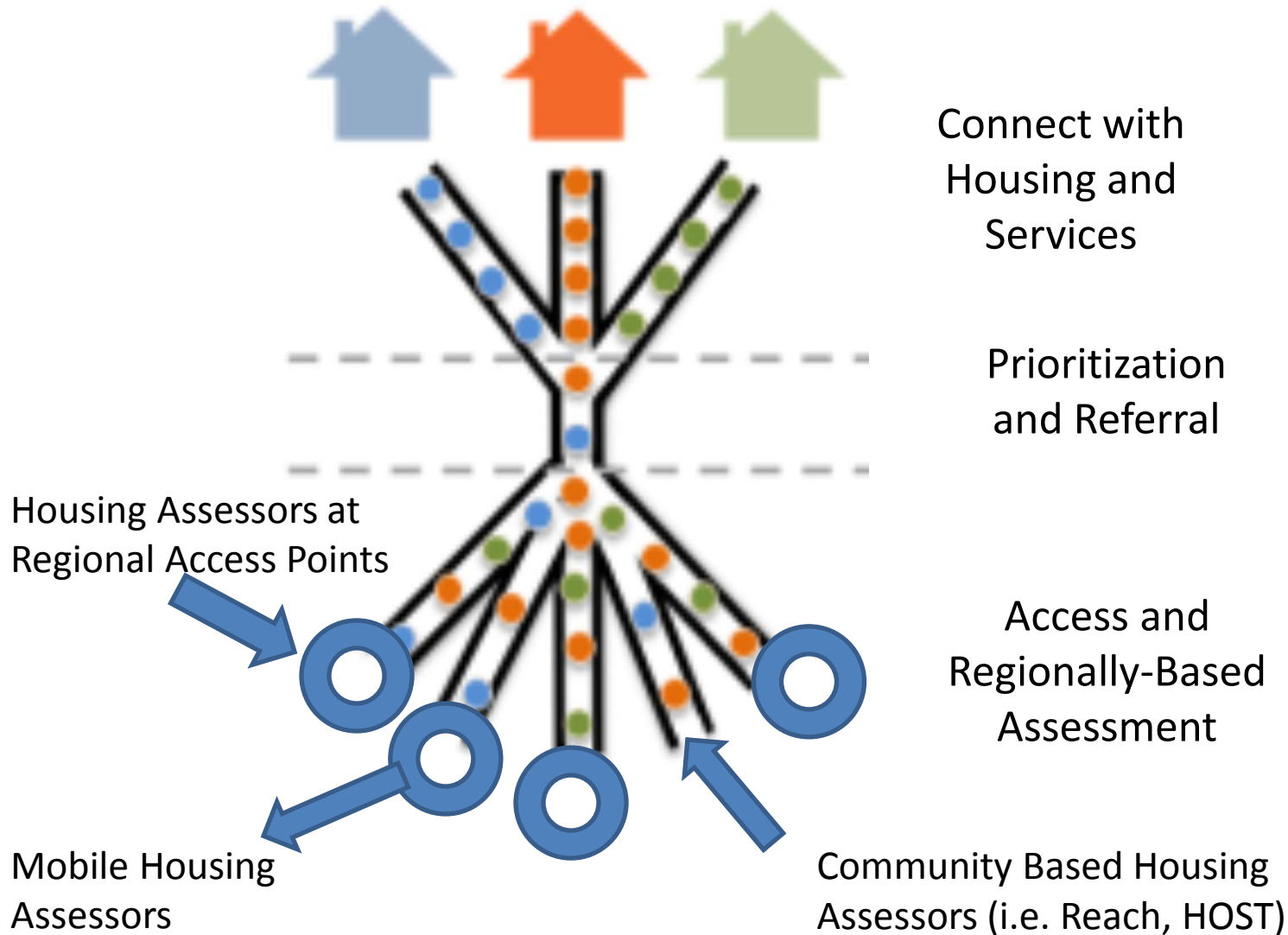
Executive Committee AFFIRMATION: The Executive Committee agreed on selecting the VI-SPDAT as the main tool for our CoC recognizing that we need to address the issue of high needs individuals scoring low in the VI-SPDAT and therefore not prioritized for PSH.

Executive Committee ACTION: The Coordinating Team will work with outside experts and the single adult community experts to explore methods that will address this challenge in prioritizing for PSH.

Next Meeting - Wednesday, January 6th, 2:00pm-4:00pm, Chinook Room 124

Topics for discussion: State Legislative priorities, Refined HUB model, Assessment Tool, HMIS Program Rules (key timeline decisions), Placement & Referrals

Regional Access to CEA Triage Tool



CEA Triage and Referral Process

CEA Triage Tool.
(a.k.a. VI-SPDAT)



Vulnerability Score
20
19
18
17
.
.
.
.
5
4
3
2
1



Housing Intervention II
Permanent Supportive Housing

** Addition Eligibility Screen required*

Housing Intervention I
Transitional Housing
Rapid Rehousing
Diversion

Housing Intervention O
No Services

Referral to Program



Housing Locators Team

Housing Assessor Team

Housing Placement Team

Strategic Plan to Prevent and End Single Adult Homelessness in King County by _____

2016 Strategic Plan for Single Adults

what we've done, what we've learned,
what we're doing next, and how we'll know it worked



Interior Page

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Making Homelessness a Brief and One-Time Occurrence.....	TBD
Community Engagement on Single Adult Homelessness	TBD
How will we work together to make Single Adult homelessness rare, brief and one-time?	x
Appendices	
- Appendix A – TBD (Focus Strategies report?)	
- Appendix B – TBD (SWAP analysis?)	
- Appendix C – TBD (Single Adult Strategic Plan Planning Process?)	
- Appendix D – TBD (Logic Model?)	
- Appendix E – TBD (Implementation Timelines and Costs?)	

Introduction



High level context on need for SA Strategic Plan

In King County, there is an extensive network of facility based, emergency shelter, transitional housing, safe haven and permanent housing programs that are specifically dedicated to assist individual adults experiencing homelessness.

Our community has been a national leader in the creation of homeless housing – implementing one of the very first permanent supportive housing (PSH) models in the nation with the opening of DESC’s Union Hotel and CCS’ Wintonia, both opened in 1994. Since 2005 and the launch of the Ten Year Plan to End Homelessness, our community brought online an additional 2,812 new units of capital and leased PSH for Single Adults, and 1,222 Service Enriched units for single adults -- demonstrating extraordinary levels of compassion and cost effectiveness. And yet, tonight, more than 1,700 individual adults will sleep in a Seattle and King County emergency shelter program, and an additional 3,700 will remain outside.

In 2012 the Single Adult Shelter Task Force recommended an investment approach to 1) Open the front door to shelter - increase resources and build shelter system capacity in order that shelter can act as a point of engagement; 2) Open the back door to housing - targeting resources to assist long-term stayers, thereby freeing up beds and increasing capacity within the existing shelter system; and 3) Increase investment in affordable and homeless housing appropriate to this population.

What other primary one or two introductory paragraphs to include here?

All Home Strategic Plan

In June 2015, All Home (formerly the Committee to End Homelessness) adopted a four year strategic plan to end the experience of homelessness among residents of King County. The plan articulates goals and strategies in the following areas:

1. Advocate and act to address the true causes of homelessness to make homelessness **rare**;
2. Address crisis quickly, and align resources to meet the needs and strengths of people experiencing homelessness to make homelessness **brief and one-time**; and
3. **Engage and activate the entire community** to end homelessness.

The All Home Strategic Plan offers the framework and overarching vision for making homelessness rare, brief, and one-time for all populations in King County. The Single Adult Strategic Plan has been developed within this broader context, and provides Single Adult population-specific strategies.

what do we know about Single Adults experiencing homelessness?

Intro paragraph to dashboard data, specific to SA here

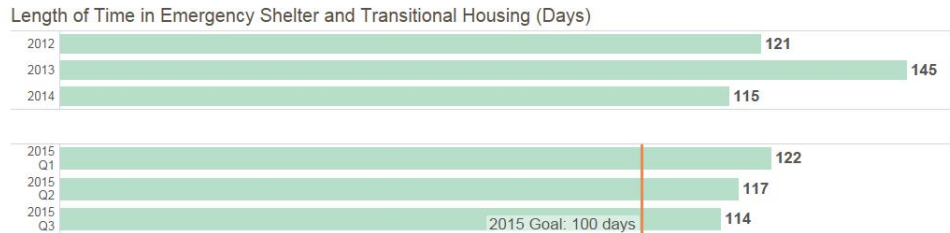
KING COUNTY QUARTERLY SYSTEMS PERFORMANCE - Q3 2015 SINGLE ADULT PROGRAMS



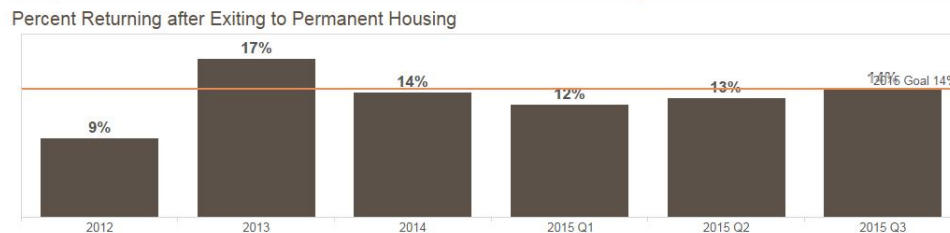
RARE



BRIEF



ONE TIME



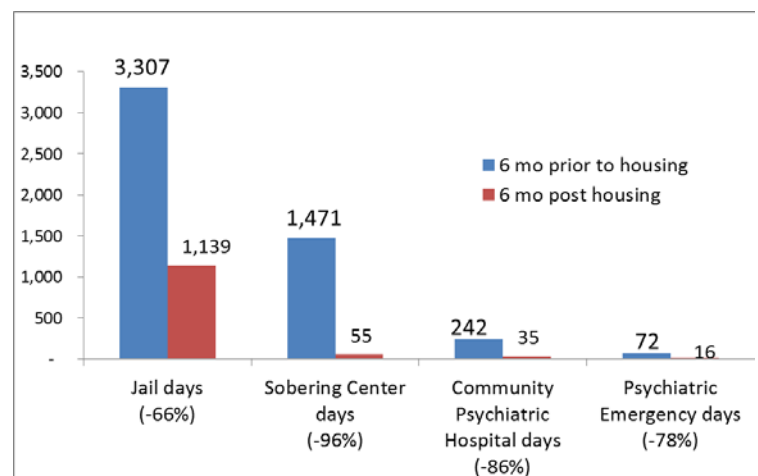
Data Note: Due to ongoing technical challenges, data from one of our largest providers, Downtown Emergency Services Center, is not included in our 2015 numbers. 2015 numbers will be revised when these technical challenges are resolved. All data is from Safe Harbors HMIS.

Focus Strategies work on typologies go here?

Insert SWAP data here?

Housing First Works

Client Care Coordination (CCC), created through the efforts of King County and United Way of King County (UWKC), aligns efforts among mental health, corrections, psychiatric emergency services, shelters, and medical emergency services to assess and identify the individuals who are the most frequent users of emergency response services or who are highly vulnerable and surviving on the streets. Over 300 individuals were placed into CCC units between 2009 and 2011, with a goal to reduce costly emergency services and introduce some stability into very uncertain lives. Preliminary analysis completed in 2011 compared system usage six months prior to housing placement and six months post housing placement for 117 high utilizer tenants placed through CCC. Results showed significant reductions in the use of the jail, the Sobering Center, community psychiatric hospitals and psychiatric emergency services, as shown in the adjacent chart.

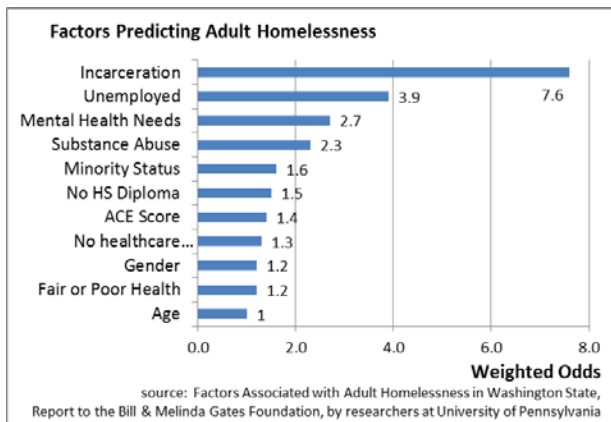


Long Term Shelter Stayers

The Single Adult Shelter Task Force identified that the majority of shelter residents stay only briefly.

- Fifty percent stayed 60 days or less.
- Seventy-four percent stay 180 days or less
- A much smaller group (less than 10%) appears to be stuck –what the task force called Long-Term Shelter Stayers. These Individuals tended to be older with higher rates of disability. While only 26% of the individuals among this cohort were long-term stayers, they consumed 74% of the beds during the time study.

This finding launched the Long Term Shelter Staying initiative to transition this cohort to permanent housing, thereby freeing up shelter capacity in the larger system.



Discharge Planning: Feeder Systems and Criminal Histories

Housing problems, including homelessness, are common among single adults leaving institutions such as jails, foster care, treatment programs and hospitals. Research by Dennis Culhane indicates that 24.4% of single adults become homeless upon [discharge](#) from an institution, with nearly 70% of those exiting jails or treatment facilities.

Policies that criminalize homelessness are costly and do little to decrease homelessness and tend only to exacerbate mental and physical health problems, create or increase criminal records, and result in the loss of key personal documents that make it even harder for people to exit homelessness. A 2013 report, [Factors Associated with Adult Homelessness in Washington State](#), reflects that Individuals with a history of incarceration were 7.6 times more likely to experience adult homelessness. Those with criminal history are also more likely to be unemployed, the second highest predictor of homelessness. Reducing criminalization, and policies that unnecessarily create a criminal history, is an important step in making homelessness rare.

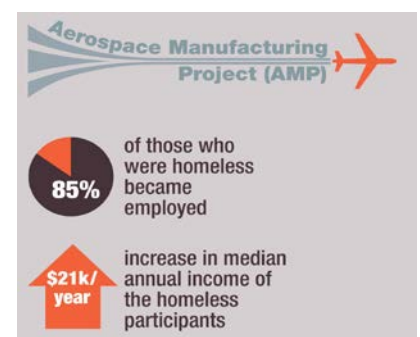
A proven discharge strategy is provision of subsidized housing with associated support services. A recent [study](#) conducted by Washington State University found that ex-offenders leaving Washington State prisons who receive housing vouchers commit fewer and less-violent crimes than offenders who don't, and cost savings are more than double what was projected.

Creation and Access to Affordable Housing

Insert snippet and data here on availability of affordable housing, need for more, and lack of access (screening criteria, etc) as a barrier to same.

Income: Employment Supports

Employment: Aerospace Manufacturing Project (AMP), an in-house pilot project within the King County Veterans Program (KCVP), helps veterans get jobs in King County's aerospace and manufacturing industries. Services are delivered through a training hub in Renton, along with new services for homeless veterans at the YWCA WorkSource affiliate in downtown Seattle. The project served 217 clients in 2012 through 2013. Among homeless veterans, those choosing *employment-focused* case management services had an employment rate of 85 percent and increased their annual income by over \$20K, substantially better than the 31 percent placement rate and wage gains of just over \$6K among those receiving generalized case management.



Coordinated Entry and Re-Aligning Single Adult Housing and Services

Perhaps the most significant systems shift will be retooling the existing homeless system, beginning with the development of coordinated entry and assessment. The purpose of a coordinated entry/access system is to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, and connected to housing and homeless assistance based on their strengths and needs. It uses standardized tools and practices, incorporates a system-wide housing first approach, and coordinates assistance so that those with the most severe service needs are prioritized. This will result in freeing up more intensive (and expensive) interventions for individuals that need them, while also allowing us to serve many times more people, more quickly.

An aging population with significant health concerns

Nationally, and locally, the trend is that the homeless population living on the streets is aging, and while the majority are in their 40s and 50's they are suffering from ailments common for those in their 70s. The health problems of this population could translate into hundreds of millions of dollars in additional costs especially in health care and more specifically in emergency medical care. These findings have been reported by Dennis P. Culhane in a 2013 Report, [The Aging of Contemporary Homelessness](#), and a 2013 segment on [National Public Radio](#)

Additionally, our community faces a housing crisis for affordable housing for older adults in general. A 2009 report, [A Quiet Crisis: Age Wave Maxes Out Affordable Housing](#), highlights that by 2025, the number of seniors in King County will double, representing 23 percent of King County's total population; the number of seniors living in poverty will more than double, and the need for affordable housing will greatly surpass the supply -- an additional 936 subsidized units will need to be created each year until 2025 just to maintain the current ratio of affordable housing to poor seniors.

Single Adult homelessness initiative- cross-cutting priorities

Good Place for Value Statements that cross all strategies – e.g.,

What are the 4 – 6 values that drive selection of SA AG Strategic Plan Priorities. Below are GB suggestions.

- Belief that homelessness is unacceptable, and it is the role of our community and public funders to respond
- Transparent, Equitable, Accessible
- Prioritization of Most Vulnerable
- Belief in Recovery, person-centered approach
- Use Data to inform our work

comprehensive Single Adult homelessness initiative recommendations

How to Read this Plan / Interpret Symbols, Context

Our direction moving forward builds on what we have learned through the implementation of the Families Moving Forward Plan over the past 5 years. The following pages detail activities in the following strategic areas:



Making Single Adult homelessness **rare & brief**;



Making YVA homelessness, when it does occur, a **one-time** occurrence;



Engaging the community around Single Adult homelessness;

Each section includes:



What we've done: an overview of what our community has implemented in the past 5 years as a result of the Campaign to End Chronic Homelessness, Mayors Challenge to End Veteran Homelessness.



What we've learned: key lessons and findings related to the issue.



What we're doing next: recommendations for the next four years, including priority activities (including estimated costs)¹ and system activities. Partners are also identified.²








How we'll know it worked: how we will measure whether we are making progress in each area, including annual benchmarks and quarterly measures.

¹ Appendix __ provides a summary of costs and timelines for the implementation of priority activities.

² Key partners in each area are identified; however, these lists are not comprehensive or exhaustive.

comprehensive plan refresh—plan overview

	 <p>rare</p>	 <p>brief</p>	 <p>one time</p>
 <p>what we're doing next</p>	<p>High Level Strategies from October, refined with Focus Strategies Recommendations</p> <ul style="list-style-type: none"> • Prevention • Increasing Income • Discharge Planning / Feeder Systems • Creation and Access to Affordable Housing 	<p>High Level Strategies from November, refined with Focus Strategies Recommendations</p> <ul style="list-style-type: none"> • Crisis response – role and capacity of interim survival mechanisms • Equitable, transparent & effective access to housing & homeless services (a.k.a. CEA) • Streamline/reduce documentation and screening criteria • Aligned navigation & housing search activities 	<p>High Level Strategies from December, refined with Focus Strategies Recommendations</p> <ul style="list-style-type: none"> • Flexibility in housing to meet individuals' needs as their circumstances change – program transfers and graduation • Improving access to appropriate Long Term Care programs and gaps in type of Long Term Care • Understand the demand – Single Adult Typology
 <p>how we'll know it worked</p>	<p><i>SA AG to help identify milestones, markers, benchmarks, etc.</i></p>	<p><i>SA AG to help identify milestones, markers, benchmarks, etc.</i></p>	<p><i>SA AG to help identify milestones, markers, benchmarks, etc.</i></p>
<p>page in plan</p>	<p>XX</p>	<p>XX</p>	<p>XX</p>

making homelessness rare



On any given night, we know that over 3,700 single adults are sleeping in a place not meant for human habitation. They may be sleeping in a car, in a tent or under a bridge. Another 3,000 individuals are in shelter³. As identified by the Single Adult Advisory Group, as part of its Strategic Planning effort ***“There is an increase in those falling into homelessness (it is not rare enough), an increase in length of stay (it is not brief enough), all while exits to permanent housing have remained stable (it is not one-time/episodic)”***

Making homelessness rare among single adults requires identifying why people become homeless and creating and targeting preventive supports towards those who may be more likely to experience homelessness. When a single adult is at imminent risk of homelessness, we need quick and appropriate interventions as soon as possible. The Single Adult Advisory Group identified four core strategies to make homelessness Rare among single adults:

- **PREVENTION:** Identify individuals at imminent risk of homelessness, and prevent that occurrence
- **INCOME:** Support opportunities for single adults to increase income
- **ACCOUNTABILITY:** Work with Partner and Feeder Systems to end practices of discharging people into homelessness
- **HOUSING:** Create more affordable housing, and enhance access to same

Strategies proposed in the single adults plan are supported by the All Home Strategic Plan.

1. **PREVENTION**

Strategy 1.1: Advocate and align systems to prevent people from experiencing homelessness.

2. **INCOME SUPPORTS**

Strategy 2.6: create employment and education opportunities to support stability.

3. **DISCHARGE PLANNING / ACCOUNTABILITY OF FEEDER SYSTEMS**

Strategy 1.1: advocate and align systems to prevent people from experiencing homelessness.

Strategy 1.3: expand evidence-based pre-adjudication and post-conviction sentencing alternatives that minimize involvement in the criminal justice system for people experiencing homelessness.

Strategy 2.2: foster collaboration between first responders, service providers, and local communities to increase housing stability for those experiencing homelessness.

4. **CREATION AND ACCESS TO AFFORDABLE HOUSING**

Strategy 1.2: advocate and support partners to preserve existing and create more affordable housing for those making below 30% area median income.

Strategy 2.3: assess, divert, prioritize, and match people with housing and supports.

Strategy 2.5: increase access to permanent housing.

³ 2015 Point in Time Census, held January 23, 2015

What will it take?

Any one strategy alone will not effectively support these efforts. As well, addressing and reducing homelessness will require Federal and State action in addition to local efforts. King County and the City of Seattle's decision to declare homelessness as a State of Emergency has further exposed the need of a State and Federal response. It will require:

- ✓ Shifting the existing system to be able to quickly respond to the crisis of homelessness and to have the capacity to serve single adults when they need assistance
- ✓ Integrating employment strategies
- ✓ Engaging new partners and landlords to expand creative housing solutions for all single adults
- ✓ Engaging a larger network of partners to support single adults in stabilizing in housing over time



what we've done - RARE

1. Advocacy for Housing And Essential Needs (HEN) – two sentences on HEN, how it serves 1,300, helping them to obtain and maintain housing options.
2. Other efforts around RARE specific to single adults? Diversion efforts for SA just beginning. Most past efforts have focused on Brief/One Time.



what we're doing next – RARE

PREVENTION

- ✓ Increase resources for rental assistance, utility assistance and landlord mediation to keep people in housing.
- ✓ Advocate for a strong safety net that supports housing stability – community-based supports, treatment on demand, employment services, availability of soft skills training (budgeting, conflict resolution)
- ✓ Integrate diversion into single adult strategies
- ✓ Need follow-up case management/community-based relationships for at least 3-6 months (critical time period) when someone enters housing to help them stabilize.

INCOME

- ✓ Integrate employment services at places where single adult seek services (recognizing they may not know about / travel to WorkSource sites)
- ✓ Expand and bring to scale supported employment and other employment training programs
- ✓ Engage businesses and partners in creating and opening up employment opportunities for people experiencing homelessness
- ✓ Bring to scale efforts to help single adults access entitlements and benefit supports for which they are eligible

DISCHARGE PLANNING

- ✓ Actively track, support and apply for a Medicaid benefit in Permanent Supportive Housing.
- ✓ Become knowledgeable of housing supports available in partner systems (e.g., mental health, developmental disability) and advocate for their funding and infrastructure needs in order they can full support their cohort
- ✓ Capitalize on respective areas of expertise; initiate partnerships and provide technical assistance on housing options so partners have knowledge and tools as part of their discharge planning efforts
- ✓ Create Pools of Navigators to fill the gap of people who do exit without housing supports

CREATION AND ACCESS TO AFFORDABLE HOUSING

- ✓ Engage businesses, landlords and community to foster a sense of responsibility to create/sustain affordable housing
- ✓ Maximize use of the Low Income Housing Tax Credit to create homeless housing for single adults
- ✓ Reduce screening criteria
- ✓ Expansion of loss guarantee / 100K @ Oregon model (need to flesh this out)



how we'll know it worked - RARE

Need SA AG feedback on milestones / data elements to track to make sure strategies are successful.

- Reducing the number of single adults that enter the system
- Quickly identify the most appropriate intervention depending on the single adults need