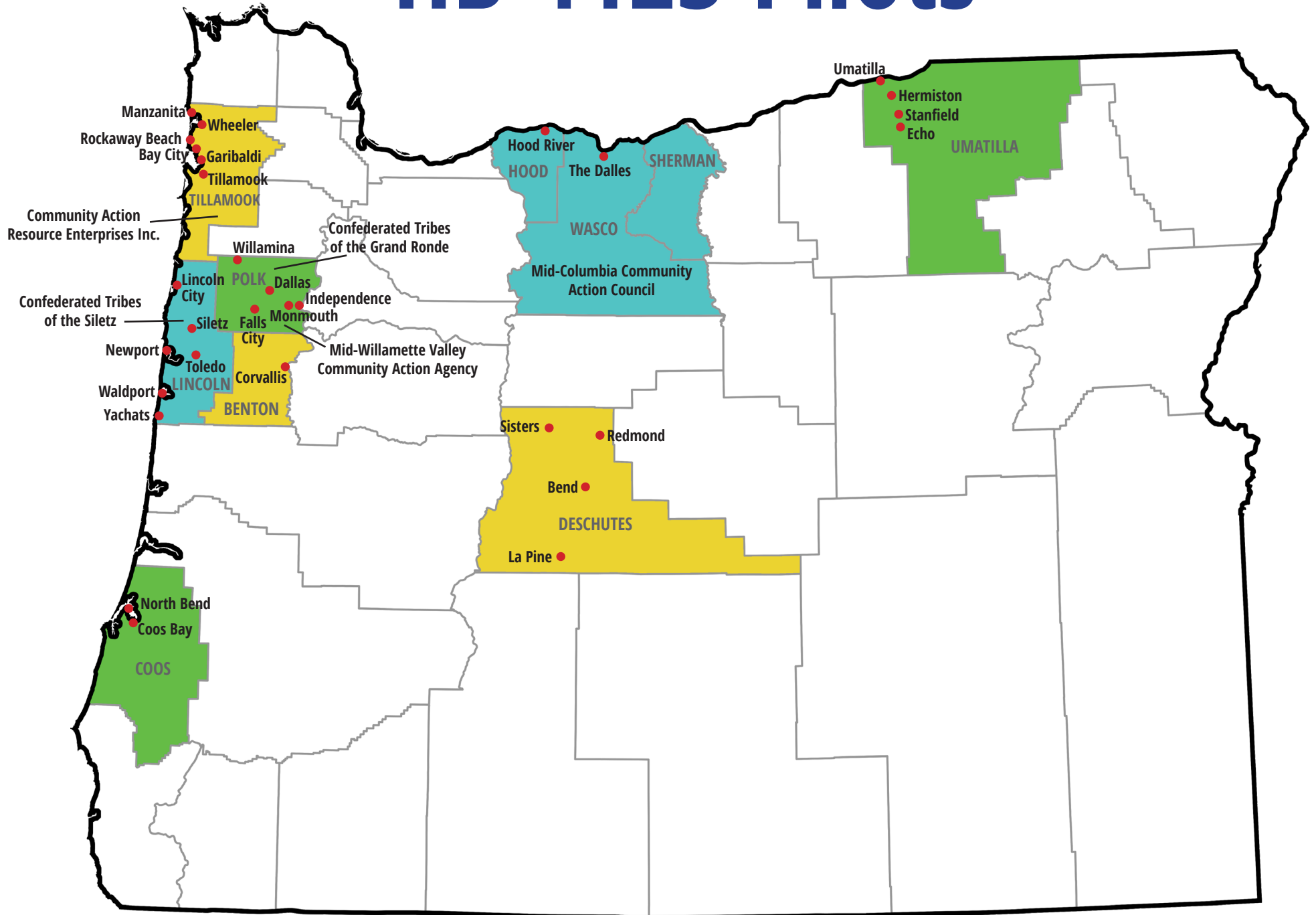


# HB 4123 (2022) COORDINATED HOMELESS RESPONSE PILOTS

## NOVEMBER 2023 LEGISLATIVE REPORT

1. **Benton County**, Corvallis
2. **Coos County**, Coos Bay, North Bend
3. **Deschutes County**, Bend, Redmond, Sisters, La Pine
4. **Mid-Columbia**: Hood River County, Wasco County, Sherman County, The Dalles, Hood River, MCCAC
5. **Lincoln County**, Lincoln City, Newport, Toledo, Waldport, Yachats, Siletz, Confederated Tribes of the Siletz
6. **Polk County**, Falls City, Monmouth, Independence, Willamina, Dallas, Confederated Tribes of Grand Ronde, MWVCAA
7. **Tillamook County**, Tillamook, Bay City, Garibaldi, Rockaway Beach, Wheeler, Manzanita, CARE
8. **Umatilla County**, Hermiston, Stanfield, Echo, Umatilla

# HB 4123 Pilots





# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

### INTRODUCTION

The [Benton County Coordinated Homeless Response Office \(CHRO\)](#) consists of two dedicated full-time county staff members within the county Health Department that comprise a program coordinator and project manager along with one part-time contracted grant writer and researcher. These positions support internal and external homeless response efforts through comprehensive coordination, facilitation, project management, capacity building, and community engagement. These positions were established prior to Benton County becoming an HB 4123 community and have been overseeing the County's implementation of HB 4123 requirements.

The Coordinated Homeless Response Office works closely with the City of Corvallis Community Development Department staff and Community Services Consortium leadership to coordinate efforts to implement HB 4123.

Prior to becoming a HB 4123 Pilot community, Benton County had a well-established Advisory Board: The Home, Opportunity, Planning, and Equity (HOPE) Advisory Board. At the time of this report the HOPE Advisory Board had the following structure:

- Chartering Jurisdictions – Benton County and the City of Corvallis are the initial Chartering Jurisdictions. The Chartering Jurisdictions establish the bylaws, establish governance structure, have direct policy and funding authority, define scope of the Advisory Board and Executive Committee, provide staff support to the Advisory Board, and establish lead agency roles.
- Advisory Board – The Advisory Board provides a wide array of community expertise and representation of groups working on homelessness, housing, and social determinants of health.
- Executive Committee – The Executive Committee is a subset of the Advisory Board whose responsibilities include appointing Advisory Board members, adopting action plans presented to it by the Advisory Board, reviewing and

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

assisting the Advisory Board to align its work with the bylaws, and presenting reports to Chartering Jurisdictions.

Amendments to the HOPE Advisory Board bylaws are needed to integrate the membership and functional requirements of the Advisory Board pursuant to HB 4123 (see Lessons Learned section below). At the time of preparing this report, the CHRO is engaging Benton County Board of Commissioners to seek direction on amending HOPE Advisory Board bylaws and the process for adopting the HB 4123 Coordinated Homeless Response System Strategic Plan.

### **Geographic coverage**

Benton County's Coordinated Homeless Response System (System) covers the geographic boundaries of Benton County. This includes the Cities of Corvallis and Philomath, and all unincorporated communities within the county. The Cities of Adair Village and Monroe have been invited to formally partner with the System through formal membership via Benton County's Coordinated Homeless Response System Memorandum of Understanding (MOU). In lieu of formal partnership, the CHRO prioritizes engaging and including the Cities of Adair Village and Monroe in updates regarding opportunities that support implementation of the Coordinated Homeless Response System 5-Year Strategic Plan (5-Year Plan).

### **Date of formal recognition/adoption of MOU or IGA recognizing the coordinated effort:**

Benton County, the City of Corvallis, and Community Services Consortium entered into the MOU in September 2022. This agreement was later amended to include the City of Philomath in May 2023.

## STRATEGIC PLAN

As described above, prior to becoming a HB 4123 pilot community, Benton County and the City of Corvallis formed the HOPE Board in 2019. The HOPE Board was

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

created to support Benton County's response to homelessness with improved transparency and inclusion for all sectors of the community, especially people experiencing homelessness. The HOPE Board includes leaders from our Hispanic community, Black community, LGBTQI2S+ community, as well as representatives from rural communities, city council, county Board of Commissioners, police, fire department, social service providers (Samaritan LCSW, housing first, transitional housing, shelter), InterCommunity Health Network Coordinated Care Organization (IHN-CCO) CEO, school district McKinney Vento representative, OSU recent graduates, business community representative, and data experts.

In the summer of 2021, Benton County and the City of Corvallis accepted 12 policy recommendations developed by the HOPE Board. Building on Benton County's 10-Year Plan (10-Year Plan) and an update to the 10-Year Plan in 2017, the HOPE Board policy recommendations focus the community's response to homelessness by prioritizing vulnerable populations, racial and ethnic justice, and community safety for all. The HOPE Board policy recommendations and the Update to the 10-Year Plan serve as the foundation and outline for the (5-Year Plan).

Built from the basis of this extensive, collaborative foundation, the purpose of the Strategic Plan is to provide a community roadmap, guide work and resource prioritization, provide clear metrics to encourage accountability and thoughtful stewardship, and articulate strategic priorities. These strategic priority areas comprise:

- I. Community and Organizational Systems and Policy Change: To provide a home for everyone, we must increase coordination and collaboration of service providers and strengthen efficiencies in our current system and better align our resources. This includes coordination of services, increased cooperation and knowledge sharing, and strengthening cross-sector relationships.
- II. Comprehensive Care Coordination: Coordination of care helps us prioritize our highest need populations and better help people. Our community will

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

need training, funding, and development of shared definitions to build our provider capacity to support this population.

- III. Prevention: Providing early intervention as well as improving systems and structures can address problems that contribute to homelessness and housing instability in both rural and urban areas of Benton County.
- IV. Street Outreach and Rapid Response: Implementing best practices – like harm reduction, low barrier approaches, and trauma-informed response – helps navigate people out of homelessness and improve outcomes.
- V. Housing: Expanding housing and sheltering options along the entire housing continuum ensures everyone in the community has a place to live. Leveraging and increasing resources will improve housing affordability and accessibility.
- VI. Community Engagement, Inclusion, and Neighborhood Belonging: Engaging our communities in both processes and solutions creates ownership of our progress. Our Coordinated Office strives to facilitate community education and dialogue about the causes and community impact of homelessness. We value local wisdom and lived experiences by elevating the voices of service providers and people who have experienced homelessness.

The Strategic Plan also outlines the values that guide our work, the data that informs our decisions, and the structure and resources that will sustain our efforts.

### **Background on the Development of HOPE policy recommendations:**

In Summer 2020, the HOPE Board conducted a gap analysis of all available services in Benton County. The Board collected available data from homeless service and social service providers working to prevent homelessness to understand safety concerns, racial and ethnic inequalities, and vulnerable populations. Finally, the Board researched successful systems of housing and supportive services to transition people out of homelessness.

In Fall 2020, the Board prioritized four main topic areas based on this data-driven, systems-level approach with a focus on equity:

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

1. Align and coordinate existing services with a focus on improving data collection and collaboration for individuals experiencing homelessness or in behavioral health crisis;
2. Establish a sheltering system for all populations that is accessible 24/7/365 days per year, as well as a Resource Center to support coordinated entry into publicly funded assistance programs;
3. Expand transitional options for housing with a focus on notice, communication, and engagement with neighborhoods and the larger community; and
4. Increase permanent supportive housing to provide stable housing for our chronically homeless community members.

### **Community Engagement prior to becoming a HB 4123 community:**

In November and December 2020, the HOPE Board engaged the community throughout Benton County to receive feedback on the four priority topics (above). Public engagement included:

- Online surveys;
- Multiple virtual meetings soliciting community feedback;
- Board attendance at various community meetings including different sectors and perspectives; and
- In-person client surveying conducted by nine service providers in Benton County serving individuals in need or experiencing homelessness.

In April 2021, the Board received community feedback on the final draft of policy recommendations via a community survey and a virtual public forum. Homeless service providers at four different locations supported in-person focus groups with clients experiencing homelessness to provide their perspective on the draft recommendations.

In Summer 2021, the Benton County Board of Commissioners and the City of Corvallis City Council accepted the HOPE Policy Recommendations. Staff from Benton County and the City of Corvallis formed a workgroup consisting of County

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Health Department, City and County Community Development, and Community Services Consortium (CSC) staff to provide direction to their relative governing boards on prioritization on the implementation of the HOPE Policy Recommendations.

### **Community Engagement Upon Becoming a HB 4123 Community:**

Staff from this original workgroup (described above) integrated HB 4123 planning and development into the HOPE Policy implementation work. Using the strategic priorities identified by the Update to the 10-Year Plan (2017) to organize the HOPE Policy Recommendations and requirements of HB 4123, staff developed an outline for Benton County's Coordinated Homeless Response System 5-Year Strategic Plan. Staff used this outline to conduct outreach to the governing bodies of the cities of Adair Village, Monroe, and Philomath to identify potential cross-jurisdictional alignment to inform the 5-Year Plan. Using this same strategy staff conducted outreach to regional and local stakeholders including, but not limited to:

- Affordable housing providers
- Behavioral health providers
- Educational agency liaisons for homeless children
- IHN-CCO
- Emergency shelter providers
- Homeless service providers
- OHCS
- Organizations serving and advocating for veterans
- Culturally responsive organizations

The HOPE Board serves as the main community engagement forum to provide feedback on the development of the 5-Year Plan. Coordinated Homeless Response Office staff will continue to leverage the HOPE Board's expertise and diverse

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

experience to provide feedback for continuous improvement and implementation of the 5-Year Plan.

In addition to the extensive community engagement described above, multiple focus groups were hosted onsite at local providers, including:

- Corvallis Daytime Drop-in Center,
- Corvallis Housing First,
- Community Outreach Inc. (COI), and
- SafeCamp

The focus groups discussed the draft HOPE policy recommendations and incorporated direct feedback from people currently experiencing homelessness or in transitional housing following homelessness. A one-page survey was also distributed by nine service provider organizations to collect approximately 240 responses from people accessing support in urban and rural locations in Benton County.

For ongoing representation of individuals with current and lived experience of homelessness, CSC provides stipends for HOPE Board members to increase engagement and support participation for communities of color, for people who have experienced homelessness, and for our LGBTQI2S+ community. These stipends have helped to support HOPE Board membership that includes five people with lived experience with homelessness, people from our Black and Hispanic communities, and multiple representatives from our LGBTQI2S+ community.

At the time this report was prepared, Benton County's Coordinated Homeless Response System 5-Year Plan has not been completed. Including the considerations in the Lessons Learned section below, Benton County's community work in response to House Bill 5019 impacted the anticipated time to complete and adopt the Strategic Plan. Benton County's HB 5019 community work has greatly informed the HB 4123 implementation, demonstrating an effective use of the structure provided by HB 4123 and identified opportunity to improve elements of the current draft Strategic Plan and governing documents (e.g., MOUs and IGAs). Furthermore, Benton County

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

is committed to developing and implementing sustainable solutions to homelessness and such commitment requires prioritization of thoughtful processes and gaining community-wide understanding and buy-in on such solutions.

### **Lessons Learned**

A large portion of the work to implement HB 4123 in Benton County has been the investigation of existing frameworks at the federal, state, and local level that influence and impact the local response to homelessness. This investigation is essential to prevent creation of redundant systems and the diversion of resources from existing successful programs.

In Benton County, the HB 4123 Coordinated Office is housed within county government. This structure is built on existing county investments for dedicated staffing to provide leadership and coordination in Benton County's response to homelessness. Understanding the appropriate role of county government in the local response to homelessness is essential in effectively deploying the resources of HB 4123. This understanding has been iterative as the Coordinated Office has worked collectively with the community to gain understanding of the complexity of the systems and structures that contribute to housing and homelessness solutions. For example, how does the work of the Coordinated Office participate with the Community Action Agency, Housing Authority, Coordinated Care Organization, Continuum of Care (CoC), City's affordable housing programs, and direct service providers to improve pathways for people at risk of homelessness or experiencing homelessness? Using Benton County's structure of HB 4123 for the planning and development of the HB 5019 Community Plan has provided insight on what this role is. Specifically, that this role must not only provide leadership and coordination of local services through policy development and community engagement, but it must also be equipped with funding resources to support the organizations and partners whose work is impacted by policies.

In addition, homelessness is not any one agency's sole responsibility. A Strategic Plan that can inform a community's local and regional work while aligning the multiple levels of resources and initiatives extends beyond the scope of county government



# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

influence and the work of the Coordinated Office. To capture the entire scope of work for an effective local Coordinated Homeless Response System, the work of multiple agencies must be included and aligned.

The purpose of Benton County's 5-Year Strategic Plan is to align the work of Benton County's Coordinated Office with the work of all other community partners in this sector. This alignment attempts to communicate the breadth of this topic, informing policy and investment decisions at multiple agency levels for collective impact.

Furthermore, because of the complexity of the systems and structures contributing to housing and homelessness solutions, it has been challenging to identify the roles and responsibilities of the Advisory Board as required by HB 4123. The formation of an advisory board that can effectively provide support to the Coordinated Office requires representation from the sectors that have authority over these systems and can make timely decisions to move the work of Coordinated Homeless Response System forward. Benton County is currently reevaluating the governance structure of the Coordinated Office as it supports the implementation of the 5-Year Strategic Plan. This has contributed to the delay of completing the Strategic Plan.

### REGIONAL COORDINATION

As described above, a Strategic Plan that can guide work that has meaningful impact on Benton County's homelessness must acknowledge the multiple agencies that participate in housing and homelessness services and work to align efforts.

Benton County's Coordinated Office leveraged existing local and regional meetings and community engagement forums to build community awareness of HB 4123 and inform the development the 5-Year Plan. In these meetings, initiatives of local and regional agencies were documented to map out where there was potential for collective impact across Benton County's and partnering service areas. These meetings included:

- City council meetings with all Benton County Cities

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- Rural Continuum of Care (ROCC) meetings
- Tri-county coordination with regional partners:
  - IHN-CCO – coordination on supporting capacity building in social service community organizations, coordinating provider engagement and feedback for 1115 waiver rental assistance benefit through IHN's Coalition for Housing Equity.
  - Oregon Cascades West Council of Governments (OCWCOG) – coordination on expanding OCWCOG capacity to engage in housing navigation and housing coordination with other community partners.
  - CSC – coordination on community engagement via the HOPE Board, working collaboratively to improve coordinated entry process, partnering on planning efforts for continuum of care options.
  - Linn Benton Lincoln Health Equity Alliance – direct engagement with their community meetings to shape and inform the HOPE recommendations that serve as a foundation for the Strategic Plan.
  - National Association for the Advancement of Colored People (NAACP), Linn-Benton Chapter – engaging the Housing Committee to inform NAACP planned efforts over the next five years in fair housing impact work. Direct engagement with their community meetings to shape and inform the HOPE recommendations that serve as a foundation for the strategic plan.
  - Casa Latinos Unidos (CLU) – coordination with their staff to inform CLU expansion efforts into housing and supportive services over the next five years and strategic alignment of those action items.
- Leveraging the HOPE Board meetings and stakeholder engagement process for tri-county coordination:
  - In August and September 2023, a portion of the HOPE Board meeting was used to learn about housing and homelessness initiatives in Linn

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

and Lincoln Counties. This gave an opportunity to share lessons learned and identify opportunities for coordination through regional agencies such as CSC and Continuum of Care (CoC).

### **Coordination challenges**

The limited capacity of the community spread among a multitude of competing priorities has been the most significant challenge in coordination. Many service providers and partnering agencies are operating with minimal staff and resources. Taking time away from critical operations to participate in long-range planning can be challenging when communities are facing immediate needs and other obligations.

### **Coordination successes & opportunities**

As described in the Lessons Learned section above, much of the work of the Coordinated Office has been investigating and identifying the relationships between the key participants in housing and homelessness services and policy development. This process has helped identify opportunities for system improvement and avoided redundancy. For example, prior to becoming a HB 4123 community, Benton County and City of Corvallis staff began researching Coordinated Entry and its role in Benton County's response to homelessness. Staff invited agencies from other jurisdictions who had integrated Coordinated Entry into their communitywide response to homelessness to provide educational presentations to service providers within the Benton County service area. Staff then began learning about the role of Coordinated Entry in Benton County and potential to align referrals and prioritization processes, with the ultimate goal to improve outcomes for people experiencing homelessness. Benton County partnered with X4 Health to use their ROCKit model to engage Benton County in a strength-based problem-solving model leveraging the community's existing connections to inventory local gaps and assets for the development of a Coordinated Entry system that improves service provider and client participation. This process supported the development of a monthly case conferencing meeting with a wide representation of service providers supporting individuals at risk of or

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

experiencing homelessness. Case conferencing supports streamlined coordination of resources and improved partnerships across the service area.

This research into Coordinated Entry also identified opportunities to coordinate with the ROCC and build better understanding of the roles and responsibilities of a CoC and how these interrelate with other agencies. This improved understanding identified specific challenges that came with the lack of local control required to develop a locally responsive Coordinated Entry system. This process helped initiate a discussion led by CSC to explore the formation of a Linn-Benton-Lincoln CoC.

As described in the Strategic Plan section and in the explanation of the Coordinated Office's regional coordination strategies (above), the process of identifying opportunities for collective impact has been a primary focus of the engagement and coordination with the homeless service provider network.

Using the overarching strategic priorities that organize Benton County's HB 4123 Strategic Plan, the Coordinated Office engaged the homeless service provider network and policy makers throughout Benton County to identify specific initiatives for each priority that would be undertaken over the next five years.

The organization of Benton County's HB 4123 Strategic Plan includes a five-year timeline for each initiative (Table Below) to identify outcomes and guide opportunities to coordinate efforts. This structure is intended to serve as a template and guide for iterative development of outcomes and timelines for each initiative. This template creates a framework for ongoing accountability and awareness, illustrating the interdependencies between projects (and the organizations) and the impacts one project has on other projects. This template will also serve as a foundational guide for the Coordinated Office's staff development of workplans by highlighting key milestones across the service area for strategic alignment and prioritization of work.

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

As described in the Lessons Learned section above, homelessness is not any one agency’s sole responsibility. A Strategic Plan that can inform a community’s local and regional work while aligning the multiple levels of resources and initiatives extends beyond the scope of county government influence and the work of Benton County’s Coordinated Office. Defining shared outcomes for a wide range of efforts and investments with a similarly wide range of responsible parties has been the primary challenge in defining shared outcomes or metrics in Benton County’s HB 4123 Strategic Plan.

The Work: Actions – Projects – Progress	Partners	Timeline (includes dates and milestones/metrics)				
		FY23	FY24	FY25	FY26	FY27
1. HB 5019 Community Plan	OHCS					
2. Data improvement: Improving systemwide implementation of Coordinated Entry to assess and prioritize our most vulnerable community members for housing.	<b>Leads:</b> CSC and ROCC  <b>Collaborating Agencies:</b> ROCC, Coordinated Office, homeless service providers, housing providers, funders	Initiation of community project ROCKit  ROCC evaluating CE assessment tool	Integrate equity into CE assessment tool and process.	Increase housing referrals taken from CE by %.		
3. Impact analysis of existing data: IHN Research Institute (IHR) with Samaritan, OSU, and CSC analysis of the needs of people experiencing homelessness.	<b>Leads:</b> IHRI, CSC, OSU	Data collection and analysis	Research Analysis Completed	Establish and implement annual data quality improvement measures.  Integrate data into tri-county housing policy development	Perform annual data improvement process.	Perform annual data improvement process.  ??Review housing policy outcomes using data comparison??

A significant success in the development of Benton County’s 5-Year Plan is the information gathered during the process to define shared outcomes. This information has helped inform the role that a county can effectively serve in a Coordinated Homeless Response System, specifically how the Coordinated Office can support Benton County’s response to homelessness.

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Initiatives such as Benton County's Coordinated Entry improvement process led to a communitywide understanding and ownership of the many components Benton County's homelessness services. These components involve all levels of the homeless response system; local, regional, state, and federal.

The creation of the HOPE Advisory Board centered Benton County's commitment to assuring that "*everyone* in Benton County has the opportunity to live in decent, safe, and affordable housing." The HOPE Policy Recommendations elevated the HOPE Advisory Board's values, specifically prioritizing efforts to:

- Prioritize vulnerable populations
- Promote community safety for all
- Promote racial and ethnic justice

Stipends are provided for HOPE Board members to increase engagement and support participation for communities of color, for people who have experienced homelessness, and the LGBTQI2S+ community. Specific strategic initiatives have been identified in the 5-Year plan to improve the accessibility of the educational and community engagement resources of the HOPE Advisory board.

In addition, Benton County's 5-Year Plan is organized based on the Update to the 10-Year Plan, HOPE Policy Recommendations, and the legislative requirements of HB 4123. By using these guiding documents as the foundation for the 5-Year Plan, Benton County's Coordinated Homeless Response prioritizes initiatives and investments that work to eliminate racial disparities and improve equitable access to resources for people experiencing homelessness. These strategies include efforts to improve coordination between culturally responsive community-based organizations and service providers and agencies who provide resources to people experiencing homelessness. This also includes the development of a Coordinated Entry system that includes appropriate training and an assessment tool that does not perpetuate racial disparities within Benton County's service area.

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

The culturally responsive community-based organizations (CBO's) in Benton County have very limited capacity. Data provided by OHCS for HB 5019 showed an overrepresentation of Black and Native American communities in Benton County's homelessness population. More resources are needed to improve the cultural responsiveness of Benton County's homeless service network to reduce barriers for these communities to navigate in to permanent housing. This includes dedicated funding to support capacity building within culturally responsive community-based organizations to provide housing and homelessness services (e.g., housing navigation and case management).

Benton County's Coordinated Entry system improvement initiative led to the establishment of a monthly case conference with representation across Benton County's service area to help streamline prioritization and placement of people on the Coordinated Entry list. This has improved partnerships across the service area and improved coordination of housing referrals to reduce redundancies and the time that it takes to get a person into housing.

### TECHNICAL ASSISTANCE

Benton County partnered with X4 Health to participate in ROCKit to support a countywide Coordinated Entry system improvement process.

Benton County has received support from OHCS via ICF for the implementation of the HB 5019 Community Plan

Monthly HB 4123 update meetings hosted by LOC have supported information sharing among Pilot communities' along with presentations from TA providers.

All the sources listed above have been helpful in coordinating at the local and regional level.

Benton County has staffing and previous planning efforts that other HB 4123 communities do not. In Benton County technical assistance would be best deployed

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

directly to service providers such as culturally responsive community-based organizations, to build capacity and capabilities.

Benton County like other Oregon communities has a significant housing shortage. Benton County's vacancy rate remains between 1%-2%. Meeting the goals of Benton County's HB 4213 5-Year Plan and the HB 5019 Community Plan requires access to housing immediately or the immediate future. Technical assistance to support innovative housing and partnership models such as master-leases and landlord recruitment and retention is essential to utilize the current available housing resources to meet our local goals and the goals of the state.

### DATA

Benton County coordinated with X4 Health to participate in ROCKit to support a Coordinated Entry improvement process. This process worked to improve homeless service provider use of Coordinated Entry. Improving service provider use of Coordinated Entry improves community data. Specifically, identifying the needs of those experiencing homelessness and barriers to appropriate housing. The level of vulnerability and the duration on the coordinated entry list helps identify community gaps in services informing prioritization of work and resources.

As a member of the ROCC, Benton County has limited authority/control to make changes to the methods and processes to collect homelessness data. For example, making changes to a Coordinated Entry assessment tool to improve engagement requires consensus across 26 counties. Responses to this challenge have been the creation of locally created data systems that create redundancies and complexity to local data. CSC's pursuit of forming a tri-county CoC (Linn, Benton and Lincoln), will reduce the barrier for improved data that is reflective of the community by enabling more local control over data collection methods and systems. This will help support the establishment of a shared prioritization and referral method for housing and



# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

services for most the vulnerable populations that is responsive to the service area for which the data is collected.

Additionally, Intercommunity Health Coordinated Care Organization (IHN-CCO) serving the Linn, Benton and Lincoln counties, has formed a Research Institute in partnership with Samaritan Health Service and Oregon State University to evaluate the health needs of people experiencing homelessness. This initiative will help inform the health impacts of homelessness and help inform development of shared outcomes.

The PIT count does not accurately reflect the area's true homeless population counts, and this number can be misleading when engaging the community to build awareness on the scope of Benton County's housing and homelessness needs. Furthermore, this can impact investments leading to inequitable allocation of resources across the state. Improving statewide understanding of the various sources of data and what this data communicates about housing and homelessness needs is an opportunity beyond the scope of Benton County's authority.

### IDENTIFYING, ACCESSING AND ALIGNING FUNDS

Benton County's HB 4123 5-Year Plan includes specific strategies to align funding sources. These strategies include:

- Grant research and writing for funding to support opportunities internally within Benton County government and externally with community partners.
- Cross-jurisdictional coordination and collaboration with regional partners to improve communication and awareness, leverage resources, and build service provider organizational capacity with sustainable funding.
- Assess Continuum of Care framework for formation of tri-county CoC.
- Coordination and leveraging of resources across Benton County departments.

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

In addition to these strategies, the dedicated county staffing for the planning and implementation of HB 4123 demonstrates a commitment from Benton County to support a coordinated homeless response system.

The strategies above are the methods the Coordinated Office will use to identify multiple funding sources based on the prioritization of the strategies within the 5-Year Plan.

The coordination required by HB 5019 to inventory local investments and funding sources and average service costs was an important first step in developing a model to inform how best to align funding coordination in Benton County. The Coordinated Office will build off this model to inform HB 5019 Community Plan implementation and identify future funding opportunities.

In addition, the flexibility of HB 5019 funding has provided an opportunity to identify specific gaps in the service area to inform development of programs that can be supported by these funds.

The Coordinated Office team includes a Grant Writer/Researcher. This position is part-time on a contract basis. Overall, the Grant Writer facilitates identification and application for funding opportunities that support the HOPE Advisory Board recommendations. This scope of work includes:

- Research, vet, and share relevant funding opportunities including government and private grants for both the County and local homeless services providers. The Grant Writer provides relevant upcoming grant opportunities to service providers on a regular basis and serves as a resource to answer questions and provide information.
- Support County and providers in completing grant applications including collecting and reviewing data, writing or editing content for application documents, creating and coordinating required grant attachments, and coordinating partners for input and support.
- Develop methods for tracking grant information, applications, and awards, and retaining institutional knowledge.

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- Identify capacity building needs for County and providers in the context of increasing ability to successfully apply for grants that align with the HOPE recommendations.

Benton County has allocated HB 4123 funding for hiring new staff (i.e. Project Manager and Grant Research and Writer) for the Coordinated Office.

Two permanent-hire, full-time staff and one contracted researcher/grant writer directly support HB 4123 efforts. One staff member serves as the HOPE Advisory Board coordinator and is funded 40% by the City of Corvallis; another staff member serves as project manager. The County currently has committed HB 4123 staff funding through June 2027.

The current funding gaps in Benton County's homeless services include, but are not limited to:

- Capital funding for PSH.
- Operational funding for supportive services at PSH locations.
- Capital funding for site acquisition to provide adequate space and amenities for a resource center that provides rapid response to the essential needs of the communities' most vulnerable and provides resource navigation for those at risk of or experiencing homelessness.
- Operational funding for emergency shelter services.
- Organizational capacity funding for culturally responsive organizations serving vulnerable populations to support housing and homelessness services in partnership with existing housing voucher programs.
- Flexible funding for basic needs for people navigating out of homelessness into housing (e.g. rental deposits, application fees, furniture, transportation, storage and moving costs).

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

The Benton County CHRO relies on the following for engagement and communications related to our work: utilization of HOPE Advisory Board for community engagement, targeted outreach and engagement to cities governing bodies, and monthly working meetings with Executive Directors of housing and emergency sheltering providers. We also use the following tools: quarterly newsletter, as needed news & updates email listserv, social media campaigns, news releases, media interviews, regular website updates, quick facts/info sheets, community progress reports, and presentations at public meetings.

Successes include expanded reach of social media campaigns when collaborating with partner agencies to tag each other, share, and like/comment each other's posts as well as 343 newsletter subscriptions. Our continuing challenges are reducing stigma through communications campaigns alone and needing more dedicated staff time for additional targeted community engagement aimed at destigmatization, education, etc.

Our future strategies include:

- Utilize HOPE Advisory Board to improve communitywide awareness, build relationships, highlight partner achievements, and increase understanding of homelessness and its systemic causes.
- Develop Coordinated Office Communications Plan that includes rural-specific outreach strategies.
- Community events with partners and vendors to improve access to resources and to engage underserved communities, particularly communities of color.

### ADDRESSING RACIAL DISPARITIES

Our strategies for addressing racial disparities include:

- Researching best practices for improving to access to housing and sustaining housing for communities of color led by Linn-Benton NAACP.

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- Improving access to housing and resources for underserved populations and for communities of color by supporting organizational capacity building at culturally specific providers.
- Expanding awareness and outreach regarding tenant rights to reduce housing discrimination and prevent evictions and to improve access to resources for fair housing support.
- Develop Landlord Engagement strategies that align with state and local priorities to increase access to units for most marginalized populations.
- Community events with partners and vendors to improve access to resources and to engage underserved communities, particularly communities of color.

Through the HB 4123 and HB 5019 planning and engagement process intentional outreach was conducted with the following organizations to inform the Strategic Plan and the Community Plan.

- Faith Hope and Charity: A CBO that works to improve the lives of underprivileged families by providing referrals, food, and shelter.
- Confederated Tribes of Siletz Indians: The Siletz Tribal Housing Department's overall mission is to ensure that low-income Siletz Tribal Members can obtain housing that meet their needs, is affordable, and provides a safe, healthy living environment.

As part of this work we have strengthened our partnership with Casa Latinos Unidos: A CBO committed to strengthening the Latinx communities in Linn and Benton Counties through programs that support people in meeting their basic needs, build resilience and capacity through education and leadership development, and celebrate cultures.

Capacity of the service provider network is the most significant challenge in strengthening additional partnerships. Building a stronger relationship between direct service providers and the Confederated Tribes of Siletz Indians is an opportunity identified to provide culturally responsive services within Benton County.

# BENTON COUNTY

## COORDINATED HOMELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

### CONNECTIONS TO PERMANENT HOUSING

Our strategies for creating and strengthening connections to permanent housing include:

- Case Conferencing implementation to improve successful housing referrals from Coordinated Entry.
- Improving system-wide implementation of Coordinated Entry to assess and prioritize our most vulnerable community members for housing.
- Improving access to housing navigation and resources for underserved populations and for communities of color by supporting organizational capacity building at culturally specific providers.
- Expanding awareness and outreach regarding tenant rights to reduce housing discrimination and prevent evictions and to improve access to resources for fair housing support.
- Increase capacity for outreach and rapid engagement to connect Medicaid beneficiaries to supportive services and housing.
- Solicit projects and allocate housing and community development funding annually.
- Assess organizational capacity to add housing locations for longer-term housing options.

### APPENDICES

#### **A. Benton County Coordinated Homeless Response System MOU**

#### **B. HOPE Policy Recommendations**

## **Memorandum of Understanding**

### **Coordinated Homeless Response System**

This Memorandum of Understanding (MOU) is entered into by The CITY OF CORVALLIS, a municipal corporation of the State of Oregon, hereinafter referred to as City, and BENTON COUNTY, a political subdivision of the State of Oregon, hereinafter referred to as County, and Community Services Consortium, an intergovernmental entity, serving Linn, Benton, Lincoln counties and hereinafter referred to as CSC, jointly referred to as “Parties” or individually referred to as a “Party”.

#### **I. Introduction**

Like communities throughout Oregon and the United States, homelessness in Benton County has escalated in recent years and demands a comprehensive, coordinated response from the county, cities, and diverse community partners, leaders, and persons experiencing homelessness. BENTON COUNTY and the CITY OF CORVALLIS demonstrate a clear vision to coordinate their efforts on homelessness by bringing together existing providers, other partners and community members to elevate and strengthen existing work through the Home, Opportunity, Planning and Equity (HOPE) Advisory Board (“HOPE Board”). The County has signed a grant (“Grant”) agreement with the State of Oregon awarding the County one-time funding to establish a coordinated homeless response system to operationalize and strengthen the communities’ homeless response efforts. The Grant agreement is entered pursuant to the terms of HB 4123.

#### **II. Purpose**

The purpose of this MOU is to establish an effective framework for collaboration among the Parties for the development of a coordinated homeless response system (“System) for Benton County, pursuant to Oregon House Bill 4123 (2022). The System shall, at minimum, consist of a homeless response office (the “Coordinated Office”) and a Homeless Response Advisory Board (the “Advisory Board”).

#### **III. Definitions**

- IV. Coordinated Homeless Response Office (“Coordinated Office”):** Coordinated homeless response office with a centralized point of contact as required by HB 4123 Section 1. (1)(a) & (e).
- V. Coordinated Office Advisory Board:** Coordinated homeless response advisory board with representation from the governing body of each Party, for the purposes of providing general guidance to the Coordinated Office as required by HB 4123 Section 1. (1)(b).
- VI. Stakeholder Coordination Board:** Board responsible for stakeholder coordination and partnership development as required by HB 4123 Section 1. (5) (a-o). The HOPE Advisory Board is designated as the Stakeholder Coordination Board.
- VII. Strategic Plan:** 5-year strategic plan that will identify and set goals for addressing:
- a. Funding to support the ongoing operations of the coordinated homeless response system.
  - b. Increasing or streamlining resources and services to people at risk of or experiencing homelessness within the Parties’ jurisdictions.

- c. Incorporating national best practices for ending homelessness.
- d. Eliminating racial disparities within homeless services within the service area.
- e. Creating pathways to permanent and supportive housing that is affordable to local populations experiencing or at risk of homelessness.

NOW, THEREFORE, the Parties, on the terms and conditions set forth herein, and consideration of which the existence and sufficiency is mutually acknowledged, agree to the following:

**IV. Obligations of the parties**

- i. The County will:
  - a. Serve as the fiscal agent responsible for administration and distribution of Grant funds in compliance with the Grant agreement.
  - b. Convene Parties and facilitate work for implementing HB 4123.
  - c. Oversee the HOPE Board.
  - d. Select two individuals to serve as voting members on the Coordinated Office Advisory Board. One member should be a Commissioner of the Board of Commissioners and one member should be the County Administrator or their designee. The County will solely determine how and when its Coordinated Office Advisory Board members are selected and replaced over time.
- ii. The City will:
  - a. Assign City staff representatives to attend and participate in HB 4123 implementation meetings.
  - b. City staff will provide updates to their respective elected bodies.
  - c. Select two individuals to serve as voting members on the Coordinated Office Advisory Board. One member should be the Mayor or a City Councilor and one member should be the City Manager or their designee. The City will solely determine how and when its Coordinated Office Advisory Board members are selected and replaced over time.
- iii. The CSC will:
  - a. Assign agency staff to attend and participate in HB 4123 implementation meetings.
  - b. Serve as liaison between Parties and the Rural Oregon Continuum of Care.
  - c. Select one individual to serve as a voting member on the Coordinated Office Advisory Board. The member should be the Executive Director or their designee. CSC will solely determine how and when its Coordinated Office Advisory Board member is selected and replaced over time.

**V. Agreement**

- i. This MOU shall become effective when signed by all Parties hereto and will continue until terminated by the parties.
- ii. The Parties agree to:
  - a. Operate under the general policy guidance of the City Manager(s), County Administrator and their respective elected bodies.



- b. Cooperate in good faith to ensure that the requirements as specified in HB 4123 are met, at minimum to include,
  - i. Development of the Coordinated Office and ongoing participation in it.
  - ii. Development of the Coordinated Office Advisory Board and ongoing participation in it.
  - iii. Development of a 5-year "Strategic Plan".
    - 1. Funding to support the ongoing operations of the Office.
    - 2. Leveraging resources and services to people at risk of or experiencing homelessness.
    - 3. Incorporating national best practices for ending homelessness.
    - 4. Creating pathways to permanent and supportive housing that is affordable to local populations experiencing or at risk of homelessness.
  - iv. Development of Party obligations to support the Advisory Board and Office and ongoing support of those Party obligations.

**VI. General Terms of MOU**

- a. Non-Binding Agreement This document is not intended to create legal relations or to constitute a legally binding contractual agreement between or among the Parties. Nothing in this MOU is intended to impose any legal relationships, rights, duties, sanctions or liability on any Party, or to be the subject of litigation.
- b. Governing Provisions The parties acknowledge that the undertakings of any Party, or designee, under this MOU will be subject to the laws, rules, and internal administrative and personnel policies governing the conduct of the party.
- c. Joint Undertakings The parties agree to undertake the activities and to fulfill the responsibilities as described in this MOU in good faith and in a professional manner, to the extent possible given prevailing operating environments. Performance under this MOU is subject to availability to the Parties of funds and human resources.

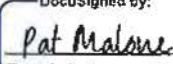
**VII. Declaration**

The Parties, by the signature below of their authorized representative, hereby acknowledge they have read this non-binding MOU, attest they understand it, and declare their intention to work collaboratively together to the best of their ability.

**IN WITNESS WHEREOF, the parties hereto each herewith subscribe the same.**

**BENTON COUNTY**

DocuSigned by:  
  
 \_\_\_\_\_  
 Nancy Wise, Chair \_\_\_\_\_  
 Date

DocuSigned by:  
  
 \_\_\_\_\_  
 Pat Malone, Commissioner \_\_\_\_\_  
 Date

DocuSigned by:  
Xanthippe Augerot \_\_\_\_\_  
Xanthippe Augerot, Commissioner Date

Reviewed as to Form

DocuSigned by:  
Vance M. Cronley \_\_\_\_\_  
County Counsel Date

**CITY OF CORVALLIS**

Mark W. Shepard \_\_\_\_\_ 9/28/2022  
Mark Shepard, City Manager Date

Review to as to Form

[Signature] \_\_\_\_\_ 09/28/2022  
City Attorney Date

**COMMUNITY SERVICES CONSORTIUM**

[Signature] \_\_\_\_\_ 09/29/2022  
Pegge McGuire, Executive Director Date

## **Memorandum of Understanding**

### **Coordinated Homeless Response System**

This Memorandum of Understanding (MOU) is entered into by The CITY OF PHILOMATH, a municipal corporation of the State of Oregon, hereinafter referred to as City, and BENTON COUNTY, a political subdivision of the State of Oregon, hereinafter referred to as County, and Community Services Consortium, an intergovernmental entity, serving Linn, Benton, Lincoln counties and hereinafter referred to as CSC, jointly referred to as "Parties" or individually referred to as a "Party".

#### **I. Introduction**

Like communities throughout Oregon and the United States, homelessness in Benton County has escalated in recent years and demands a comprehensive, coordinated response from the county, cities, and diverse community partners, leaders, and persons experiencing homelessness.

BENTON COUNTY and the CITY OF PHILOMATH demonstrate a clear vision to coordinate their efforts on homelessness by bringing together existing providers, other partners and community members to elevate and strengthen existing work through the Home, Opportunity, Planning and Equity (HOPE) Advisory Board ("HOPE Board").

The County has signed a grant ("Grant") agreement with the State of Oregon awarding the County one-time funding to establish a coordinated homeless response system to operationalize and strengthen the communities' homeless response efforts. The Grant agreement is entered pursuant to the terms of HB 4123.

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- c. Incorporating national best practices for ending homelessness.
- d. Eliminating racial disparities within homeless services within the service area.
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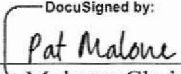
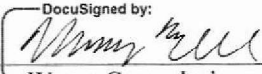
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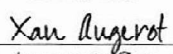
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**BENTON COUNTY**

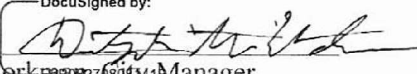
<p>DocuSigned by:    <hr/>         Pat Malone, Chair</p>	<p>04/28/2023  <hr/>         Date</p>
<p>DocuSigned by:    <hr/>         Nancy Waples, Commissioner</p>	<p>04/28/2023  <hr/>         Date</p>

DocuSigned by:  
  
\_\_\_\_\_  
Xan Augerot, Commissioner  
05/01/2023  
\_\_\_\_\_  
Date

Reviewed as to Form

DocuSigned by:  
  
\_\_\_\_\_  
Vance Cronley, County Counsel  
04/28/2023  
\_\_\_\_\_  
Date

**CITY OF PHILOMATH**

DocuSigned by:  
  
\_\_\_\_\_  
Chris Workman, City Manager  
05/09/2023  
\_\_\_\_\_  
Date

Review to as to Form

\_\_\_\_\_  
City Attorney  
\_\_\_\_\_  
Date

**COMMUNITY SERVICES CONSORTIUM**

  
\_\_\_\_\_  
Pegge McGuire, Executive Director  
May 9, 2023  
\_\_\_\_\_  
Date

## **HOPE Advisory Board Policy Recommendations from Spring 2021**

**Vision:** everyone in Benton County should have the opportunity to live in decent, safe, and affordable housing.

**Values:** all of these policy recommendations to the City of Corvallis and Benton County support the HOPE Board's overarching goal to transition people out of homelessness. These recommendations are grounded in a data-driven approach, are supported by research on successful systems, reflect gaps in our system of housing and services, are informed by community feedback that includes clients experiencing homelessness, and prioritize our vulnerable populations, community safety for all, and racial and ethnic justice.

**Background:** In summer of 2020, the HOPE Board conducted a [gap analysis](#) of all available services in Corvallis and greater Benton County. The Board collected all available [data](#) from homeless service providers and social service providers working to prevent homelessness to understand where we have safety concerns, racial and ethnic inequalities, and vulnerable populations. Finally, the Board researched successful [systems](#) of housing and supportive services to transition people out of homelessness. In Fall 2020, the Board prioritized [four main topic areas](#) based on this data-driven, systems-level approach with a focus on equity:

- 1) Align and coordinate existing services with a focus on improving data collection and collaboration for individuals experiencing homelessness or in behavioral health crisis;
- 2) Establish a sheltering system for all populations that is accessible 24/7/365 days per year, as well as a Resource Center to support coordinated entry into publicly funded assistance programs;
- 3) Expand transitional options for housing with a focus on notice, communication, and engagement with neighborhoods and the larger community; and
- 4) Increase permanent supportive housing to provide stable housing for our chronically homeless community members.

**Community Engagement:** in November and December 2020, the Board engaged the community throughout Benton County to receive feedback on these four priority topics. The [public feedback](#) directly shaped these draft policy recommendations to incorporate community sentiments on these topics. Public engagement included online surveys, multiple virtual meetings specifically dedicated to HOPE feedback, Board attendance at various community meetings to include different sectors and perspectives, and in-person client surveying conducted by nine service providers in Benton County serving individuals in need or experiencing homelessness.

**In April 2021, the Board received community feedback on the final draft of policy recommendations.** Community feedback was provided via survey on the HOPE community engagement [website](#) in April 2021 and at a virtual public forum on Tuesday April 13<sup>th</sup> from 4-6pm. Homeless service providers at four different locations supported in-person focus groups with clients experiencing homelessness to provide their perspective on these draft recommendations.

## Contents

Overview of Public Feedback and Edits to Draft Recommendations in Spring 2021 .....	3
Recommendations to Implement Policies .....	6
A. Organizational capacity is needed to work on and implement these recommendations, and organizational capacity needs to be built within social service organizations to manage and provide the services. ....	6
B. Funding recommendations .....	7
C. Legislative Advocacy.....	8
Policy Recommendations to the City of Corvallis and Benton County Spring 2021 .....	8
1. Facilitate and coordinate data improvement efforts with community partners.....	8
2. Work with providers to create metrics for successful program goals.....	8
3. Prioritize collaboration and coordination of providers and partners with routine meetings for improved care coordination facilitated by a full-time staff member. ....	9
4. Collaborate with social service and health care partners to increase the number of paid, full-time case managers to support people transitioning out of homelessness. ....	9
5. Pursue implementation of a crisis response team and collect data on the scope and scale of need for crisis response.....	10
6. Provide organizational capacity to facilitate and coordinate providers in establishing a 24/7/365 Sheltering System for all populations with onsite resources at shelter locations to transition people out of homelessness.....	10
7. Facilitate and support the creation of a Resource Center.....	14
8. Explore and investigate the need and the barriers to accessing housing for individuals and their families in our community whose past history has impacted their ability to secure housing.....	14
9. Provide routine communication, notice, and opportunities for community involvement on the topic of homelessness services.....	15
10. Increase development or acquisition of affordable housing units for permanent supportive housing (PSH) by 20 new units per year for the next eight years to add at a minimum 160 new units of PSH in Benton County.....	15
11. Increase available rental/income assistance options. ....	16
12. Increase supportive services and stable funding streams to provide services to residents at more affordable housing locations.....	17



## Overview of Public Feedback and Edits to Draft Recommendations in Spring 2021

The Board did not conduct community engagement in April 2021 on the first three recommendations focused on capacity to implement the twelve policy recommendations. We have reorganized to highlight these three organizational, funding, and state-level components at the beginning.

- A. Organizational capacity is essential to facilitate and further develop these recommendations in partnership with community-based organizations. Organizational capacity also needs to be built within social service organizations to manage and provide the services over the long term.
- B. Funding recommendations
- C. Legislative Advocacy for statewide leadership and funding

\*Messaging on these first three critical components for implementation (A, B, C) is key based on the public feedback.\*

### **Original Policy Recommendations – summary of public feedback and April 2021 edits**

1. Facilitate and coordinate data improvement efforts with community partners.
  - a. Public feedback: the most supported recommendation.
  - b. Changes made: none.
2. Work with providers to create metrics to measure program success.
  - a. Public feedback: well-supported, no changes needed.
  - b. Changes made: none.
3. Adopt the Hub Model of care coordination as a framework for doing business that coordinates existing partners to provide the best possible service to individuals.
  - a. Public feedback: the term “Hub Model” is not well understood, more explanation is needed of this model. Clients and service providers would like the flexibility for individuals to be able to attend a meeting like this if they want to and can. A pre-meeting between clients and their case manager before the main meeting can gauge the person’s desired outcomes and needs.
  - b. Changes made: describing the meeting and its purpose instead of using the term “hub” since it has confused clients and the general community. Adding flexibility to allow for the client to attend if they would like to be present.
4. Paid, full-time staff are needed as case managers to support people transitioning out of homelessness. Case managers should have commensurate experience and background that reflects the people they are serving from a cultural perspective and based on lived-experience.
  - a. Public feedback: clarify the city/county role and the need for case managers all over the county.
  - b. Changes made: wording edited to clarify the city/county role and the need for more case managers in Corvallis and throughout the county.
5. Pursue the feasibility and implementation of a crisis response team.

- a. Public feedback: resounding support for the concept. Lots of support for a non-law enforcement response and lots of support for a co-response with mental health and law enforcement together. Lots of questions about the data on this need.
  - b. Changes made: add a data collection recommendation to understand the magnitude of the need for crisis response and potential cost savings from this model. Add a co-response recommendation based on public feedback.
- 6. Benton County needs a 24/7/365 Emergency Sheltering System for all populations with onsite resources at any shelter location to transition people out of homelessness.
  - a. Public feedback: many worries about attracting people here/being a magnet for services, location(s) that don't negatively impact businesses, neighborhoods, and parks, having a requirement to work on transitioning/self-sufficiency/responsibility once stabilized. The urgency of a place for tent and car campers to go – from the client and community-wide perspectives. If folks can stay here 24/7 while they work on transitioning, let's call this a shelter system instead of an emergency shelter.
  - b. Changes made: terminology updated to remove "emergency" from the Sheltering System title since individuals will be assigned that bed space for a period of time while they work with a case manager (they do not have to leave during the day like the historical emergency shelter locations). Major addition: a recommendation about the most urgent need being a place to move tent and vehicle campers where it is not illegal so they can stabilize and work on transitioning out of homelessness.
- 7. Facilitate and support the creation of a Resource Center.
  - a. Public feedback: lots of confusion about whether or not this already exists. Lots of fear about tax increases to fund it. Sentiment about attracting people here and only wanting to help people "from here." Need to stress the statewide advocacy for funding for all counties to provide services.
  - b. Changes made: updated description to address transit needs and working toward self-sufficiency.
- 8. Establish referral pathways to transitional and permanent housing resources for serious criminal offenders (sex offenders, felony convictions, etc.).
  - a. Public feedback: people misinterpreted this wording to think that the Board wanted a pipeline of ex-convicts to find housing here.
  - b. Changes made: edited wording to mention criminal history AND other history that makes it difficult to secure housing. More investigation needed to understand the magnitude of the need and explore solutions.
- 9. Routine communication, notice, and community involvement need to happen on the topic of homelessness services.
  - a. Public feedback: community would like a way to give feedback directly to city and county instead of only to service providers. They would like accountability in funding decisions based on community feedback.
  - b. Changes made: added in a recommendation to create a mechanism for public feedback directly to city and county about funding for social service providers.
- 10. Increase development or acquisition of affordable housing units for permanent supportive housing (PSH) by 20 new units per year for the next eight years to add at a minimum 160 new units of PSH in Benton County. "New" can be new construction or conversion of existing units to

PSH units. PSH is necessary for a small portion of our unhoused community who need permanent support to remain stably housed.

- a. Public feedback: worries about increased utility, water, and property tax bills.
  - b. Changes made: updated terminology to indicate new funding sources from grant opportunities that already exist but that the county has not had the staffing capacity to apply for, disburse, oversee, and manage.
11. Increase available rental/income assistance options.
- a. Public feedback: lots of general support. Some worries about increased utility, water, and property tax bills. The need for overall messaging about how rental support/vouchers are funded is important.
  - b. Changes made: none.
12. Increase supportive services and stable funding streams to provide services to residents at more affordable housing locations.
- a. Public feedback: some worries about increased utility, water, and property tax bills. The need for overall messaging about how these services are funded is important.
  - b. Changes made: none.

## Recommendations to Implement Policies

The following three recommendations (A, B, C) apply to recommendations 1-12. The Board did not do community engagement on the first three recommendations to implement the policy recommendations.

- A. Organizational capacity is needed to work on and implement these recommendations, and organizational capacity needs to be built within social service organizations to manage and provide the services.
1. **Organizational capacity to implement these recommendations means prioritizing homelessness and pro-active housing solutions within existing city and county departments and increasing capacity with additional staff to work on, coordinate, and implement these recommendations on homelessness** (whether that capacity is built internally or contracted out). No new solutions can be successfully implemented without new staff whose job it is to work on the topic of homelessness. The following functions are needed to implement these recommendations: project management, coordination and outreach, land use planning, and grants management (grant writing, contracting, grant administration, oversight, reporting).
    - i. Specifically, a team is needed to research and pursue sites for sheltering, permanent supportive housing, and service locations. The type of work that DLR has done for the Criminal Justice Systems Improvement Project is needed to research sites, zoning, and other parameters to provide site-specific options for city/county leadership and service providers to make informed choices about where to locate the different components of a sheltering system, resource center, transitional living options, and permanent supportive housing.
    - ii. Coordination capacity is needed to routinely convene city and county staff (and community based organizations) who all interact with individuals who are experiencing homelessness: parks, public works, health department, community development department, fire, and police. For example, health department staff give out tents and supplies that are being thrown away by parks staff.
    - iii. This increased capacity to manage homeless issues by the City and County also includes directing departments to prioritize coordination internally on the topic of homelessness by making homeless response part of their annual work plan.
    - iv. Regional outreach and coordination with adjacent cities and counties is needed to provide communication, collaboration, and regional approaches to addressing homelessness.
  2. **Invest in building organizational capacity at organizations that can manage all components of these recommendations** and work to support and successfully transition people out of homelessness. Invest in building organizational capacity by supporting and collaborating with groups that have demonstrated efforts to provide services in Benton County. If no local organizations wish to build and grow organizational capacity, recruit an organization to Benton County who can provide these services.
    - i. Other suggestions: expand the capacity of organizations that successfully are stabilizing people by adding microshelters at their locations. For example, Community Outreach Inc.

(COI), Corvallis Housing First (CHF), and Unity Shelter have successful models of housing case management to transition people out of homelessness. Increase their capacity with funding for positions and microshelters at available locations.

- ii. Capacity must be built for organizations to serve Benton County residents outside of Corvallis.

## B. Funding recommendations

Explore state, federal, and private funding to expand organizational capacity to work on these topics and to fund the implementation and permanent provision of all these recommended services. In partnership with providers, assess current funding streams to ensure funding is not being taken away from existing services but that additional funding is pursued. Allocate resources to organizations that work toward implementing these policy recommendations. Prioritize resource allocation based on community feedback.

1. Grant writing capacity at the city/county is needed to access additional funds that are available but are not being applied for.
2. County pursue additional funds from Community Development Block Grant in county areas and in partnership with municipalities who have not explored this funding option.
3. County explore SAMHSA funding for transitional housing for individuals with a behavioral health diagnosis who do not fall into the SPMI population, new Transient Lodging Tax funding, and private foundations such as Meyer Memorial Trust, Oregon Community Foundation, McKenzie River Gathering, and Benton Community Foundation. If the state-controlled Medicaid 1115 waiver allows funding for housing case managers, county pursue additional capacity for housing case managers.
4. County explore cost/benefit of adopting a Construction Excise Tax. Local jurisdictions can levy a tax of up to 1 percent of the permit value on residential construction, and levy a tax with no cap on the permit value of commercial and industrial construction. For instance, the City of Corvallis levies a tax of 1% on residential construction and 1.5% on commercial and industrial construction. State law governs how the revenue can be used. Some is restricted for uses such as developing affordable housing and providing down payment assistance, and some is unrestricted.
5. Allocate local and state resources to programs that work to implement these recommendations.
6. Prioritize investment based on public feedback and cost effective allocations of limited public resources. The community supports the following options (beyond just normal brick-and-mortar housing) in the following descending order:
  - i. Microshelters
  - ii. Emergency shelter
  - iii. RV/car camping
  - iv. Tent camping.

## C. Legislative Advocacy

1. County and City elected officials must continue to advocate for statewide leadership on local requirements for shelter beds in each county with accompanying state funding to support those required beds. This state requirement and funding is needed to address worries about migration of people to areas with services from other areas.
2. State and federal funding for all of these topics must continue to be advocated for by city and county elected officials and by the League of Cities and Association of Counties once these recommendations are adopted.
3. City and County explore partnership with OSU and counterparts in Lane County (Lane, Eugene, Springfield, and University of Oregon) to lobby for a state law allowing local tax revenue from Pac-12 events and on-campus sales to address the affordable housing impacts from the university population. The tax revenue would be split between the universities and the local municipalities to fund subsidized housing for low-income students and affordable housing for the surrounding community.

## Policy Recommendations to the City of Corvallis and Benton County Spring 2021

### 1. Facilitate and coordinate data improvement efforts with community partners.

**Description:** Work with providers to improve data collection/tracking and to reduce duplicative data entry and data management. Data collection efforts will include a human services coalition model that is a statewide model: service providers come together to say what their priorities are and how they would implement them. Implementation is recommended immediately and could be accomplished with an existing staff person.

**Background:** coordinated data collection and analysis of community-wide data support communities' efforts to end homelessness by understanding which individuals continue to cycle into homelessness and which providers and partners continue to interact with them. Best practices from a trauma-informed care perspective are to reduce the number of times an individual must recount their history and circumstances to access assistance.

### 2. Work with providers to create metrics for successful program goals.

**Description:** successful program metrics assist with tracking which services deploy successful interventions in transitioning people out of homelessness. Implementation can be immediate with existing staff person.

**Background:** success metrics will help funders understand the value of their funding decisions, help us communicate with the community, and allow us to continually adapt and refine services to achieve the desired transition from homelessness for as many people as possible.

3. Prioritize collaboration and coordination of providers and partners with routine meetings for improved care coordination facilitated by a full-time staff member.

**Description:** The HOPE Board recommends convening providers and partners at routine meetings to coordinate care for individuals with high and complex needs on a case-by-case basis. The purpose of this coordination is to bring together partners to improve the lives of individuals who are interacting with multiple systems. This model of care coordination has been referred to as “case conferencing,” Frequent Users Systems Engagement (FUSE), and also the Situation Table (previously referred to as the “Hub model” of care coordination). The Board researched these models to make an informed decision to recommend the Situation Table model.

Implementation: can be done immediately if an existing staff person is available, until an FTE can be budgeted for this role. The staff position to coordinate these meetings should be full-time and could be a health navigator, case manager, community health worker, or program coordinator. This same staff position is needed to do an assessment of funding streams: with input from city/county and providers, to assess all available funding streams coming into Benton County (including Corvallis) that fund this work to blend funding streams.

Geographic service area suggestion: the details and frequency can be decided by the participants, but based on public feedback we recommend having routine meetings for Corvallis-centric clients, South Benton clients, and Philomath/West Benton clients (and other geographic regions as needed).

**Background:** Hub spokes needed at the table should be diverse and culturally-versed: Benton County Health Department (BCHD), Corvallis Daytime Drop-in Center (CDDC), Unity Shelter, Community Outreach Inc. (COI), Unity Shelter, Corvallis Housing First (CHF), the Center Against Rape and Domestic Violence (CARDV), Samaritan, Inter-community Health Network-Coordinated Care Organization (IHN-CCO), Jackson Street Youth Services (JSYS) when needed, the state Department of Health Service (DHS), Tribal liaisons, case managers, Casa Latinos Unidos (CLU), Philomath Community Services (PCS), South Benton Food Pantry (SBFP), Job training/vocational rehab, law enforcement/first responders, crisis response team members, Street Outreach Response Team (SORT) members, social security/disability advocacy, faith-based community volunteers, Older Adult Behavioral Health Initiative to do system-level coordination, Oregon Cascades West Council of Governments (OCWCOG). Any other provider who can provide access to services for a person in need.

4. Collaborate with social service and health care partners to increase the number of paid, full-time case managers to support people transitioning out of homelessness.

**Description:** there is a need for more case managers with experience and backgrounds that reflects the people they are serving from a cultural perspective and based on lived-experience.

- a. County: work with IHN-CCO and Samaritan on workforce capacity for housing case managers, peer support specialists, and social service providers to utilize funding from Medicaid and SAMHSA block grant resources.

- b. County: in addition to increased case managers in Corvallis, rural areas outside of Corvallis also need additional mobile/regional staff to support people’s housing needs and transition out of homelessness.
- c. City and county work with OSU, LBCC, and any other local educational institutions on expanding internship workforce capacity from student populations.

**Background:** case management is vital to support the transition out of homelessness. Not enough case managers are available in our community to support the need.

5. Pursue implementation of a crisis response team and collect data on the scope and scale of need for crisis response.

**Description:** HOPE recommends a non-police intervention for crisis situations due to homelessness and behavioral health issues. A co-response with behavioral health professionals and law enforcement is also needed depending on the situation. Coordination with street outreach and harm reduction is vital to ensure collaboration with overlapping populations.

**Background:** HOPE’s research, data, and community feedback fully support ongoing efforts to implement a Crisis Response Team to redirect calls from law enforcement and provide team partnerships with law enforcement when an officer is necessary. We recognize that ongoing efforts are occurring with the Criminal Justice Systems Improvement project and the Willamette Criminal Justice Council. We recommend continuing to pursue implementation in those existing forums with experts on the topic of crisis response.

6. Provide organizational capacity to facilitate and coordinate providers in establishing a 24/7/365 Sheltering System for all populations with onsite resources at shelter locations to transition people out of homelessness.

This organizational capacity is needed to determine possible sites for sheltering, the logistics of implementation, and the ongoing funding from sources that minimize the use of general fund dollars. (See the first recommendation A for details on the organizational capacity needed in the form of project coordination, project management, land use planning, and grant writing.)

**Description:** any shelter needs space for warming/cooling from the elements during the day. Individuals are assigned a bed space that is theirs 24/7 while they work with a case manager on transition. Emergency sheltering 24/7/365 with onsite resources is referred to as a “navigation center” in pending legislation (HB 2004 and HB 2006, 2021 Session).

- a. **We recommend the following six components of a sheltering system to address safety concerns for different populations:** congregate male, congregate female, non-congregate sheltering (like motel rooms or microshelters), managed tent camping, managed car/RV/trailer camping, and mobile service delivery to alternate locations. The team working to implement this sheltering system should look at available current and historic data to fine-tune the recommended estimates.
- b. **Initial Estimates of Need for Sheltering are as follows:**



1. **Women:** 40 congregate beds based on historical data from the women's shelter. This estimate includes the existing 20-25 beds at the women's shelter which may not be able to remain in its existing location and cannot operate 365 days/per year at that location given youth programming.
2. **Men:** 60 congregate beds based on historical data from the men's shelter. This estimate includes the capacity at the men's location which may not be able to remain in its existing location given flood plain concerns and space constraints.
3. **Non-congregate sheltering units** for people who cannot be in men/women dorms (non-binary and trans individuals, couples, people who cannot be in congregate settings due to medical fragility or behavioral health disorders, people with pets, and family units): 40 units based on HOPE survey data on trans and non-binary needs and feedback from providers regarding couples and individuals with a child. We recommend single-unit sheltering options, such as motel room style units and/or microshelters, to provide this non-congregate capacity. The microshelter design needs to be expanded to accommodate a double bed or bunk beds for couples and family units.
4. **RV/Trailer and car camping:** we do not have a good estimate of this need based on our current data system. At Pioneer Park, 30 applications (representing about 60 people) were submitted. At Pioneer Park, 15 RV spaces and 9 car spaces were occupied. All 11 spots at the Fairgrounds were full with 21 individuals camping in cars and RVs. Based on these locations alone, at least 40 RV and car camping spaces are needed.
5. **Managed Camping:** between 80-120 individuals are camping in close proximity to the hygiene center, on ODOT property, and in the skate park. These estimates may decrease with more available shelter beds. A site for managed tent and vehicle camping is the most urgent need based on feedback from folks experiencing homelessness, providers, and the broader community of business owners and other citizens.

#### **Recommended components of a Sheltering System:**

1. **Shelter Accessibility:**
  - a. Shelter is accessible 24/7/365.
  - b. Shelter is low barrier upon arrival to get individuals off the street. Options are available, but not required, for individual involvement to support the location while they work on transitioning, such as doing laundry, cleaning, or helping to provide food.
  - c. Necessary components at any emergency sheltering location: walking and biking access, public transportation access, and safety. Safety concerns for everyone involved need to be addressed. Security, lighting, fire code, and immediate access for emergency personnel must be considered.
2. **Shelter facilities and onsite services:** necessary services at any shelter location include showers, bathrooms, drinking water, food provided on-site (to minimize need to travel to multiple locations for food), laundry, wifi, lockers for items for those in congregate shelter, mail service, and office space for meeting with providers like a case manager, mental health and addiction support person, and someone who can help enroll people in assistance programs.

3. **Shelter is temporary** and is not a permanent housing solution. The duration of a person's stay will vary based on their needs, their progress with a case manager, and availability of an appropriate transitional or permanent option.
4. **A limited overflow area is needed** at any sheltering location for people who show up with a tent or car/RV. Tent and car/RV camping is time limited, and the individual must engage to transition to another option. RV sites must have gray and black water dump hookups for appropriate hygiene. The overflow area is under the supervision of the host organization.
5. **Hygiene and basic needs services accessible to any individuals**, even those not staying in the shelter system: an area for warming/cooling from the elements where someone can be 365 days/year who is experiencing homelessness to minimize the need to go to multiple locations throughout the day to stay warm or get cool. There must be hygiene facilities, wifi, lockers, and food services that are accessible to individuals to balance the negative impacts on our natural areas and waterways for those without access to basic hygiene.
6. **Definitions:**
  - a. **Managed Emergency Tent Camping:** a specific, designated area where emergency camping in tents is under the direct control of an organization with boundaries, amenities, and direct supervision. The organization provides tents and pallets to elevate the tents and is responsible for the condition of tents. The organization designates tent placement with consideration for emergency service accessibility. Campers have access to hygiene, water, trash, and resources. To transition people out of tent camping, emergency tent camping has time limits for every individual camper with evaluation of that person's progress towards securing transitional or permanent housing on a case-by-case basis. Case management to work on transitioning to stable housing must be provided for all persons. The tent camping is limited in number based on staffing capacity to provide case management. Allowing an area for managed emergency tent camping will address the safety and environmental health concerns of unmanaged camping and allow for enforcement of illegal tent camping elsewhere.
    1. Unmanaged tent camping is not supported by the public feedback due to concerns of fire, individual safety, community safety, litter, noise, and visibility. Having a designated area for managed and supported camping addresses these community concerns.
    2. We recognize there are individuals who will not engage in case management to transition out of homelessness. Appropriate interventions need to be available for those who cannot engage due to behavioral health conditions, such as crisis response and respite. Pretrial justice services and additional jail capacity are needed for those who break the law. (We recognize there are current efforts to improve crisis response, respite, and additional criminal justice services.)
  - b. **Managed emergency RV, trailer, and car camping area:** a specific, designated area where emergency camping in vehicles is under the direct control of an organization.

The organization designates vehicle placement with consideration for emergency service accessibility. Vehicle campers have access to hygiene, water, trash, and resources. RV sites must have gray and black water dump hookups for appropriate hygiene. Mobile service delivery capacity can make it possible to support distributed sites at multiple smaller locations throughout the county.

**Background:**

- a. **Challenges:** implementing this recommended emergency sheltering system will take time, resources, and political will. There are challenges with site identification, concentration of populations living in poverty, and the need for separation of some populations for safety.
- b. **Leadership:** there needs to be collaboration of leadership with providers and with the city and county supporting project management for project design and site planning to insure the following issues are addressed:
  1. Geographic locations and siting options.
  2. Adequate public transportation schedule to support client needs.
  3. Service providers must be included as leaders to determine adequate spacing between populations. Suggestions from providers include separate floors, separate buildings, and/or microshelter rows for different populations.
  4. Capacity is needed to research and explore available geographic areas in Corvallis, the urban growth boundary around Corvallis, and the county areas surrounding the urban growth boundary to find all possible locations for the different components for a sheltering system.

**Phased Implementation to bolster Emergency Sheltering System:** all of the components outlined for an emergency sheltering system will take staff capacity and time to be implemented. While the city and county work to build the organizational capacity and sustainable funding to support the long-term vision of implementing these components, the city and county must facilitate and support the enhancement of service capacity for these most urgent needs:

1. The men's shelter must be open 24/7/365 with additional service providers meeting with men onsite to transition them to transitional or permanent supportive housing.
2. The City of Corvallis and County, in partnership with IHN, Samaritan, and other service providers, should facilitate building the capacity for mobile service delivery to distributed microshelters, RV/trailer/car camping, and managed tent camping locations. This mobile service delivery can serve populations both within Corvallis urban growth boundary and the greater Benton County areas that have expressed the need for access to services.
3. The most urgent need voiced by clients and providers is a safe place to locate their tent or vehicle so they can stabilize, access services, secure a job, and transition out of homelessness. Basic needs of safety, sleep, food, and hygiene need to be met first before people can work on transitioning out of camping. This is also the most urgent need voiced by community members who are housed – addressing the unmanaged tent and vehicle camping throughout the community by having a place for managed camping in tents and vehicles so they do not continue to disperse and move from one street or natural area to another.

[End of Emergency Sheltering recommendation]

## 7. Facilitate and support the creation of a Resource Center.

**Description:** the Resource Center should have office space for providers from different organizations to meet with people, enroll them in programs, and work on improving their economic stability with sufficient means to meet their needs. The city and county should facilitate and support the collaboration between the providers to choose the best location options and determine who will occupy and manage this Resource Center. Must have public transit, walking, and biking access. A dedicated shuttle service from shelter locations around the community will support access beyond just public transit.

- i. Ideal location: capacity is needed to research and explore available geographic areas in Corvallis, the urban growth boundary around Corvallis, and the county areas surrounding the urban growth boundary (similar to the work DLR has done for criminal justice components sites). Best options would be co-located adjacent to or very near some sheltering. Second best is very short walking distance. Also possible would be a shuttle system from shelter locations to the resource center.

**Background:** supporting co-location of service providers from multiple organizations decreases the travel and number of different locations people must go to meet their needs. Having some shared space at one location does not mean that an organization entirely relocates their operation. It means that representatives from different organizations are co-located to coordinate care in one location. Most clients have to travel to multiple places (between 5-10 different geographic locations) to enroll in the numerous programs available to them. The Resource Center can have office space for service providers like Community Services Consortium (CSC), Council of Governments (COG), United Way, county health navigators to enroll people in OHP, housing case managers to work on transitioning people out of homelessness, assistance with vital records (drivers license, social security card, etc.), assistance with applying for and accessing disability and social security income, job assistance, veterans programs, space for representatives from the Center Against Rape and Domestic Violence (CARDV), Jackson Street Youth Services (JSYS), Community Outreach Inc. (COI), Casa Latinos Unidos, Tribal liaison, NAACP representative, Unity Shelter, Corvallis Housing First, Linn Benton Housing Authority, other housing entities, state entities like DHS, etc.

## 8. Explore and investigate the need and the barriers to accessing housing for individuals and their families in our community whose past history has impacted their ability to secure housing.

**Description:** people with past criminal histories, bad credit scores, and previous evictions continue to be disqualified from housing and remain unhoused. Housing assistance for people with conviction histories is lacking once they do not qualify for support from county Parole and Probation.

**Background:** individuals with difficult histories end up living in their cars or RVs throughout the community. These individuals and their families are already a part of our community. There is a lack of data on the need for referrals for this population, although it is a known need based on provider feedback. Explore and investigate this issue further.

9. Provide routine communication, notice, and opportunities for community involvement on the topic of homelessness services.

**Description:** this recommendation has three components for two-way communication and community involvement:

- a. Routine monthly email updates that people can sign up to receive. These updates should include news and reports about services, community-based organizations, decisions made on the topic of homelessness, how to get involved, etc. Regional updates are needed that include all of Benton County. Corresponding updates can be posted and archived on the HOPE website. Implementation should be immediate.
- b. Quarterly public forum to provide verbal updates, answer community questions about recent updates, provide dialogue, and have a community conversation beyond the 10 minute comment period at each HOPE meeting. Recommend a minimum two hours. Implementation should be immediate.
- c. A notice requirement to neighborhoods and businesses with opportunities for involvement for any new services or new transitional locations approved or funded by the city or county. The intent of this notice and involvement requirement is to provide ample time and opportunity for community engagement.
  1. Organizations funded by the city or county or approved to provide social services or transitional housing must provide routine opportunities for two-way communication and a mechanism to provide feedback for neighbors and nearby businesses. City/county establish a mechanism for community members to provide feedback on services and organizations directly to the city and county provider (via email, website, and postal option) instead of only to the service provider. City/county track community feedback for improved accountability and to make informed decisions about future funding allocations. Organizations will forward any neighborhood feedback to city and county funders to evaluate future funding decisions and encourage resolving issues with neighbors.
  2. Community-wide notice should also be provided in the routine monthly community-wide communication.

10. Increase development or acquisition of affordable housing units for permanent supportive housing (PSH) by 20 new units per year for the next eight years to add at a minimum 160 new units of PSH in Benton County.

**Description:** permanent supportive housing (PSH) is necessary for a small portion of our unhoused community who need permanent support to remain stably housed. "New" units can be new construction or conversion of existing units to PSH units. Increasing PSH will decrease the number of chronically homeless individuals in the community and result in cost savings.

(<https://endhomelessness.org/wp-content/uploads/2017/06/Cost-Savings-from-PSH.pdf>)

- a. Develop a framework for awarding currently available grant funds that encourages, incentivizes, or requires, when possible, a certain percentage of PSH units in housing projects seeking affordable housing funding from the City of Corvallis.
  - 1. County pursue additional grant funding streams to increase PSH units in greater Benton County to implement this recommendation.
- b. Coordination with City and County Community Development (CD) Departments is necessary to support this work. CD Departments should actively facilitate and encourage local organizations' applications for grant funding and technical assistance from evidence-based approaches (for instance, state-level OHCS funding and technical assistance from The Corporation for Supportive Housing).
  - 1. County collaborate with other cities in the county to increase PSH units outside of Corvallis.
- c. City/county evaluate non-traditional zoning and code solutions to respond to the need for more permanent living options:
  - 1. Permanent tiny home villages.
    - a. Emerald Village in Eugene has 22 permanent tiny homes on 1.1 acres: <https://www.squareonevillages.org/emerald>
    - b. Peace village in development with 36 units on 1.7 acres: <https://www.squareonevillages.org/peace>
  - 2. Accessory dwelling units (ADU) should be made allowable and more easily achievable. (Corvallis already allows ADUs; county code changes are needed.)
  - 3. Motels converted to permanent living.

## 11. Increase available rental/income assistance options.

### Description:

- a. Increasing the number of place-based section 8 assistance in Benton County is a priority. Linn Benton Housing Authority (LBHA) needs to include place-based assistance in their annual plan to accomplish this goal. Work with LBHA to increase projects in rural parts of Benton County in support of more affordable PSH projects like the newest one in Lebanon.
- b. City/county proactively pursue all sources of rent subsidies with community partners, including opportunities with the Veterans Administration, the state of Oregon, and rent subsidies. For example: establish a consistent resource to help people navigate the process to access social security and disability financial assistance. People with disabilities and elderly individuals are disproportionately represented in the homeless data. Programs like ASSIST and SOAR can be contracted with to expand the resources here to help people access disability and social security benefits.
- c. Engage with culturally specific and culturally responsive organizations to help connect communities of color to rental/income programs and ensure that program parameters are aligned with the needs of communities of color. Establish a consistent resource to coordinate with Tribal Housing Authorities to provide referrals and connect Native American individuals with Tribal resources, such as housing vouchers, assistance, and support services.

**Background:** place-based Section 8 assistance definition: the Section 8 program provides rent assistance to eligible households. The amount of the assistance varies with household income and is capped by HUD rules that define an area's "Fair Market Rent." The Section 8 Program can be delivered in two ways: as a voucher the recipient household uses to pay a portion of their rent, or as "placed-based" assistance in which the assistance is attached to a specific housing unit. The Section 8 voucher program involves being on a waiting list for years. Having to wait years for help doesn't work very well for people who are without housing now and have a disability that puts their health and well-being at risk. Place-based assistance works better than a voucher because an eligible person can move in as soon as there's a vacancy. For this reason, place-based Section 8 assistance is critically important to the development and provision of PSH.

12. Increase supportive services and stable funding streams to provide services to residents at more affordable housing locations.

**Description:**

- a. City and County facilitate and coordinate collaboration among community partner organizations to expand PSH units as part of their behavioral health responsibility. (Existing providers: DevNW, Commonwealth, Corvallis Housing First, county health staff.)
- b. County continue to facilitate increasing supportive services however possible by leveraging Medicaid funding for non-county staff to provide behavioral health support, case management, peer support, and counseling/medication assistance. Case management is the most critical component to prioritize.
  - i. County Alcohol and Drug resources can increase their in-the-field work to do diagnoses that will allow for more resources for case management following the 1115 waiver.
- c. County facilitate collaboration with Medicaid insurance (IHN-CCO) and Samaritan to support more behavioral health services onsite at more permanent supportive housing units.

# COOS COUNTY–COOS BAY–NORTH BEND COORDINATED HOMELESS RESPONSE OFFICE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

## INTRODUCTION

The [Homeless Response Office](#) was created through an intergovernmental agreement between Coos County and the Cities of Coos Bay and North Bend. This pilot program sponsored by Oregon State House Bill 4123 has a goal to support a coordinated response to homelessness. The pilot program includes funding and resources to support and grow existing homelessness response operations.

The goal of the office is to collaborate with local service providers to establish a framework for cross-sector operational coordination, to support countywide efforts and support cities and service providers with the ultimate goal to sustain housing in every community. In order to best use scarce resources the Community must understand the scope of the problem, evaluate the outcomes of our investment, evaluate progress and demonstrate accountability.

The office recognizes that everyone in Coos County should have the opportunity to live in decent, safe, and affordable housing.

## ORGANIZATIONAL STRUCTURE

Coos County currently manages the Pilot grant funds according to HB4123. Moving forward, North Bend will handle these funds. An Advisory Board of six appointed members oversees the coordinated response to homelessness. They work with county service providers, faith groups, veteran associations, Tribal governments, and local governments. This collaboration resulted in a strategic plan.

The community organizations participating in this effort were grouped into three categories: service providers, faith-based entities, and government/veteran associations. The Advisory Board employed a Director to coordinate with these three groups, ensuring the strategic plan's goals are achieved. We've also hired a Grant Writer to maintain current services and aid in launching new ones. This writer will also help community partners identify and apply for grant opportunities.



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HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Currently, we're in the process of hiring a Project Manager and an Administrative Assistant. The Project Manager will assist community partners with ongoing projects aligned with the strategic plan and support new initiatives. The Administrative Assistant will maintain consistent community communication, ensure transparency in meetings and records, and assist with record-keeping and grant reporting.

The Advisory Board for Coos County has experienced a change in its members due to shifts in elected officials and capacity challenges. Additionally, because of workload and availability considerations, the Advisory Board has been streamlined into a work group, now known as the three-member Executive Committee. This committee consists of designated staff members from each involved entity.

The coordinated office comprises the Advisory Board, Director, Grant Writer, Project Manager, and Administrative Assistant. The local community college, SWOCC, has generously provided office space in a central, well-known, and easily accessible building at no cost. The Director, Program Manager, and Administrative Assistant utilize this space. Additionally, within the same building, there's a spacious meeting room equipped with technology for Zoom sessions.

The Director conducts monthly meetings with focus groups. Meanwhile, the Executive Committee convenes weekly, and the entire Advisory Board gathers monthly. All these meetings are open to the public. The Advisory Board ensures that every meeting is announced in advance, clearly indicating the date, location, and participation options, whether in-person or via Zoom.

The Director, who is contracted through a local staffing agency, currently leads our team. Recruitment was challenging, possibly because of uncertainties surrounding this new collaboration, its timelines, and the offered salary. However, creating the job description was straightforward, as it was based on the needs identified by the Advisory Board. We have hired a Grant Writer and are currently conducting background checks for a Project Manager and an Administrative Assistant.

# COOS COUNTY-COOS BAY-NORTH BEND COORDINATED HOMELESS RESPONSE OFFICE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

## STRATEGIC PLAN PROCESS

An external consultant aided in the development of the Strategic Plan. Their team spent weeks collecting feedback from the community through individual discussions. They also created a survey in both paper and electronic formats, receiving over 200 responses. Furthermore, they hosted two town hall meetings in various parts of Coos County, which saw good attendance. The insights gained from these individual talks and town hall sessions were categorized into themes, which then guided the formulation of the strategic plan.

The inclusivity and transparency of the discussions and meetings, coupled with the diverse range of participants, guaranteed a comprehensive approach that accurately reflects the community's needs and perspectives. This strategy did more than inform the strategic plan; it also highlighted areas where the community might lack a full understanding of the homelessness crisis and the required actions to resolve it.

A range of partners have informed the plan including service providers specializing in health care, mental health, and substance abuse and addiction; faith-based organizations; local government representatives from the county, city, libraries, school districts, and colleges; tribal government leaders; veteran organizations, and individuals with firsthand experience of homelessness.

In addition to direct participation, the majority of our feedback from those with firsthand experience was obtained through survey responses. One of our service providers assisted individuals experiencing homelessness in filling out these surveys. This group represented the largest portion of the over 200 survey responses we collected from various stakeholders and partners.

The strategic plan was finalized in March 2023 and was adopted by all three entities by April 18, 2023.

Strategic Plan Executive Summary: <https://tinyurl.com/4s2kmzju>

# COOS COUNTY–COOS BAY–NORTH BEND COORDINATED HOMELESS RESPONSE OFFICE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Complete Plan: <https://tinyurl.com/vxfmbzfa>

## STRATEGIC PLAN OUTCOMES

The strategic plan outlines its formation process and presents eight primary themes. Each theme further elaborates on tasks already completed, short-term objectives, long-term goals, potential funding sources, and metrics for success. The eight central themes are:

1. Enhance Coordination Between Agencies and Jurisdictions for Housing & Homelessness Services.
2. Establish Routes to Supported Permanent Housing and Boost Workforce Housing.
3. Amplify Public Awareness of the Housing Deficit and Support for the Homeless.
4. Delve into the Fundamental Causes of Homelessness and the Economic Consequences of Unaffordable Housing.
5. Address Wider Community Issues such as Public Safety and Trash Build-up.
6. Augment Mental Health and Substance Abuse Services.
7. Champion Housing and Homelessness Needs at the State & Federal Levels.
8. Recognize and Tackle Racial Discrepancies to Ensure Equal Access to Permanent Housing.

During the creation of the strategic plan, partners from across the county were engaged to shape the plan. Since then, these community partners have been organized into three focus groups: service providers, faith-based organizations, and government entities (County, City, and Tribal) combined with Veteran organizations. Monthly meetings were scheduled to maximize attendance from each Focus Group. However, maintaining consistent attendance remains a challenge. The Focus Groups are determining which goals they are best equipped to tackle effectively. They are also exploring additional ways to collaborate on resources and services. Instead of

# COOS COUNTY–COOS BAY–NORTH BEND COORDINATED HOMELESS RESPONSE OFFICE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

adding formal partners to the IGA, we are focusing on strengthening collaboration and resource sharing among the Focus Group members.

The Governor's Executive Orders and legislative funding arrived just when needed most, providing clear direction, goal-setting focus, and promoting regional collaboration. The Coos Bay's Homeless Work Group, established in 2018, had already made significant progress in coordinating community partners. Many of these partners were active members of this Work Group. However, a persistent challenge has been securing funding for programs or services deemed crucial by the Work Group for addressing the regional homeless crisis.

The Balance of State Continuum of Care (ROCC) has played a marginal role in our efforts. Our initial experiences with ROCC were less supportive than anticipated. Although Coos Bay and North Bend applied for ROCC membership, we haven't been informed about our acceptance status. While we receive informational emails from ROCC, our interaction with them has been minimal. Nonetheless, we remain hopeful for future opportunities to foster a closer relationship with ROCC.

Our Advisory Board chose to hire a Director for the Coordinated Office of Homeless Response via a temp agency instead of employing them directly through one of the partnering governments. Similarly, we've hired a Grant Writer this way and are in the process of bringing on a Project Manager and Administrative Assistant, both through the same temp agency.

We are collaborating with our Focus Group to better engage individuals directly where they are. Several service organizations are already involved in street outreach, and it's vital to support these initiatives. Moreover, it's essential that all community partners use a unified data tracking system to ensure fairness and easy access. Consistent data tracking can help pinpoint resource gaps or redundancies and reveal trends. This enables us to take proactive measures rather than merely reacting to situations.

# COOS COUNTY-COOS BAY-NORTH BEND COORDINATED HOMELESS RESPONSE OFFICE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Sustainable and consistent funding will always be crucial. Equally important is ensuring our community partners stay involved and can uphold their service levels and capacity. We anticipate that some partners might require additional support and encouragement to stay positively committed amidst these significant challenges.

Our most promising approach to effective service navigation involves integrating various services and establishing comprehensive support systems. A major project in our community focuses on moving and expanding an existing service provider to a location specifically redesigned to tackle service navigation obstacles.

## TECHNICAL ASSISTANCE

Over the past few months, the OHCS team has been very responsive and supportive. They have collaborated with us on our queries and assisted in the development and fine-tuning of our funding application. The templates for the request submission weren't as user-friendly as expected, but considering the swift rollout of the process, they were adequate. Having a clearer understanding of the expected data and completion requirements upfront would have been beneficial.

We're currently unsure about what additional specific technical assistance we might require. However, having access to resources like frequently updated FAQs, best practices, policies, and program processes that other local planning groups utilize would be valuable. Establishing a central resource hub would allow each group to access relevant information as and when needed.

## DATA

We're in the process of introducing HMIS to all service providers, with many already familiar with the system. There's a pressing need to start planning the Point in Time (PiT) Count earlier. We aim to actively recruit a more extensive volunteer base to

# COOS COUNTY-COOS BAY-NORTH BEND COORDINATED HOMELESS RESPONSE OFFICE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

guarantee a thorough and accurate count, something our area (and possibly the state) hasn't seen in a long time.

While our strategic plan initially pointed to two data tracking systems, we've settled on using HMIS, since OHCS mandates it. Our main challenge now is to guarantee that every service provider can access the system and receives the necessary training.

## IDENTIFYING, ACCESSING AND ALIGNING FUNDS

As governmental bodies, our Pilot partners recognize that we lack expertise in this critical area. Moreover, our stretched budgets cannot bear the added expenses. Increasing the tax burden on our citizens isn't a viable solution to garner community support in our efforts against homelessness. Such a move might even backfire, pushing financially vulnerable families closer to homelessness. Aware of these challenges, we believe there are opportunities to secure external funding. This funding can sustain the community services and programs we're developing, as we strive to address the homelessness crisis long-term.

With the help of our Grant Writer, we are vigorously pursuing various external funding avenues. We've also encouraged our community partners to explore unique funding solutions. By coordinating these efforts, we aim to utilize funds in the most effective and beneficial manner. One of our Tribal Government partners has already stepped forward with funding for tiny home development on a service provider's land. We remain committed to finding inventive methods to maximize the value of every dollar granted to our community.

The crucial balance of state resources from HB 5019 have transformed our community. We now observe genuine collaborative efforts. Community partners recognize the extensive support from the state as an affirmation of local initiatives to address homelessness. With such a robust financial foundation, we are optimistic about the potential of local communities to design programs and services tailored to their unique needs.

# COOS COUNTY–COOS BAY–NORTH BEND COORDINATED HOMELESS RESPONSE OFFICE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

The pilot funding supports essential coordination staff who are dedicated to bringing community partners together towards a shared goal. Moreover, when combined with the funds from the Executive Order, it will help bridge the financial gaps needed to establish services and programs aligned with our community's goals under the Executive Order.

We plan to move and enhance one service provider's initiative by transforming it into a navigation center with increased bed space and rehousing capabilities. Additionally, we will support another service provider's project focused on tiny home shelters.

Our strategic plan involved pinpointing potential funding sources. With the dedicated work of our Grant Writer, we are confident in establishing a multi-layered and sustainable funding strategy for the foreseeable future. This approach aims to address the homelessness crisis and shift from reactive measures to proactive solutions.

As we launch major programs with two service providers, both will incur recurring operational costs. Our Grant Writer will pursue the funding sources outlined in our strategic plan. In the long run, we envision consistent state-level 'per capita' funding and the establishment of further funding for supportive housing development statewide. Simply moving individuals into shelters or transitional housing isn't a lasting solution. A significant aspect of the homelessness issue is linked to the widespread housing shortage experienced in every community.

## COMMUNICATIONS

Our Focus Groups convene monthly, fostering active participation and open dialogue, while also providing a sense of comfort and encouragement to keep members motivated and involved. We consistently back the service providers who engage directly with homeless individuals on the streets. Their aim is to build trusting

# COOS COUNTY–COOS BAY–NORTH BEND COORDINATED HOMELESS RESPONSE OFFICE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

relationships, which in turn helps connect these individuals to resources, assisting their transition from street life.

We conduct in-person meetings with each of our Focus Groups, but attendees can also join via Zoom. Our Director disseminates information, resources, and success stories through social media. Materials related to the Pilot can be found on Coos County's website, as they are the fiscal lead. Additionally, we frequently provide updates to the news media, leading to both newspaper articles and TV segments about our initiatives.

Securing sustainable funding and keeping community partners engaged are ongoing challenges. A subset of the community, who may not fully grasp the complexity of homelessness, sometimes poses challenges in terms of education and understanding. While it's important to educate, it's equally vital to listen to their concerns. We recognize the profound impact of homelessness, first on those directly affected, and then on service providers working tirelessly to address their needs. It's essential to support these providers so they can continue their invaluable work. Moreover, enhancing support for individuals with addiction and mental health issues is pivotal in addressing the homelessness crisis. Both locally and regionally, there's a shortage of services in these areas, highlighting the need for state intervention.

As we progress with our two main projects, we're optimistic about potential breakthroughs and are consistently proud of the coordination in our region. As we transition out of crisis mode in the upcoming years, our future plans center on pioneering new and innovative housing solutions. We'll be relying on our community partners and regional collaboration to ensure success.

## ADDRESSING RACIAL DISPARITIES

In our local area, cultural diversity primarily originates from the Hispanic community and members of one of the three federally recognized Tribal nations. Our strategic



# COOS COUNTY–COOS BAY–NORTH BEND COORDINATED HOMELESS RESPONSE OFFICE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

plan emphasizes catering to the unique needs of these two cultural groups, and our service providers are well-equipped and conscious of this important consideration.

We recognize that members of these two specific cultural groups might face homelessness or its imminent threat more intensely. Given the deep-rooted history of the Tribal Nations in our region, many of our service providers already approach their work with cultural sensitivity and understanding.

We've consistently maintained solid relationships with our Tribal partners. One of them is notably contributing to bridge the funding shortfalls for one of our two projects.

Regional leaders are regularly coordinating meetings to align our individual efforts and address our constituents' needs effectively. Through consistent communication, we aim for cohesion among our organizations, recognizing there's always room for improvement.

Maintaining consistent communication is vital for reinforcing partnerships and building trust through reliable actions. We are in the process of setting up routine meetings with governing bodies to collaboratively strategize solutions. Strengthening these partnerships can always be achieved through active listening and understanding. Regional leaders are committed to sustaining this collaboration. One of the most significant outcomes of these partnerships will be the establishment of the tiny homes project on a service provider's land.

## CONNECTIONS TO PERMANENT HOUSING

Our region faces a housing shortage across all categories, from low-income to workforce housing. Together with community partners and developers, we're seeking solutions. However, funding remains a challenge. In the last two funding cycles, our community's significant housing projects were overlooked. As we

# COOS COUNTY-COOS BAY-NORTH BEND COORDINATED HOMELESS RESPONSE OFFICE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

continue to support our partners in planning for a third submission, we anticipate a timing challenge. As our coordinated efforts to address homelessness succeed and we move individuals from the streets to transitional housing, we may not have the subsequent step of supportive housing ready due to construction delays.

## CONCLUSION

The Coos County-Coos Bay-North Bend Pilot is profoundly grateful to be chosen as one of the eight state-funded initiatives aimed at addressing the homelessness crisis in our region. We are diligently utilizing these funds to make a meaningful difference for those facing homelessness, guiding them towards supportive housing. However, it's vital to stress that substantial additional funding is essential for consistent on-the-ground operations. Moreover, the state's support is urgently needed in areas like addiction and mental health treatment. There's also a pressing demand for both funding and expertise in the rapid development of supportive, low-income, affordable, and workforce housing throughout the state. While this pilot project sets a foundation, a considerable journey lies ahead to comprehensively address homelessness in our area and beyond.

## APPENDICES

- A. Coos County – Coos Bay – North Bend IGA**
- B. Strategic plan**
- C. Organizational Chart**

**Intergovernmental Agreement  
Coordinated Office on Houselessness**

This Agreement is entered into by and between Coos County, a political subdivision of the State of Oregon (“County”), the City of Coos Bay, an Oregon Municipal Corporation (“Coos Bay”), and the City of North Bend, an Oregon Municipal Corporation (“North Bend”).

**RECITALS**

- A. ORS 190.010 authorizes units of local government to enter into Intergovernmental Agreements (“IGA”) for the performance of any or all functions which a Party to the IGA has the authority to perform.
- B. County has signed a grant agreement with the State of Oregon awarding County \$1,000,000 to establish a coordinated homeless response system consisting of County, Coos Bay, and North Bend. The grant agreement is entered pursuant to the terms of HB 4123.
- C. The Parties to this IGA wish to implement HB 4123 and establish a coordinated homeless response system consisting of the County, Coos Bay, and North Bend (the “System”). The System shall, at a minimum, consist of a homeless response office (the “Office”) and a Homeless Response Advisory Board (the “Advisory Board”). The Parties wish to create a System that will fulfill all requirements set forth in Exhibit A, attached hereto and incorporated by this reference herein.

NOW, THEREFORE, County, Coos Bay, and North Bend, on the terms and conditions set forth herein, and for consideration of which the existence and sufficiency is mutually acknowledged, enter into the following Agreement:

**AGREEMENT**

- 1. **Effective Date/Duration.** This IGA shall be effective when signed by all three Parties hereto. Unless extended or earlier terminated in a writing signed by a majority of the Parties, this IGA automatically terminates on June 30, 2027.
- 2. **Homeless Response Office.** The Parties agree that the Office shall be organized as follows and shall perform the following functions:
  - a. The Office will operate under the general policy guidance of the Homeless Response Advisory Board (“Advisory Board”).
  - b. The Office will primarily consist of a person (the “Director”) selected by the Coos County Board of Commissioners and approved by the Advisory Board. The County may contract for the services provided by the Director. The Director may be any individual or entity duly qualified and willing to serve in the role.
  - c. The Office will coordinate with and develop partnerships with local and regional stakeholders as specified in House Bill 4123, including plans for coordination with any local continuum of care receiving funding under 24 C.F.R. part 578.
  - d. The Office will be managed by the Director who will report to the Board of Commissioners or designee. The Director will be charged with the general

operation of the Office, and shall work to coordinate with the Advisory Board and all Parties to this IGA to develop a five-year strategic plan and otherwise ensure that the coordinated homeless response system meets the project goals set forth in Exhibit A.

- e. For the first two fiscal years, the Office will be funded with pilot funding of \$1,000,000 provided through a grant by the State of Oregon.
- f. The Office shall also include an Advisory Panel (“Panel”) comprised of houselessness experts drawn from the community, to include representatives with knowledge and experience in the areas of youth services, lives experiences, accessibility, housing, houselessness, land use, public education, public health, education, and philanthropy.

**3. Homeless Advisory Board.** The Parties agree that the Advisory Board shall be organized as follows and shall perform the following functions:

- a. An Advisory Board, consisting of two representatives from each party to this IGA, shall be formed for the purposes of providing general guidance to the Office.
- b. Initial Advisory Board members shall have the opportunity to make important decisions at the inception of the coordinated homeless response system, including the following:
  - i. The Advisory Board shall provide input to County staff and the Board of Commissioners on the hiring of the Executive Director (“Director”) for the program.
  - ii. The Board shall approve the Strategic Plan developed by the Office and will provide policy direction to the Office.
- c. By May 24, 2023, the Advisory Board shall review, approve, and adopt a strategic plan that identifies and sets goals as set forth in HB 4123.
- d. Advisory Board members shall serve as a liaison between their elected body and the Office.
- e. As an entity authorized by statute and governed by this IGA with the authority to make formal advice and recommendations on public policy and administration, the Advisory Board is considered a public body for the purposes of Oregon Public Meetings law, will hold noticed meetings open to the public, and otherwise act in accordance with Oregon Public Meetings Law.
- f. The Advisory Board shall adopt formal Bylaws sufficient to ensure compliance with Oregon Public Meetings Law and the orderly functioning of the Advisory Board. The Bylaws must establish a regular meeting schedule to be observed by the Advisory Board.

**4. Obligations of the Parties.**

- a. **Commitment of Support.** The Parties to this IGA commit to support the Office for a total of not less than five (5) fiscal years. The Parties understand that this IGA will need to be amended as the funding and commitments for years 3-5 are

further defined and clarified by the Parties. The Parties further agree to work together and use best efforts to seek out and obtain grant funding to further this objective.

- b. All Parties to this IGA agree to cooperate in good faith to ensure that the goals of the System are achieved. The Parties shall work in good faith to amend this IGA when necessary to achieve the System goals set forth in Exhibit A.
- c. County shall serve as the fiscal agent responsible for funding the operations of the Office created under this IGA. County will select a Director to manage the Office created under this IGA. County shall be responsible for all contracting, procurement, or other activities necessary to select a Director and create the Office. The County will retain fiscal and managerial oversight of the Office and the Director, and shall retain the authority to terminate the contractual and/or employment relationship with the Director as necessary. In such an event, the County shall select a new Director with the approval and input of the Advisory Board. This IGA does not create any employment or contractual relationship between the Parties to this IGA or the Office/Director.
- d. The Coos County Office of Legal Counsel may be called upon to provide legal advice to the Advisory Committee and the Office as necessary. Such advice may include, but is not limited to, advice on public meetings law, the requirements of HB 4123, and the formulation of necessary bylaws.

## 5. General Terms.

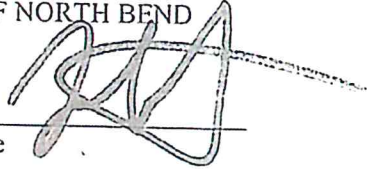
- a. Notice. The designated representatives of the Parties for the administration of this IGA are as follows:
  - i. Coos Bay: Roger Craddock, City Manager.  
Phone: 541-269-8912  
Email: [rcraddock@coosbay.org](mailto:rcraddock@coosbay.org)
  - ii. North Bend: David Milliron, City Manager.  
Phone: 541-756-8536.  
Email: [dmilliron@northbendcity.org](mailto:dmilliron@northbendcity.org).
  - iii. Coos County: Megan Simms, Treasurer.  
Phone: 541-396-7730.  
Email: [msimms@co.coos.or.us](mailto:msimms@co.coos.or.us)
- b. Entire Agreement. This IGA constitutes the entire agreement between the Parties on the subject matter hereof. There are no understandings, agreements, or representations, oral or written not specified herein regarding this IGA. No waiver, consent modification or change of terms of this IGA shall bind either party unless in writing and signed by both parties. Such waiver, consent, modification or change, if made, shall be effective only in the specific instance and for the specific purpose given.

- c. Severability. If any portion of this IGA is illegal, void, or otherwise found by a Court to be unenforceable, the offending provision shall be severed from the contract and the remaining provisions shall remain enforceable and in full effect.
- d. Counterparts. This IGA may be executed in counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.
- e. Access to Records/Record Retention. All parties to the IGA shall maintain fiscal records and all other records pertinent to this IGA.
  - i. All fiscal records shall be maintained pursuant to generally accepted accounting standards, and other records shall be maintained to the extent necessary to clearly reflect actions taken.
  - ii. All records shall be retained and kept accessible for at least three years, or as otherwise required to be retained by Oregon law.
  - iii. If an audit, litigation or other action involving this IGA is started before the end of the three-year period, the records shall be retained until all issues arising out of the action are resolved or until the end of the three-year period, whichever is later.
  - iv. All Parties to this IGA and their authorized representatives shall have the right to direct access to all of associated books, documents, papers and records related to this IGA for the purpose of conducting audits and examinations and making copies, excerpts and transcripts.
- f. Indemnification. Subject to the limits of the Oregon Tort Claims Act and the Oregon Constitution, each Party shall defend, indemnify, and hold each other Party, and its officers, agents, employees and volunteers, harmless against all liability, claims, losses, demands, suits, fees and judgments (collectively referred to as “claims”) that may be based on, or arise out of, damage or injury (including death) to persons or property caused by or resulting from any act or omission of the Party in connection with the performance of this IGA or by conditions created thereby or based upon violation of any statute, ordinance or regulation. This indemnification shall not apply to claims caused by the sole negligence or willful misconduct of the other Party, its officers, agents, employees and volunteers. The Parties agree that they are not agents of each other and are not entitled to indemnification and defense under ORS 30.285 and ORS 30.287.

[signatures on following page]

CITY OF NORTH BEND

Signature



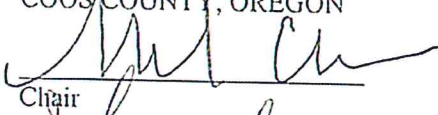
David Milliron  
Name (Printed)

City Administrator  
Title

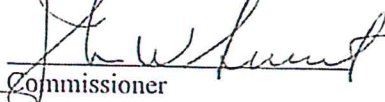
June 29, 2022  
Date

BOARD OF COMMISSIONERS OF  
COOS COUNTY, OREGON

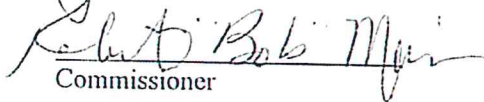
Chair



Commissioner




Commissioner



7/5/22  
Date

CITY OF COOS BAY

Signature



Rodger Craddock  
Name (Printed)

City Manager  
Title

July 5, 2022  
Date

## EXHIBIT A

### EXHIBIT A PROJECT DESCRIPTION

Pursuant to the Authorization, Recipient shall use Grant funds for the Project as follows:

- (1) Within 90 days of receiving the Grant funds, Recipient shall enter into an agreement among Recipient, the City of Coos Bay, the City of North Bend and any other parties to the agreement to create a coordinated homeless response system (the "System") that consists of, at a minimum:
  - (a) The establishment of a coordinated homeless response office;
  - (b) An advisory board with representation from the governing body of each member government;
  - (c) Specific roles of each member to support the advisory board and office;
  - (d) Plans for coordination with any local continuum of care receiving funding under 24 C.F.R. part 578; and
  - (e) The establishment of a centralized point of contact for the office.
- (2) The System, with Recipient's oversight, shall use the Grant funds to:
  - (a) Hire necessary staff for the office;
  - (b) Support coordinated communications and public engagement;
  - (c) Support community outreach and policy development, including stipends for people with current or recent lived experience of homelessness;
  - (d) Acquire technical assistance and capacity building, including contracting with consultants; and
  - (e) Pay for other expenses reasonably necessary to meet the requirements in this Exhibit A.
- (3) Within one year of receiving the Grant funds, the System, through the advisory board or each member government to the agreement, shall adopt a five-year strategic plan that will identify and set goals for addressing:
  - (a) Funding to support the ongoing operations of the System;
  - (b) Increasing or streamlining resources and services to people at risk of or experiencing homelessness within the participating cities and counties;
  - (c) Incorporating national best practices for ending homelessness;
  - (d) Eliminating racial disparities within homeless services within the service area; and
  - (e) Creating pathways to permanent and supportive housing that is affordable to local populations experiencing or at risk of homelessness.
- (4) No later than November 15, 2023, and September 15, 2024, the System shall provide a report to the Housing and Community Services Department, Oregon Housing Stability Council and one or more appropriate interim committees of the Legislative Assembly in the manner provided in ORS 192.245 on:
  - (a) The goals adopted in the five-year strategic plan and the progress made in implementing the plan;
  - (b) Other changes in homelessness services, ordinances of member governments relating to homelessness and partnerships or programs established that are specifically related to member government actions arising out of the agreement; and



## EXHIBIT A

(c) Identified challenges and opportunities relating to:

- (A) Regional coordination of homelessness services and planning;
- (B) Needs for technical assistance regarding program development or other programs from the Housing and Community Services Department; and
- (C) Addressing racial disparities through partnerships with culturally specific and responsive organizations serving populations overrepresented in experiencing homelessness, including Black, Indigenous, People of Color, federally recognized tribes and tribal members and outreach and engagement with these populations.

(5) In performing the Project tasks identified in this Exhibit A, the System shall coordinate with and develop partnerships with local and regional stakeholders, including, but not limited to:

- (a) Advocates for people experiencing homelessness and for people with lived experience of homelessness;
- (b) Community action agencies;
- (c) Housing authorities;
- (d) Affordable housing providers;
- (e) Behavioral health providers;
- (f) Law enforcement;
- (g) Educational agency liaisons for homeless children as described in 42 U.S.C. 11432;
- (h) Local Department of Human Services offices;
- (i) Courts;
- (j) Legal aid;
- (k) Coordinated care organizations, as described in ORS 414.572;
- (l) Emergency shelter providers;
- (m) Homeless service providers;
- (n) Organizations serving and advocating for veterans, homeless youth, youth exiting the foster care system, individuals exiting the criminal justice system, people with disabilities and aging adults, health care systems, domestic violence and sexual assault survivors, members of lesbian, gay, bisexual, transgender, queer or questioning (LGBTQ) communities, people experiencing behavioral health and substance use disorders, faith communities and business communities; and
- (o) The Housing and Community Services Department.

(6) In performing its duties under this section, the System shall coordinate with law enforcement, service providers and governing bodies to implement safe and humane processes to maintain public and environmental health and safety, balancing important individual and community rights.

(7) The System may use Grant funds in excess of those funds needed by the System to accomplish the requirements of the System under sections (1) to (6) of this Exhibit A to support the delivery of homeless services and shelter consistent with the five-year strategic plan, including through contracts with service providers.

Enrolled

House Bill 4123

Sponsored by Representatives KROFF, WILLIAMS, Senator PATTERSON, Representatives EVANS, GOMBERG, HOY, SMITH G, ZIKA, Senators ANDERSON, ARMITAGE, GELSER BLOUIN, HANSELL, KNOPP, THOMSEN; Representatives ALONSO LEON, CAMPOS, DEXTER, FAHEY, GRAYBER, HIEB, LEVY, MARSH, MOORE-GREEN, NOBLE, NOSSE, REYNOLDS, SOSA, WEBER (Pre-session filed.)

CHAPTER .....

AN ACT

Relating to coordinated homeless response systems; and declaring an emergency.

Whereas the lack of available housing, high rents and high home prices are driving rapid increases in housing instability and homelessness in Oregon; and

Whereas Oregon has experienced a significant increase in the number of people experiencing homelessness and unsheltered homelessness; and

Whereas funding, resources and services to address homelessness in Oregon are not scaled to meet this need; and

Whereas the lack of housing affordability and availability in Oregon cannot be addressed without cross-jurisdictional collaboration; and

Whereas communities require coordinated leadership and governance to identify local needs and centralize communication, policy and services to end homelessness; now, therefore,

Be It Enacted by the People of the State of Oregon:

SECTION 1. (1) The Oregon Department of Administrative Services shall provide grants to local governments and nonprofit corporations that agree to within 90 days of receipt of grant funding, enter into an agreement among the member governments and nonprofit corporations, if any, to create a coordinated homeless response system that consists of, at a minimum:

- (a) The establishment of a coordinated homeless response office;
- (b) An advisory board with representation from the governing body of each member government;
- (c) Specific roles of each member to support the advisory board and office;
- (d) Plans for coordination with any local continuum of care receiving funding under 24 C.F.R. part 578; and
- (e) The establishment of a centralized point of contact for the office.

(2) Grants provided under this section shall be used by the coordinated homeless response system to:

- (a) Hire necessary staff for the office;
- (b) Support coordinated communications and public engagement;
- (c) Support community outreach and policy development, including stipends for people with current or recent lived experience of homelessness;

FUNDING

Per lobbyist:, funding is estimated to be dispersed 90 days [from effective date of March 23, 2022].

Per AOC Legislative Director: "In terms of next steps, DAS will be working to get a grant agreement with each of the grantees receiving funds. As a result of the 2022 legislative session, DAS has a number of grant agreements it will be working through each of these in order to distribute funds to recipient. This process also involves DOJ legal sufficiency, which also adds to the timeline a bit. DAS will be in contact with each recipient as they work through these grants. Overall these grant agreements tend to be fairly straight forward and not overly burdensome."

MINIMUM REQUIREMENT

- Establish Office
- Form Board
- Adopt IGA
- Coordinate with HLC
- Hire Executive Director

CONTINUUM OF CARE

Homeless Leadership Coalition (HLC) : Partnership, alignment, and support all throughout in the Emergency Homelessness Task Force Strategic Plan

ELIGIBLE USE OF FUNDS

- Hire staff
- Communications & Public Engagement
- Community Outreach & Policy Development
- Stipends for People with Lived Experience
- Technical assistance & capacity building including consultants
- Other expenses necessary to meet requirements

(d) Acquire technical assistance and capacity building, including contracting with consultants; and  
(e) Pay for other expenses reasonably necessary to meet the requirements under this section.

(3) Within one year of receiving a grant under this section, a coordinated homeless response system, through the advisory board or each member government to the agreement, shall adopt a five-year strategic plan that will identify and set goals for addressing:

- (a) Funding to support the ongoing operations of the coordinated homeless response system;
- (b) Increasing or streamlining resources and services to people at risk of or experiencing homelessness within the participating cities and counties;
- (c) Incorporating national best practices for ending homelessness;
- (d) Eliminating racial disparities within homeless services within the service area; and
- (e) Creating pathways to permanent and supportive housing that is affordable to local populations experiencing or at risk of homelessness.

(4) No later than November 15, 2023, and September 15, 2024, each coordinated homeless response system shall provide a report to the Housing and Community Services Department, Oregon Housing Stability Council and one or more appropriate interim committees of the Legislative Assembly in the manner provided in ORS 192.245 on:

- (a) The goals adopted in the five-year strategic plan and the progress made in implementing the plan;
- (b) Other changes in homelessness services, ordinances of member governments relating to homelessness and partnerships or programs established that are specifically related to member government actions arising out of the agreement; and
- (c) Identified challenges and opportunities relating to:
  - (A) Regional coordination of homelessness services and planning;
  - (B) Needs for technical assistance regarding program development or other programs from the Housing and Community Services Department; and
  - (C) Addressing racial disparities through partnerships with culturally specific and responsive organizations serving populations overrepresented in experiencing homelessness, including Black, Indigenous, People of Color, federally recognized tribes and tribal members and outreach and engagement with these populations.

(5) In performing tasks under this section, a coordinated homeless response system shall coordinate with and develop partnerships with local and regional stakeholders, including, but not limited to:

- (a) Advocates for people experiencing homelessness and for people with lived experience of homelessness;
- (b) Community action agencies;
- (c) Housing authorities;
- (d) Affordable housing providers;
- (e) Behavioral health providers;
- (f) Law enforcement;
- (g) Educational agency liaisons for homeless children as described in 42 U.S.C. 11432;
- (h) Local Department of Human Services offices;
- (i) Courts;
- (j) Legal aid;
- (k) Coordinated care organizations, as described in ORS 414.572;
- (l) Emergency shelter providers;
- (m) Homeless service providers;
- (n) Organizations serving and advocating for veterans, homeless youth, youth exiting the foster care system, individuals exiting the criminal justice system, people with disabilities and aging adults, health care systems, domestic violence and sexual assault survivors,

### Adopt a 5-yr Strategic Plan within 1yr of grant receipt:

#### The Strategic Plan must address:

- 1. Funding for Office's ongoing operations
- 2. Increase/Streamline Resources & Services
- 3. Eliminate Racial Disparities
- 4. Create pathways to affordable permanent & supportive housing

Note: 2 & 4 are in the EHTF Strategic Plan; 1 & 3 might need to be further emphasized. It's in the Plan but not as prominent.

#### Reporting Requirement

#### Partnership with Regional Stakeholder Requirement



members of lesbian, gay, bisexual, transgender, queer or questioning (LGBTQ) communities, people experiencing behavioral health and substance use disorders, faith communities and business communities; and

(o) The Housing and Community Services Department.

(6) In performing its duties under this section, a coordinated homeless response system shall coordinate with law enforcement, service providers and governing bodies to implement safe and humane processes to maintain public and environmental health and safety, balancing important individual and community rights.

(7) A coordinated homeless response system may use grant funds in excess of those funds needed by the system to accomplish the requirements of the system under subsections (1) to (6) of this section to support the delivery of homeless services and shelter consistent with the five-year strategic plan, including through contracts with service providers.

SECTION 2. Section 1 of this 2022 Act is repealed on January 2, 2025.

SECTION 3. In addition to and not in lieu of any other appropriation, there is appropriated to the Oregon Department of Administrative Services, for the biennium ending June 30, 2023, out of the General Fund, to provide grants under section 1 of this 2022 Act for a coordinated homeless response system:

(1) \$1,000,000 to Benton County for a response system consisting of Benton County, the City of Corvallis and any other parties to the agreement forming the response system.

(2) \$1,000,000 to Coos County for a response system consisting of Coos County, the City of Coos Bay, the City of North Bend and any other parties to the agreement forming the response system.

(3) \$1,000,000 to Deschutes County for a response system consisting of Deschutes County, the City of Bend, the City of La Pine, the City of Redmond and the City of Sisters.

(4) \$1,000,000 to Lincoln County for a response system consisting of Lincoln County, the City of Lincoln City, the City of Newport, the City of Toledo and any other parties to the agreement forming the response system.

(5) \$1,000,000 to the Mid-Columbia Community Action Council for a response system consisting of the Mid-Columbia Community Action Council, Hood River County, Sherman County, Wasco County, the City of The Dalles, the City of Hood River and any other parties to the agreement forming the response system.

(6) \$1,000,000 to Polk County for a response system consisting of Polk County, the City of Dallas, the City of Falls City, the City of Independence, the City of Monmouth, the City of Willamina, the Confederated Tribes of the Grand Ronde, Mid-Willamette Valley Community Action Agency and any other parties to the agreement forming the response system.

(7) \$1,000,000 to Tillamook County for a response system consisting of Tillamook County, the City of Tillamook, Bay City, the City of Garibaldi, the City of Rockaway Beach, the City of Wheeler, the City of Manzanita, Tillamook County Community Action Resources Enterprises, Inc. and any other parties to the agreement forming the response system.

(8) \$1,000,000 to Umatilla County for a response system consisting of Umatilla County, the City of Umatilla, the City of Stanfield, the City of Echo, the City of Hermiston and any other parties to the agreement forming the response system.

SECTION 4. This 2022 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2022 Act takes effect on its passage.

Coordination among Law Enforcement, Services Providers, and the Office's Board of Directors

If excess in funds available, eligible use:

- To support the delivery of homeless services and shelters consistent with the 5yr Strategic Plan, including through contracts with service providers.

Recipients

Chapter 70, (2022 Laws): Effective March 23, 2022.  
Source: [HB4123 2022 Regular Session - Oregon Legislative Information System \(oregonlegislature.gov\)](https://legislation.oregon.gov/legislation.aspx?bill=4123)

Page 4 is the signature page.

# COOS COUNTY COORDINATED OFFICE ON HOUSELESSNESS STRATEGIC PLAN EXECUTIVE SUMMARY

## INTRODUCTION

Coos County and the Cities of Coos Bay and North Bend are working to understand how our community can respond to the housing crisis affecting our neighbors and the broader community through interviews, surveys, and meetings. This planning process is stipulated in House Bill 4123 (HB4123), which identified eight pilot regions around the state to receive \$1M towards improved coordination of housing services.

A **Coordinated Office on Houselessness** has been created and staffed as a clearinghouse and coordination center for current and future services, over 60 people who provide services to the unhoused or are addressing the region's housing shortage have been interviewed, and over 200 people have responded to a survey about community perceptions of the issue. The strategic plan identifies community priorities and actions, and was adopted by the elected bodies from each jurisdiction on April 18, 2023. Our region's leaders are committed to facilitating programs and services that empower individuals who are unhoused or at-risk of losing their homes to continue their forward progress towards permanent housing.



## COOS COUNTY COMMUNITY VISION

The residents of Coos County will work together to address the root causes of houselessness, understand and support the struggles of our neighbors, and build pathways to ensure the region can provide stable, affordable housing and every resident can contribute to a proud community and a prosperous economy.



# STRATEGIC PLAN COMPONENTS



## Key Stakeholder Analysis

### Community Survey

## What Problem Are We Trying to Solve?

### Community Defined Priorities

## Models to Learn From

### Glossary of Terms

## Plan Contributors

### Appendices and Resources



The full Strategic Plan can be found at:

[co.coos.or.us/community-dev/page/homeless-response-office](https://co.coos.or.us/community-dev/page/homeless-response-office)

## COMMUNITY-DEFINED PRIORITIES: AT A GLANCE

Interviews, workshops, and surveys conducted through the planning process generated the Community Defined Priorities below. The Strategic Plan provides suggestions on how to 1) **Build on what has been accomplished**, 2) **Focus on short-term action**, 3) **Plan for long-term strategies**, 4) **Understand available resources**, and 5) **Measure success** for each of these community-defined priorities:

- **Improve Coordination** of Housing & Houselessness Services among Agencies and Jurisdictions
- **Develop Pathways** to Supported Permanent Housing and Increase Workforce Housing
- Increase **Community Understanding** of the Housing Shortage and Services to the Unhoused
- Explore the **Root Causes** of Houselessness and the **Economic Impact** of the Lack of Affordable Housing
- Address Broader Community Concerns about **Public Safety** and **Trash Accumulation**
- Improve **Mental Health** and **Substance Abuse Services**
- **Advocate for Community Needs** Related to Housing and Homelessness at the State & Federal Level
- Identify and Address **Racial Disparities** in Providing Equitable Pathways to Permanent Housing



# COOS COUNTY COORDINATED OFFICE ON HOUSELESSNESS



## Strategic Plan Adopted April 18, 2023



# COOS COUNTY COORDINATED OFFICE ON HOUSELESSNESS STRATEGIC PLAN EXECUTIVE SUMMARY

## INTRODUCTION

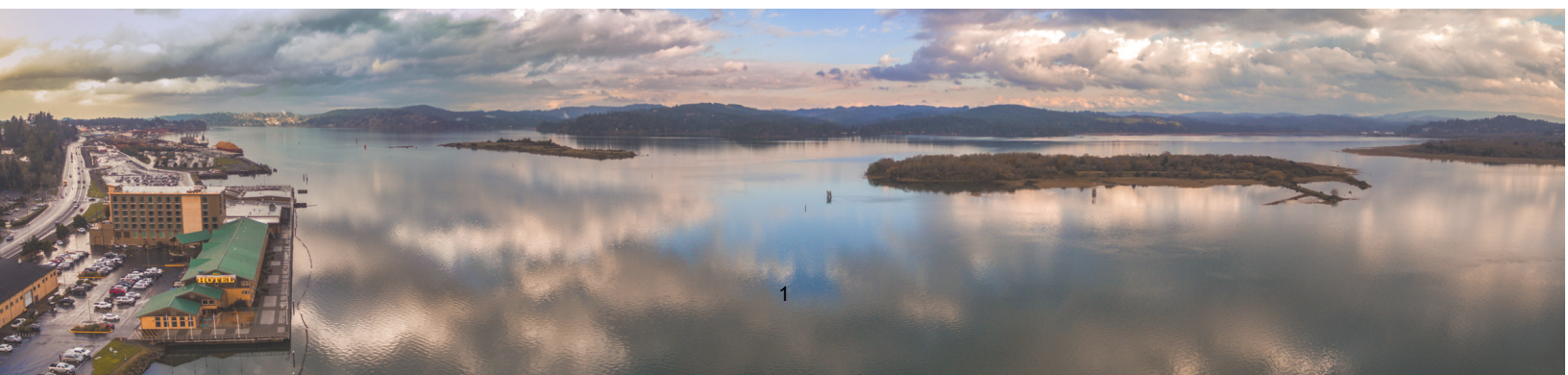
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# STRATEGIC PLAN COMPONENTS



**Key Stakeholder Analysis** p3

**Community Survey** p5

**What Problem Are We Trying to Solve?** p8

**Community Defined Priorities** p10

**Models to Learn From** p22

**Glossary of Terms** p24

**Plan Contributors** p28

**Appendices and Resources** p32



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- 6. Improve Mental Health** and **Substance Abuse Services**
- 7. Advocate for Community Needs** Related to Housing and Homelessness at the State & Federal Level
- 8. Identify and Address Racial Disparities** in Providing Equitable Pathways to Permanent Housing

COOS COUNTY  
COORDINATED OFFICE  
ON HOUSELESSNESS  
STRATEGIC PLAN

KEY STAKEHOLDER  
ANALYSIS



To understand the full breadth of issues, opportunities and gaps related to housing and houselessness in Coos County, we interviewed and convened workshops with over 60 people who work on housing development, people who serve those who are housing-insecure, and people who are currently unhoused. Some common themes emerged:

- The most frequently identified priority among service providers is the **demand for additional beds** across the housing spectrum (emergency shelter, transitional housing, permanent supportive housing).
- While there is room for improvement, most stakeholders believe **services to the unhoused population are reasonably well-coordinated**. There are regular meetings of service providers, and a feeling that they have good relationships and are well-connected to one another.
- NIMBY sentiment is strong. There is a disconnect between those providing services to the unhoused and the broader community. **The community needs to be more engaged** as part of the solution, “turning frustration into curiosity”.
- Some **entities outside of traditional social service agencies** are working on these issues, including public works departments, parks departments, police and fire departments, libraries, schools, youth and adult foster care providers, and faith-based organizations.

“

Most of the people I serve who are either homeless or in danger of becoming homeless are people I went to high school with and their kids. That is what makes this work important for me.

- Drew Farmer, Former Executive Director, Oregon Coast Community Action



- Local leaders and service providers want **better pathways to ensure their success stories, barriers, and resource gaps are communicated to statewide leaders**, so that state elected officials and agency leaders understand the policy priorities and funding needed at the local level to make real change.
- **Efforts to develop more housing in the region seem separate from efforts to address homelessness.**
- Homelessness issues will not be resolved without **robust substance abuse and mental health services alongside housing.**
- **Services for the unhoused need to be tailored** to specific sectors of that population (families with children, senior citizens and disabled people on fixed incomes, veterans, youth exiting the foster care system, and people who are chronically homeless). Most believe services to veteran populations have improved.
- **Services for the unhoused are concentrated in the Coos Bay/North Bend area**, while legal services are in Coquille. CCAT and other transportation options are limited.

“

There is a ‘**window of opportunity**’ when clients are available and indicate they are ready for services, and service providers need to mobilize quickly. If that window is missed, the situation often deteriorates.

– Megan Ridle, Crisis Services Manager, Coos Health & Wellness

”

COOS COUNTY  
COORDINATED OFFICE  
ON HOUSELESSNESS  
STRATEGIC PLAN

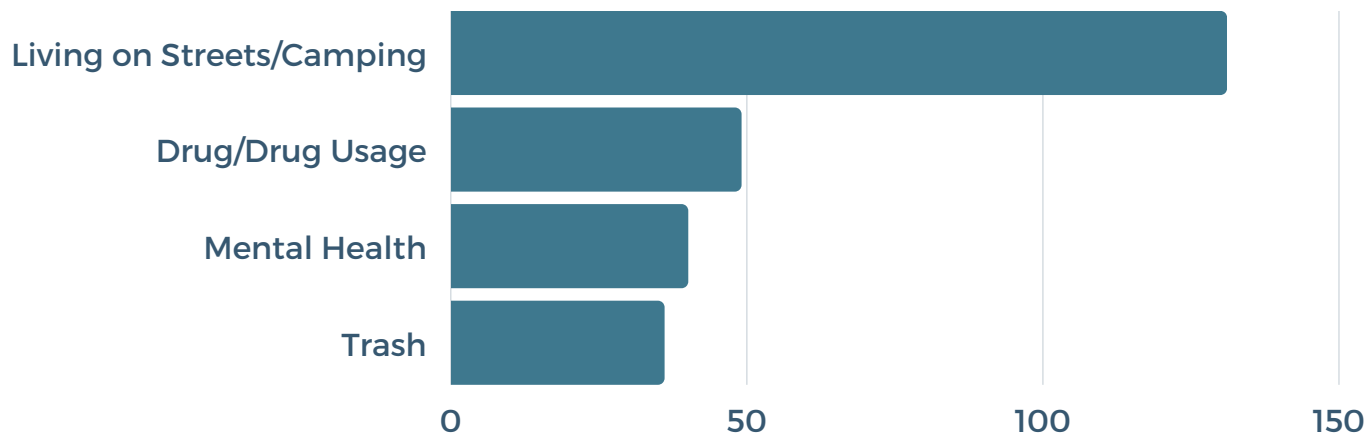
COMMUNITY  
SURVEY



To elucidate the broader community's understanding of the causes and impacts of the housing shortage and the effectiveness of services to the unhoused, we distributed a community survey online and in paper form. With over 200 respondents to date, an initial analysis of the results yields the following themes:

**What does homelessness look like in your community?**

**Top responses:**



**Survey quotes**

- "Homelessness is very visible! There are many who are living in vehicles, some are living on the streets while others camp in wooded areas around the city."
- "In my small community I have seen the homelessness go up over 50% in the last few years... We do not have the resources necessary to care for the amount of homeless individuals in our area."

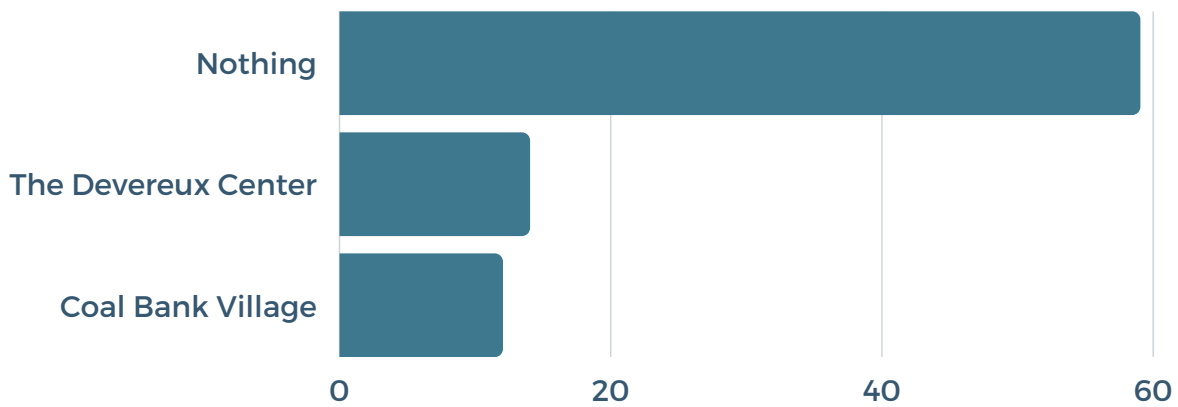


People who are homeless are living in **crisis mode**; there is a tremendous amount of stress and a focus on just getting through the day. Shelters with support services work as a way to stabilize someone so they can focus on next steps.

- Ed Blackburn, former Executive Director, Central City Concern

## What do you think is working well in addressing the housing shortage and services to the unhoused?

Top responses:



### Survey quotes

- "I see nothing has worked well as of yet, but I feel that this is because no one has tried to do anything to fix the problem."
- "AYA - youth housing; BAFS substance use housing that includes all facets of sobriety - emergency to long term sober living; Devereux's pallet housing."
- "Adding transitional sheltering, Coal Bank Village, is helping."



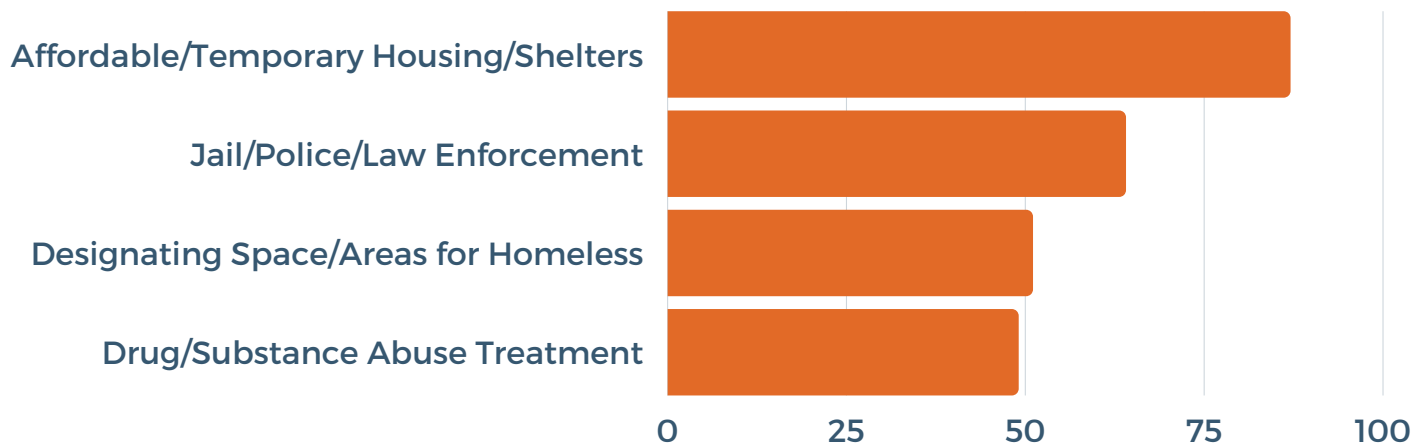
The community needs to understand that preventing homelessness is cheaper than providing services after someone has lost their home.

- David Milliron, City Administrator, City of North Bend



## How can the region improve its approach to dealing with homelessness?

### Top responses:



### Survey quotes

- “Mental health, substance abuse—in treatment programs, housing for recovering addicts seeking long-term services. Incentives for the homeless to come and seek help—hand up, not a handout.”
- “Peer support, non-denominational shelter, RV parking area, outreach, addressing the housing shortage, enacting legislation to increase affordable housing or restrict vacation rental properties.”

## How would you like to be involved in developing community solutions?

### Top responses:

- Volunteering
- Donating
- Attending meetings & engagements on an issue
- Continuing to pay taxes
- Joining a Committee



Research shows that the unhoused are more likely to recover from their situation and overcome barriers if they reside in their home community.

– Patty Mulvihill, Executive Director, League of Oregon Cities

COOS COUNTY  
COORDINATED OFFICE  
ON HOUSELESSNESS  
STRATEGIC PLAN

WHAT PROBLEM  
ARE WE TRYING TO  
SOLVE?



To address the housing crisis we see every day, our community is working to support our neighbors who are at risk of losing their homes, pathways to housing for those who are living in cars, RVs, or on the streets, and affordable workforce housing to grow our economy. While there are many different opinions about how we reached this point and how this crisis can be addressed, **there must be a shared recognition of the complexity of this problem**, the many gaps in information, and the creative tensions in many of the solutions.

- **Demographics:** The population of unhoused in our community includes families with children, senior citizens on fixed incomes, youth exiting foster care, veterans, and the chronically unhoused. The broader community is divided about whether unhoused people are predominantly local or transient and whether homelessness is a choice or a predicament.
- **Data:** Sources such as PIT (Point In Time) Count, HMIS (Homeless Management Information System), ODE School Report Cards, Coos County Health Assessments, and other local stakeholder data can provide some information about the quality and quantity of services offered, but these sources are not integrated and can sometimes understate the problem. The Devereux Center has an interest in coordinating this effort and maintains its own database.
- **Crime:** The broader community would benefit from understanding the intersection between crime and the unhoused population.
- **Measure 110** (Drug Addiction Treatment and Recovery Act): The impacts to law enforcement and substance abuse recovery service providers need to be considered; there is a concern about decriminalization increasing our transient population, and there are also new resources available that benefit those who provide treatment services. HB 2513 proposes to address some concerns about this measure as part of the 2023 Oregon Legislative Session.

- **Economic Factors:** The shortage in both housing and services provided to the unhoused can be attributed to the decline in housing starts since the Great Recession, an increase in housing costs in coastal communities, an increase in vacation rental properties, jobs lost during the pandemic, and an increase in demand for mental health and substance abuse services.
- **Duplication of Services:** We need to identify silos or duplicated services that can be better coordinated.
- **Education:** The broader community must become more aware of and engage in the effort to address houselessness and support pathways to permanent housing.

“

Why do people see more homeless on community streets as compared to 5 years ago? Bastendorff Beach Campground was closed by the County, followed by the Walmart parking lot and John Topits Park. Because these are no longer options for the unhoused, the problem has been pushed to more visible locations.

- Tara Johnson, Executive Director, The Devereux Center

“

It is imperative we understand poverty. Picking up trash is not important to them. **Surviving is.** People in poverty do not make any long-range plans. Compare those in poverty to birds – they do not think about anything other than where do they get food and where do they rest. The hope for the homeless is that they will make it through today or tonight. I’ll worry about tomorrow, tomorrow. This strategy has to accommodate for that mindset.

- Don Ford, Harmony Methodist Church



COMMUNITY  
DEFINED  
PRIORITIES



The interviews, workshops, and surveys conducted to understand the perspectives and experiences of stakeholders and the broader community have generated the following priorities:

## 1. Improve Coordination of Housing & Houselessness Services among Agencies and Jurisdictions



### Build on what has been accomplished:

- In 2017, there was a convening of agencies providing services to the unhoused.
- Many local work groups have been formed to collaborate on solutions, including the Coos Bay Homeless Work Group, the Housing Advisory Council, the Housing Alliance, and the Coos Housing Access Team.
- Those providing housing services report strong informal collaboration among agencies and some formal agreements.
- The Coos Health & Wellness Mobile Crisis Team is responding to mental health emergencies.
- Many churches provide support to at-risk members of their congregations. A subset of local faith-based organizations is meeting regularly to discuss issues, including services to the homeless.
- A Community Engagement Specialist is providing support services at local libraries.
- Coos County, the City of North Bend and the City of Coos Bay have created a Coordinated Office on Houselessness as a clearinghouse and coordination center for current and future services.



## Focus on short-term action:

- Fully adopt UniteUs or similar technology to coordinate referrals across agencies.
- Revisit formal agreements to coordinate services that may need to be updated.
- Coordinate faith-based services in the community, and integrate those services with social service providers.
- Create networking opportunities for organizations providing services to veterans.
- Create a support group for service providers to prevent burnout.
- Integrate this strategic plan effort with that of the North Bend/Coos-Curry Housing Authority.



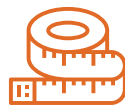
## Plan for long-term strategies:

- Increase the capacity of The Devereux Center, including additional low-barrier shelter facilities and staff development for service providers.
- Increase routes and frequency of public transportation options.
- Consider developing support programs tailored to at-risk populations (e.g., teenaged mothers).
- Consider how to manage pets (Gizmo's Angels supports pet boarding), RVs, and other possessions when unhoused people are working toward permanent housing.



## Understand available resources:

- HB4123 provides seed funding for improved coordination.
- HUD - Community Planning & Development (CPD) Distressed Cities and Persistent Poverty Technical Assistance Grants
- State of Oregon - OHCS- HOME Investment Partnerships ARP Funds
- HUD - Community Planning & Development (CPD) - Rural Oregon Continuum of Care Program



## Measure success:

- Survey stakeholder groups to assess improvements in coordination.
- Establish benchmarks to determine whether better coordination of services has reduced the unhoused population and kept those at risk from losing their homes (PIT count, ODE School Report Cards, Coos County Health Assessments).

## 2. Develop Pathways to Supported Permanent Housing and Increase Workforce Housing



### Build on what has been accomplished:

- Coos County created a 10-Year Plan to End Homelessness in 2009. There have been recent efforts to revisit and update this plan.
- Several Housing Needs Analyses have either been completed or are in process in the region.
- An inventory of surplus land for potential housing development has been created and maintained in Coos Bay.
- The Coos Housing Access Program Housing Trust Fund has been created to support housing development.
- Some emergency, transitional, and permanent supportive housing projects have been completed or are in process, including: Coalbank Village, Bangor School Property, Englewood School Property, Gloria Dei Lutheran Property, Empire Fire Hall Property, Coquille Tiny Homes Village, THE House, Bayview Village, Lakeview Village, Oceanview Transitional Housing, Sheridan Avenue Transitional Housing, Charleston School, Devereux Warming Center, Devereux People's Place, Willow House, Azalea House.
- Ordinances have been enacted to address unhoused issues and reduce barriers to housing development.
- The Homeward Bound Program was developed, and is funded annually, to help reconnect those in our area experiencing homelessness to their families or health support systems, and provide transportation to return them home.



### Focus on short-term action:

- Develop flow charts to (1) visually demonstrate the services and initiatives that address prevention, crisis response, and ongoing stability, and (2) show the trajectory and integration of options from emergency shelters to permanent housing.
- Provide clients moving into transitional or permanent supportive housing with necessary supplies and supports, including utility deposits, furniture, toilet paper, and other supplies that go with moving into a new place, in addition to emergency housing vouchers that help cover the rent.

- Provide supports that help people with no rental history or poor credit.
- Create a Housing Production Strategy in response to the Housing Needs Analyses.
- Create a centralized list of available housing.
- Investigate the proliferation of sub-standard housing that has resulted from the housing shortage.
- Consider the impact of vacation rentals on available permanent housing.
- Educate private landlords about voucher programs, other subsidies available, and the support services provided for higher-risk tenants.
- Evaluate the effectiveness of the Homeward Bound Program (the Devereux Center recently assumed responsibility for this program).



### Plan for long-term strategies:

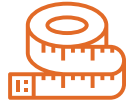
- Increase emergency shelter beds, especially for youth, families, and those needing ADA access.
- Increase capacity for proposal writing and grant administration for organizations that provide housing solutions.
- Create a revolving loan fund for housing developers (South Coast Regional Housing Group).
- Provide funding for payment of back rent, security deposits, and application fees.
- Re-evaluate fair market rental rates used to determine voucher values, to ensure housing vouchers can more effectively be used to find available housing.
- Create a Housing Navigation Center and/or hire staff to coordinate shelter and housing referrals.
- Consider an expungement program to reduce barriers to employment and housing.
- Ensure parks and open space planning are included in affordable housing development.



### Understand available resources:

- HB4123 provides seed funding to define pathways to housing.
- COVID-19 Emergency Support
- Rapid Rehousing Vouchers (4-6 months, extensions up to 2 years)
- Housing Choice Vouchers (formerly Section 8)
- VA Supported Housing Vouchers
- HUD - Public & Indian Housing (PIH) - Choice Neighborhoods Planning Grants (Planning)

- HUD - Public & Indian Housing (PIH) - Choice Neighborhoods Implementation Grant (Capital)
- State of Oregon - OHCS- HOME Investment Partnerships ARP Funds
- OHCS - Housing Development Grant Program (Capital)
- USDA Rural Development - Housing Preservation Grant (Capital)



### Measure success:

- Establish benchmarks to determine whether services have reduced the unhoused population and kept those at risk from losing their homes (PIT count, HMIS, ODE School Report Cards, Coos County Health Assessments, Devereux Center data).
- Determine if the housing goals outlined in Housing Needs Analyses and the Housing Production Strategy have been met.

## 3. Increase Community Understanding of the Housing Shortage and Services to the Unhoused



### Build on what has been accomplished:

- Town Hall Meetings have been convened to understand the legal landscape, develop ordinances, and hear community input.
- Community Resource Officers, city staff, and service providers regularly speak to community groups and school classes to explain ordinances and services and to answer questions.



### Focus on short-term action:

- Coordinate a centralized communications strategy, including a region-wide campaign to increase awareness (listening tours at schools and churches, social media content, neighborhood meetings).
- Consider utilizing law enforcement as a messenger because they are well-respected in the community.

- Create a FAQ page on City/County websites, as city staff often finds themselves answering the same questions from the community. Consider a centralized landing page for information about services to the unhoused and pathways to housing.
- Foster an understanding that many friends and neighbors have experienced housing struggles at some point, but are likely ashamed to share.
- Consider tours of emergency shelters and other facilities for local leaders.



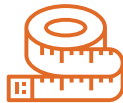
### Plan for long-term strategies:

- Develop processes to continuously review a communications plan and make regular website updates to sustain outreach efforts.



### Understand available resources:

- HB4123 provides seed funding to facilitate community engagement.
- HHS - Office of Community Services - Community Services Block Grant (CSBG) Federal Anti-Poverty Program
- HUD - Public & Indian Housing (PIH) - Choice Neighborhoods Planning Grants



### Measure success:

- Define quantifiable goals for the number of community meetings, social media posts, and other communications tools to track progress and maintain momentum.
- Consider benchmark polling and subsequent surveys to measure changes in attitudes.

## 4. Explore the Root Causes of Houselessness and the Economic Impact of the Lack of Affordable Housing



### Build on what has been accomplished:

- The economic impacts of the housing shortage have been considered as part of housing needs analyses.
- Local elected leaders have partnered with the business community, local service agencies, and faith-based organizations to develop affordable housing and workforce housing.



### Focus on short-term action:

- Consider the impact of restrictions on the use of natural resources on (1) the cost of building materials and (2) the availability of family wage jobs in the region. Consider in particular the impact of current forest management practices on the supply of building materials.
- To fully understand the contributing factors, consider seeking funding for an in-depth analysis of the causes of houselessness and insufficient affordable housing and their economic impact in the community.



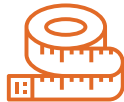
### Plan for long-term strategies:

- Develop and implement actions emerging from in-depth economic analysis related to houselessness and housing supply.



### Understand available resources:

- HUD - Community Planning & Development (CPD) Distressed Cities and Persistent Poverty Technical Assistance Grants
- U.S. Dept Health & Human Services (HHS) - Basic Center Program (for youth)
- U.S. Dept Health & Human Services (HHS) - Street Outreach Program (runaway and homeless youth)



### Measure success:

- Develop and track local economic indicators based on root causes of houselessness to identify trends early.

## 5. Address Broader Community Concerns about Public Safety and Trash Accumulation



### Build on what has been accomplished:

- The Community Resource Officer Program for Coos Bay, North Bend, and Coquille Tribe has successfully supported social service agencies and organizations working on pathways to housing and other support services.

- City and county staff have coordinated the cleanup of accumulated trash from informal camping areas for the unhoused population as resources are available.



### Focus on short-term action:

- Consider resources needed to dispose of trash generated by campsites.
- Maximize the number of law enforcement officers trained to handle mental health crises and substance abuse disorders, and ensure coordination and deployment with the Mobile Crisis Team.



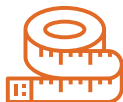
### Plan for long-term strategies:

- Add more Community Resource Officers, Mobile Crisis Team professional staff, and/or a community volunteer program that can support their work, with particular attention to extending coverage to evenings and weekends.
- Continue to address understaffing at the Coos County Jail, which makes managing criminal activity in the region difficult.



### Understand available resources:

- HHS - Office of Community Services - Community Services Block Grant (CSBG) Federal Anti-Poverty Program
- Office of Violence Against Women (OVW) - Transitional Housing Assistance Grants for Victims of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Solicitation



### Measure success:

- Consider benchmark polling and subsequent surveys to measure changes in attitudes.
- Ensure collection and reporting on crime data, including the housing status of the victims and offenders.



## 6. Improve Mental Health and Substance Abuse Services



### Build on what has been accomplished:

- Some service providers meet regularly to discuss case management, with particular attention to people who are chronically homeless.



### Focus on short-term action:

- Consider a plan to recruit community volunteers to understand and support services to the unhoused population.
- If VI-SPDAT or another assessment tool is being used to evaluate and prioritize candidates for emergency or transitional housing, consider a review to ensure that clients with substance abuse and mental health challenges are not prioritized lower if they are accessing services.



### Plan for long-term strategies:

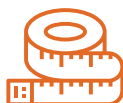
- Increase mental health and substance abuse services, emphasizing peer mentors for substance abuse treatment and mental health service providers.
- Change the parameters around involuntary commitment for mental health; provide more transitional housing for patients in Bay Area Hospital's psychiatric unit awaiting placement.
- Increase funding for supportive life skills (parenting, financial literacy, etc.) and workforce training programs to help people rejoin the workforce.
- Ensure clinical diagnoses for both mental health and substance abuse conditions reflect a tiered level of severity, and are "crosswalked" to appropriate services for each level.
- Add sobering and/or detox centers to support existing substance abuse support services.



### Understand available resources:

- Oregon Department of Education - Youth Development Division (YDD) (Community Investment / Future Ready / Youth Workforce Readiness)

- Advanced Health - Health Related Services
- OHCS - Co-Location of Early Childhood Services and Affordable Housing RFP
- U.S. Dept Health & Human Services (HHS) - Grants for the Benefits of Homeless Individuals - Substance Abuse & Mental Health Services
- Substance Abuse and Mental Health Services Administration (SAMHSA) - Treatment for Individuals with Serious Mental Illness, Serious Emotional Disturbance, or Co-Occurring Disorders Experiencing Homelessness Program



### Measure success:

- Utilize existing data to set benchmarks and goals related to providing support services in mental health and substance abuse to the unhoused population.

## 7. Advocate for Community Needs Related to Housing and Homelessness at the State & Federal Level



### Build on what has been accomplished:

- Local officials have advocated for legislation at the state level that will help alleviate the housing crisis locally and provide resources for housing development and support services for the unhoused.



### Focus on short-term action:

- Advocate to address delays in state funding related to capacity issues that adversely impact Community Action Agencies' ability to provide services to low-income populations.
- Improve Coos County agencies' relationship with the Rural Continuum of Care, part of the Community Action Partnership of Oregon.
- Communicate the unique needs of small communities, and an understanding that rural communities often work as a regional collaborative rather than as silos.
- Utilize Technical Assistance that the Department of Housing and Community Services (OHCS) provides.



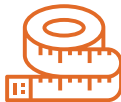
### Plan for long-term strategies:

- Continue participating in associations and coalitions that advance public policy related to housing and houselessness to ensure local challenges and priorities are communicated to state leaders and to increase knowledge of available resources (League of Oregon Cities, Association of Oregon Counties, Oregon Mayors Association).
- Advocate for changes to state and local permitting and planning processes to reduce barriers to housing development.



### Understand available resources:

- State of Oregon - OHCS- HOME Investment Partnerships ARP Funds
- Advanced Health - SHARE Initiative
- USDA Rural Development - Rural Community Development Initiative



### Measure success:

- Develop a region-wide platform and track legislation related to housing and houselessness at the state level to determine whether local policy priorities are being addressed.

## **8. Identify and Address Racial Disparities in Providing Equitable Pathways to Permanent Housing**



### Build on what has been accomplished:

- Local agencies providing services to the unhoused collect and track demographic information related to the unhoused and the population at risk of losing their homes.



### Focus on short-term action:

- Research and understand the racial and socioeconomic diversity of Coos County, and the history of inclusion in the region.
- Fully integrate local culturally-specific organizations into the collaborative work, including Coos Hispanic Alliance, the South Coast Equity Coalition, the Coquille Tribe Housing Authority, and the Confederated Tribes Housing Department.



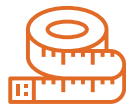
### Plan for long-term strategies:

- Increase training in diversity, equity, and inclusion across the continuum of care.



### Understand available resources:

- The Collins Foundation
- Oregon Community Foundation (Community-Based Organizations only)



### Measure success:

- Utilize current data tracking methods to measure changes in demographics related to services to the unhoused population, as compared to the demographics of the general population.



In law enforcement, most calls are handled in about five minutes. A Community Resource Officer has the ability to develop relationships and take more time with people. Building this trust is important to getting people the services they need... you need that one person to believe in you.

– Officer Theran Coleman, Community Resource Officer,  
Coos Bay Police Department

## MODELS TO LEARN FROM



National models are often based on national aggregate data, which sometimes does not account for local differences in the types of services required in a community and the resources that are available to meet those needs. However, aspects of these models that address specific community needs can be useful to consider to the extent that they may apply to local conditions.

### **Housing First Model:**

This is a labor-intensive model involving support services (e.g., substance abuse treatment, financial skills training, workforce skills training) alongside housing. The approach often fails because communities do not devote the resources they need to make it work - Housing First is ineffective if it's just housing. A few stakeholders mentioned that Seattle is a success story for this model. <https://endhomelessness.org/resource/housing-first/>

### **Built for Zero Model:**

Built for Zero is a methodology used by over 100 cities and counties that committed to measurably ending homelessness, one population at a time. Using a community-level, data-driven approach, these communities have changed how local homeless response systems work and the impact they can achieve. Fourteen of those communities have ended homelessness for a population by reaching a standard called functional zero. More than half of those cities and counties have achieved reductions in the number of people experiencing chronic and veteran homelessness. <https://login.builtforzero.org/our-approach/>

### **Coordinated Access/Coordinated Entry Model:**

This model is currently implemented by the Rural Continuum of Care, which includes Coos County. Coordinated entry is a process through which people experiencing or at risk of experiencing homelessness can access the crisis response system in a streamlined way, have their strengths and needs quickly assessed, and quickly connect to appropriate, tailored

housing and mainstream services within the community or designated region. Standardized assessment tools and practices used within local coordinated assessment processes consider the unique needs of children and their families as well as youth. When possible, the assessment allows households to access to the best options to address their needs, incorporating participants' choice, rather than being evaluated for a single program within the system. The most intensive interventions are prioritized for those with the highest needs. <https://files.hudexchange.info/resources/documents/Coordinated-Entry-Core-Elements.pdf>

### **VI-SPDAT Service Prioritization Decision Assistance Tool:**

The Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT) has long been a critical tool in communities' assessments of prioritizing service delivery for people experiencing homelessness. Communities are shifting towards other tools, as the VI-SPDAT is now being phased out – but this leaves a gap in prioritizing people for services. For people dealing with mental health and substance abuse issues, a clinical diagnosis serves as a better assessment tool than the VI-SPDAT approach, as the severity of the diagnosis can be tied to different levels of services. [https://endhomelessness.org/wp-content/uploads/2022/08/NextGenTools\\_VISPDATBrief\\_08-30-22.pdf](https://endhomelessness.org/wp-content/uploads/2022/08/NextGenTools_VISPDATBrief_08-30-22.pdf)

### **HUD Exchange - Public Information Notices:**

The U.S. Department of Housing and Urban Development administers a central information center for research and best practices related to housing and homelessness that may guide specific situations. Here is an example of information related to recovery housing for people with substance abuse disorders:

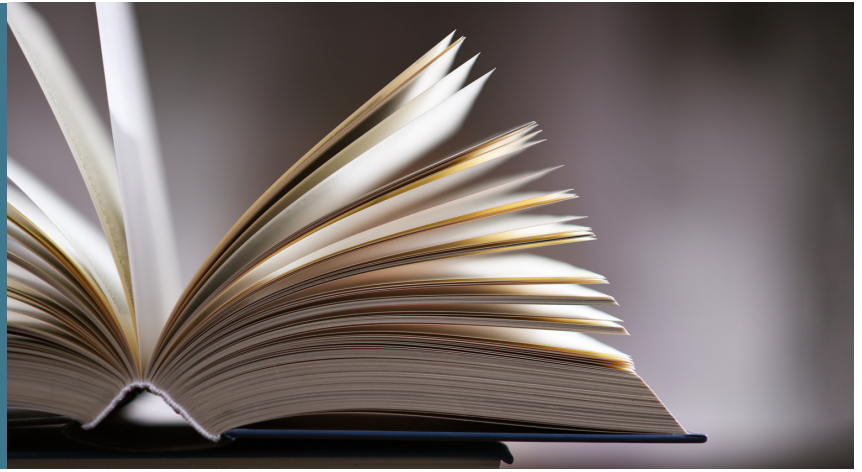
<https://www.hudexchange.info/resource/4852/recovery-housing-policy-brief/>

### **Housing Navigation Center Model:**

New navigation centers began opening this summer to address pressing housing needs across Oregon. In 2021, the Oregon legislature passed HB 2006. The bill targeted resources toward emergency shelters to serve families and individuals who lack permanent housing. With the bill's passage, Oregon Housing and Community Services (OHCS) launched a newly named initiative called "A Path to Home: Navigation Centers of Oregon" that provided grants to community-based navigation centers linking housing to health by delivering trauma-informed "low barrier" supportive services as part of the Navigation Center models.

<https://www.myoregon.gov/2022/08/22/navigation-centers-launch-across-oregon-providing-critical-health-and-housing-supports-as-part-of-new-housing-initiative/>

## GLOSSARY OF TERMS



### **American Rescue Plan Act:**

The American Rescue Plan Act was passed by the federal government to facilitate recovery from the economic and health effects of the COVID-19 pandemic. It includes emergency aid to cover back rent, mortgage payments, and utility costs through the Homeowners Assistance Fund, and it provides additional funding for families and individuals who are recovering from or at risk of homelessness.

### **ADA (Americans with Disabilities) Act:**

The Americans with Disabilities Act was passed by the federal government in 1990 to protect people with disabilities from discrimination. Shelter facilities in Coos County have indicated a demand for more beds that are ADA accessible.

### **Built for Zero:**

An approach to addressing homelessness in a community that utilizes Built for Zero consultants to help develop a data-driven approach with the goal of reducing the homeless population to functional zero: The number of people experiencing homelessness at any time does not exceed the community's proven record of housing at least that many people in a month.

### **Continuum of Care (CoC):**

Continuum of Care (CoC) is a community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximize self-sufficiency. Coos County works with the Rural Oregon Continuum of Care (managed by Community Action Partnership of Oregon).

### **Chronically Homeless:**

Chronic homelessness describes people who have experienced homelessness for at least a year — or repeatedly — while struggling with a disabling condition such as a serious mental illness, substance use disorder, or physical disability.



### **Emergency Shelter:**

Any facility, the primary purpose of which is to provide a temporary shelter for the homeless in general, or for specific populations of the homeless, and which does not require occupants to sign leases or occupancy agreements.

### **House Bill 2006:**

This legislation was passed in Oregon during 2021 to provide more flexibility to allow for emergency shelters and motor-vehicle camping in response to the housing crisis. The bill includes grants from Oregon Department of Housing and Community Services for community-based Housing Navigation Centers delivering supportive services in addition to housing assistance.

### **House Bill 2513:**

This bill is intended to address issues raised as part of a state audit of Measure 110 (drug decriminalization law) and is currently under consideration in the Oregon legislature. The bill adds oversight and coordination of grants and programs for addiction services.

### **House Bill 4123:**

The 2022 Oregon Legislature passed HB 4123 to establish locally led, regional housing coordination through 8 pilots across the state, one of which is Coos County. Each pilot received \$1 million in state funding to set up coordinated offices, with the goal of strengthening homeless response. These pilots are intended to build on and coordinate existing work and identify gaps in partnership with existing service providers.

### **Housing First:**

Housing First is a homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues.

### **Housing Management Information System (HMIS):**

A Homeless Management Information System (HMIS) is an information technology system used to collect client-level data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Each Continuum of Care (CoC) is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards. Coos County works with the Rural Oregon Continuum of Care (managed by Community Action Partnership of Oregon) to track and report this information.



### **HUD (U.S. Department of Housing and Urban Development):**

HUD is the federal agency that regulates and funds services related to housing and services to the unhoused, including grants to states and communities to support these services.

### **Low-Barrier Shelter:**

Low Barrier Shelter means an Emergency Shelter that does not require any of the following for a client to stay at the shelter: criminal background checks, credit checks or income verification, program participation, sobriety, or identification. Low Barrier Shelters may enforce safety requirements for self, staff, place, and others.

### **Measure 110:**

In November 2020, Oregon voters passed by referendum Measure 110, or the Drug Addiction Treatment and Recovery Act. The purpose of Measure 110 is to make screening health assessment, treatment and recovery services for drug addiction available to all those who need and want access to those services; and to adopt a health approach to drug addiction by removing criminal penalties for low-level drug possession.

### **NIMBY (Not in My Backyard):**

Opposition to locating something perceived as unpleasant or undesirable in one's neighborhood, despite the fact that it is needed by the larger community.

### **Oregon Coast Community Action (ORCCA):**

Oregon Coast Community Action (ORCCA), is non-profit organization created in 1965. The organization serves as a central clearinghouse for services to low-income individuals, children and families in the region, including Court-Appointed Special Advocates (CASA), Head Start, Energy & Weatherization Assistance, Food Share, and low-income housing.

### **ODE (Oregon Department of Education) School Report Cards:**

In 1999 the Oregon Legislature passed a bill requiring that the Oregon Department of Education produce and issue annual report cards for all schools and districts. These report cards, also known as At-A-Glance School and District Profiles, are designed to collect and report information about demographics, student performance, and other factors. These profiles provide information about the number of homeless students in each school and district.

### **OHCS (Oregon Department of Housing and Community Services):**

Oregon Housing and Community Services provides resources for Oregonians to reduce poverty and increase access to stable housing, including preventing homelessness, providing housing stability supports, financing the building and preservation of affordable housing, and encouraging homeownership.

### **Permanent Supportive Housing:**

Permanent supportive housing combines affordable housing assistance with voluntary support services to address the needs of chronically homeless people. The services are designed to build independent living and tenancy skills and connect people with community-based health care, treatment and employment services.

### **PIT (Point in Time) Count:**

The Point-in-Time (PIT) count is a count of sheltered and unsheltered people experiencing homelessness on a single night in January. HUD requires an annual count of people experiencing homelessness who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Unsheltered people experiencing homelessness are counted every other year (odd numbered years). Each count is planned, coordinated, and carried out locally. Oregon Coast Community Action Agency (ORCCA) coordinates this count in Coos County.

### **Transitional Housing:**

Transitional Housing (TH) provides temporary housing with supportive services to individuals and families experiencing homelessness with the goal of interim stability and support to successfully move to and maintain permanent housing. Housing costs and accompanying supportive services can be provided for up to 24 months.

### **VI-SPDAT:**

The Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) is used by homeless service providers to assess the need to house and support individuals and families who are homeless or at risk of homelessness. The information gathered in the survey help match people to the appropriate housing pathway, healthcare and community services to enable an individual to make choices in line with their personal needs and available resources. Recent research has contributed to efforts to phase out this approach (see p. 23).

## Plan Contributors

Surveys, workshops, and one-on-one interviews were conducted to determine the priorities outlined in this plan, and the actions identified to address those priorities. The input was provided by over 200 community survey respondents, over 60 stakeholders, and includes the perspectives of unhoused people with lived experience. Community and stakeholder input will continue to inform implementation of this plan.

## Advisory Group Members

<b>Name:</b>	<b>Representing Agency:</b>
Commissioner John Sweet	Coos County
Jill Rolfe, Planning Director	Coos County
Councilor Drew Farmer	City of Coos Bay
Nichole Rutherford, Asst. City Manager	City of Coos Bay
Mayor Jessica Engelke	City of North Bend
David Milliron, City Administrator	City of North Bend
Andrew Brainard, Director, Office of Houselessness Coordination <i>(Staff Support for Advisory Committee)</i>	Coos County

## Stakeholder Group Members

(outreach to additional stakeholders will occur as part of implementation)

<b>Name:</b>	<b>Representing Agency:</b>
Jerry O'Sullivan	Adapt Integrated Health Care
Kera Hood	Advanced Health
Amanda McCarthy	Advanced Health
Anna Warner	Advanced Health
Scott Cooper	Alternative Youth Activities (AYA)
Melinda Torres	ARK Project / Coos Bay & North Bend School Districts
Steve Sanden	Bay Area First Step
Dr. Lee Saltzgaber	Bay Area Hospital
Cathy Salyers	City of Coos Bay Homeless Work Group
Chris Chapanar	City of Coos Bay
Rodger Craddock	City of Coos Bay
Fred Jacquot	City of Coos Bay
Councilor Stephanie Kilmer	City of Coos Bay
Rich Lamar	College Park Church
Theran Coleman	Community Resource Officer, Coos Bay PD
Shane Dunning	Community Resource Officer, North Bend PD
Josh Stevens	Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw Indians

Shasta Pearson	Coos County Board of Realtors
Tina LaMar	Coos Health & Wellness
Renee Menkens	Coos Health & Wellness
Ann Rodriguez	Coos Hispanic Alliance
Bob More	Coquille Indian Housing Authority
Katy Halverson	Coquille Indian Tribe
Wayne Gallagher	Coquille School District
Tanya Sinko	Coquille School District
Jeff Lang	Coquille Valley Hospital
Stacy Farm	Department of Human Services
Pastor Trevor Hefner	Family Life Center Church of God
Mary Jo Jamsgard	First Presbyterian Church
Eric Lindsey	First Presbyterian Church
Dennis Smith	First Presbyterian Church
Yvonne Spooner	First Presbyterian Church
Tom Leahy	Former Coos Bay City Councilor
Pastor Don Ford	Harmony United Methodist Church
Chaplain Bill Moldt	Hauser Community Church / Oregon State Police
Matthew Vorderstrasse	North Bend / Coos-Curry Housing Authority

Haley Lagasse	North Bend Public Library
Tammy Aley	North Bend Public Library / Coos Health & Wellness
Michelle Brix	North Bend School District
Tiffany Rush	North Bend School District
Levahna Denicheko	Operation Rebuild Hope
Russ Shield	Operation Rebuild Hope
Anthony Velasquez	Operation Rebuild Hope
Thomas Lindahl	Police Captain, Coos Bay PD
Captain David Kauffman	Salvation Army
Stephanie Hadley	South Coast Community Housing Action Team
Bonnie Haynes	South Coast Gospel Mission
Joshua Haynes	South Coast Gospel Mission
Patrick Murphy	Southwestern Oregon Veteran Outreach (SOVO)
Stacy Dewater	Star of Hope Activity Center / City of Coos Bay Homeless Work Group
LouAnn Dewater	Star of Hope Activity Center
Tara Johnson	The Devereux Center
Stephanie Blondell	The SAFE Project

# APPENDICES

## Summary and Analysis of Faith-Based Organization Interviews

As a project volunteer, Barb Milliron interviewed faith-based organizations in the region to understand the services provided and the level of coordination. While the perspectives and experiences of this sector are integrated into the strategic plan goals and actions, we can also give this overview:

Twenty-three churches were contacted during February 2023. All of the churches were from the North Bend/Coos Bay area, except for one from Hauser, one from Powers, and one from Coquille. The Hauser and Coquille churches indicated that there is not really an issue with homelessness in their communities.

All churches are assisting the homeless community in their own way. Without exception, they first care for the needy in their own congregations. Most have benevolence funds set aside but must rely on tithing and offerings for the funding. Depending on the size of the church and the demographics of their congregation, they are providing at least one of the following:

- Toothbrushes, gloves, water
- Gas cards, motel money
- Blankets, clothing, food cupboards

A few of the churches have more structure to their ministries, providing sack lunches six days a week, breakfasts one day a week, and sacks of groceries daily. One church allows tent camping on their premises, and one church has three Pallet shelters and an RV home in its parking lot.

Except for that church, all others are not interested in Pallet shelters on their premises, citing safety concerns. They are also concerned about the impact of pallet shelters or similar on their neighbors. For those that do provide some emergency housing and camping, they require that people in these shelters must leave the premises during the day. The Devereux Center provides van service back to the Center during daylight hours. These churches also enforce rules related to garbage, quiet time, and substance abuse.

## Policy Initiatives

- Governor’s Executive Orders 2032-2, 2023-3, 2023-4 (<https://www.oregon.gov/gov/pages/executive-orders.aspx>). These executive orders apply to 7 of 8 Continuums of Care in Oregon; the Rural Continuum of Care was omitted from the orders, which includes Coos County. Coos County stakeholders have indicated they are not well-connected to the RCOC.
- There are over 80 bills that have been introduced as part of the 2023 Regular Session of the Oregon Legislature relating to Housing and Homelessness. Of particular interest: HB 2001/5019 (<https://olis.oregonlegislature.gov/liz/2023R1/Downloads/CommitteeMeetingDocument/262335>)
- Oregon Legislature Moving on Urgent Homelessness and Housing Priorities as Housing Leaders Announce Package Proposal (<https://www.oregonlegislature.gov/housedemocrats/Documents/Oregon%20Legislature%20Moving%20on%20Urgent%20Homelessness%20and%20Housing%20Priorities%20as%20Housing%20Leaders%20Announce%20Package%20Proposal.pdf>)
- Oregon Mayor’s Association Proposal (<https://www.oregonmayors.org/oma/page/oma-taskforce-homelessness>)
- How Oregon Can Humanely and Rapidly Address Homelessness – OMA Briefing Book ([https://www.oregonmayors.org/sites/default/files/fileattachments/oregon\\_mayor039s\\_association/page/4193/oma\\_briefing\\_book\\_2-27-2023.pdf](https://www.oregonmayors.org/sites/default/files/fileattachments/oregon_mayor039s_association/page/4193/oma_briefing_book_2-27-2023.pdf))

## Technical Assistance Resources

- ORCCA Pocket Resource Guide for Community Supports
- League of Oregon Cities Guide to Persons Experiencing Homelessness <https://www.orcities.org/application/files/2816/5487/7061/LOCHomelessLegalGuide6-8-22.pdf>
- Implementing a Regional Housing Needs Analysis Methodology in Oregon <https://www.oregon.gov/ohcs/about-us/Documents/RHNA/RHNA-Technical-Report.pdf>
- Oregon Housing Needs Analysis <https://www.oregon.gov/lcd/UP/Pages/OHNA.aspx>
- Oregon Housing and Community Services Technical Assistance Request Form <https://app.smartsheet.com/b/form/b8d8efc0bb204567965dc7fd51f8870e>
- HUD 2022 Annual Homeless Assessment Report [https://www.hud.gov/press/press\\_releases\\_media\\_advisories/HUD\\_No\\_22\\_253](https://www.hud.gov/press/press_releases_media_advisories/HUD_No_22_253)



- U.S. Interagency Council on Homelessness Strategic Plan to End Homelessness  
<https://www.usich.gov/fsp>
- HUD Exchange (includes current research, evaluation, and best practices for housing issues) <https://www.hudexchange.info/resources/>
- Resolving Homelessness: The Critical Need for a Substance Use Disorder System of Care (commissioned by Oregon Community Foundation for PDX)  
<https://homelessstrategicinitiatives.org/wp-content/uploads/2023/01/Resolving-Homelessness-SUD-System-of-Care.pdf>

## Local and Regional Funding Resources

Advanced Health, Arthur B. Dubs Foundation, Bay Area Hospital Foundation, Coos Bay Schools Foundation, Coos Foundation, The Collins Foundation, Coquille Tribal Community Fund, Cow Creek Umpqua Indian Foundation, Eugene & Marlaina Johnston Charitable Foundation, Floyd Ingram Charitable Foundation, Judith Ann Mogan Foundation, MJ Murdock Charitable Trust, North Bend School Foundation, Oregon Community Foundation, Southern Coos Health Foundation, Three Rivers Foundation, Weyerhaeuser Giving Community Fund, Wild Rivers Coast Alliance, The Ford Family Foundation, United Way of Southwestern Oregon.

## Additional Government Funding Resources

- A Field Guide to Federal Funding for Affordable Housing in Rural Oregon
- Federal Funding Sources for Addressing Homelessness Tool, National League of Cities
- Federal Programs that Support Individuals Experiencing Homelessness  
[https://www.usich.gov/resources/uploads/asset\\_library/Federal\\_Programs\\_that\\_Support\\_Individuals\\_Experiencing\\_Homelessness\\_041720.pdf](https://www.usich.gov/resources/uploads/asset_library/Federal_Programs_that_Support_Individuals_Experiencing_Homelessness_041720.pdf)

# Coos County Coordinated Office on Houselessness Project

## Strategic Plan - Potential Funding Opportunities

Prepared by: Kelley Nonprofit Consulting

Prepared for: Rural Development Initiatives

Prepared on: March 13, 2023

### Prospective Funder Criteria

Geographic Area: Coos County, Oregon

Focus: Federal, state, and local foundation potential funding sources for housing and homelessness services

Funder or Agency Name	Program Name	Mission Alignment	Funder Type	Applicant Type	Support Type	Award Range	Due Date	Strategy and Suggested Preliminary Work	Additional Considerations	Website and RFP Links
<i>Name of Federal or state agency, or foundation</i>	<i>Title of grant program, as applicable</i>	<i>Summary of primary funder goal is in alignment with project</i>	<i>Funding entity is federal, state, or foundation</i>	<i>Eligible application is county or community based organization</i>	<i>Current primary funding focus of grantor</i>	<i>Estimates are ranges based on currently available information. Please check website for the most up to date information</i>	<i>If available and known. Based on most recently released materials or forecasted status.</i>	<i>Details to review in advance of preparing application.</i>	<i>Further details on funding opportunity.</i>	<i>Links for further information.</i>
HHS- Office of Community Services	Community Services Block Grant	A federal anti-poverty program. To support services and activities for individuals and families with low incomes that alleviate the causes and conditions of poverty in communities.	Federal	County	Program	up to \$500,000	2023 (forecast)	States receive funds according to a statutory formula. In turn, states fund a network of local eligible entities with 90 percent of their CSBG grant award. These local eligible entities include, but are not limited to, local governments, migrant and seasonal farm worker organizations, tribes and tribal organizations, and Community Action Agencies (CAAs). * Estimated total program funding: \$13,103,823	<a href="https://www.acf.hhs.gov/ocs/fact-sheet/csbg-fact-sheet">https://www.acf.hhs.gov/ocs/fact-sheet/csbg-fact-sheet</a>	
HUD - Community Planning & Development (CPD)	Distressed Cities and Persistent Poverty Technical Assistance Grants	Provide technical assistance - build capacity of local governments experiencing economic distress and assist local governments and their nonprofit partners in alleviating persistent poverty in specific areas	Federal	County	Technical Assistance	n/a	2023 (forecast)	Confirmed- Coos Bay is eligible city in Category 1: Economically Distressed and Category 2: Experiencing Persistent Poverty. Most local governments that participate in HUD's DCTA program will complete a capacity needs assessment	Examples of support: develop strategies for leveraging private sector investment, or access existing federal grant programs to finance community development projects. Local government will be lead agency however partner non-profit organizations can also receive direct technical assistance to support and complement the work of local government.	<a href="https://www.hud.gov/program_offices/cpdm_planning/cpdta/dctga">https://www.hud.gov/program_offices/cpdm_planning/cpdta/dctga</a>
HUD - Public & Indian Housing (PIH)	Choice Neighborhoods Planning Grants	Affordable Housing Development: support locally driven strategies that address struggling neighborhoods with severely distressed public housing and/or HUD-assisted housing through a comprehensive approach to neighborhood transformation	Federal	County	Planning	Up to \$500,000	2023 (forecast)	Comprehensive Needs Assessment; development of Transformation Plan (neighborhood revitalization strategy)	Annual grant program - FY23 NOFO coming available soon 2 year project period	<a href="https://www.hud.gov/program_offices/cpm/omoment/grantsinfo/fundingpage/fy22_choice_neighborhood">https://www.hud.gov/program_offices/cpm/omoment/grantsinfo/fundingpage/fy22_choice_neighborhood</a>
HUD - PIH	Choice Neighborhoods Implementation Grants	Affordable Housing Development- Rental Housing New Construction or Rehabilitation - Supports those communities that have undergone a comprehensive local planning process and are ready to implement their plan to redevelop the distressed public and/or assisted housing and neighborhood to create a viable, mixed-income community.	Federal	County	Capital	up to \$50,000,000	2023 (forecast)	40-year affordability period for replacement unit; 20-year affordability period for non-replacement unit Needs to be a part of a revitalization plan. 5 percent match requirement	Annual grant program - FY23 NOFO coming available soon	<a href="https://www.hud.gov/program_offices/cpm/omoment/grantsinfo/fundingpage/fy22_choice_neighborhood">https://www.hud.gov/program_offices/cpm/omoment/grantsinfo/fundingpage/fy22_choice_neighborhood</a>
HUD - (pass through State of Oregon Housing & Community Services)	HOME Investment Partnerships- HOME ARP	one-time funding for housing and services for chronically homeless populations and to stabilize households most at risk of homelessness	Federal	County	Capital, Program, Rental Assistance	TBD	Late Spring 2023 (forecast)	OHCS to submit allocation plan to HUD by 3/31/2023. Stakeholder consultation is ongoing, framework development underway.	\$33m allocated to be spent by 2030 Eligible HOME ARP Activities: Creation/Preservation of Affordable Rental Housing Tenant-Based Rental Assistance Supportive Services, Homeless Prevention Services, and Housing Counseling Purchase and Development of Non-Congregate Shelter.	<a href="https://www.oregon.gov/ohcs/development/Documents/Draft%20Oregon%20OHCS%20ARP%20Locations%20Plan.pdf">https://www.oregon.gov/ohcs/development/Documents/Draft%20Oregon%20OHCS%20ARP%20Locations%20Plan.pdf</a> <a href="https://www.oregon.gov/ohcs/development/Documents/Oregon%20Homeless%20Housing%20Response%20OFA%20Proposed%20Framework.pdf">https://www.oregon.gov/ohcs/development/Documents/Oregon%20Homeless%20Housing%20Response%20OFA%20Proposed%20Framework.pdf</a>
Arthur B. Dubs Foundation		Improve access to basic needs such as food, medical care, and public safety in rural communities. Also emphasis on youth.	Foundation	CBO	Program	up to \$100,000	Application period January - April each year	Connect with Foundation staff.	Minimum request of \$1,000; average is \$17,500; no maximum	<a href="https://ardubfoundation.org/">https://ardubfoundation.org/</a>
HUD-Community Planning & Development (CPD)	Rural Oregon Continuum of Care Program	Promotes the community-wide commitment to the goal of ending homelessness. The program provides funding for efforts by nonprofit providers and state and local governments to quickly rehouse individuals and families experiencing homelessness.	Federal	County	Capital, Rental Assistance	up to \$300,000	10/1/23	All potential project applicants – new or existing – must be registered in HUD's e-snaps internet-based data reporting/application system with active profiles and authorized representatives prior to beginning competition process. Registration due date March 2, 2023) Intent to apply deadline: September requirement - match/leveraged letters	25% match requirement Has to fall under a specific component type such as Permanent Supportive Housing, Rapid Rehousing, or Transitional Housing	<a href="https://oregonbos.org/hud-competition/">https://oregonbos.org/hud-competition/</a>
Judith Ann Mogan Foundation		Located in Coos Bay. Poverty Alleviating Initiatives: programs that provide a variety of assistance to people in the community who are the most in need such as: initiatives that work towards meeting basic needs including housing, food, healthcare, transportation, and clothing	Foundation	CBO, County	Program	up to \$400,000	05/15/2023	Connect with Foundation in advance. Foundation requires LOI prior to full application. Annual grant cycle. Review website for detailed look at projects and funded amounts.	8 Priority Areas identified on an annual basis, subject to change.	<a href="https://jamogonfoundation.org/">https://jamogonfoundation.org/</a>
Oregon Health Authority- Medicaid- Oregon Health Plan	Oregon Health Plan Substance Use Disorder 1115 Waiver DemonstrationH	Oregon is expanding federal funding for Medicaid services for individuals with a substance use disorder (SUD) in residential treatment facilities with more than 16 beds.	Federal	County	Program	TBD	TBD	Final waiver approval/ pending. Will be effective through March 2026.	The SUD 1115 waiver would allow Oregon to pay all residential facilities using Medicaid funds. OHA will use these new funds to also provide the supports needed to prevent substance use disorder, identify substance use disorder and sustain long-term recovery.	<a href="https://www.oregon.gov/oha/HSD/Medicaid-Policy/Pages/SUD-Waiver.aspx">https://www.oregon.gov/oha/HSD/Medicaid-Policy/Pages/SUD-Waiver.aspx</a>
Office of Violence Against Women (OVW)	FY 2023 Transitional Housing Assistance Grants for Victims of Domestic Violence, Dating Violence, Sexual Assault and Stalking Solicitation	Supports programs that provide 6-24 months of transitional housing with support services for victims who are homeless or in need of transitional housing or other housing assistance as a result of a situation of domestic violence, dating violence, sexual assault or stalking, and for whom emergency shelter services or other crisis intervention services are unavailable or insufficient.	Federal	County	Program	\$550,000	4/17/23	May now submit budgets for up to \$400,000 for the 36-month period.		<a href="https://www.justice.gov/ovw/page/file/1569286/download">https://www.justice.gov/ovw/page/file/1569286/download</a>
Oregon Community Foundation		Organizations that support priority populations, including people who are homeless/unsheltered.	Foundation	CBO	Program, Operating, Capital	up to \$30,000	Spring and Fall cycles annually	Connect with OCF Program Officer for your region to discuss proposal.	Grant Award Range for most applications \$5,000-\$30,000. Maximum award amount is \$40,000	<a href="https://oregoncf.org/assets/PDFs-and-Docs/PDFs/Grants/Community-Grants/2023-Community-Grant-Program-RFP-Quick-Start.pdf">https://oregoncf.org/assets/PDFs-and-Docs/PDFs/Grants/Community-Grants/2023-Community-Grant-Program-RFP-Quick-Start.pdf</a> <a href="https://www.oregon.gov/oha/HRA/dsi-tc/Pages/SHARE.aspx">https://www.oregon.gov/oha/HRA/dsi-tc/Pages/SHARE.aspx</a>
Oregon Health Authority - (via Advanced Health CCO for Coos County)	SHARE Initiative	The SHARE Initiative- legislative requirement for coordinated care organizations (CCOs) to invest some of their profits back into their communities. Spending areas include: Housing stability/instability (including homelessness)	State	County	Program, Capital	up to \$500,000	2023 spending plan to be released Spring 2023	A CCO's SHARE initiative dollars must: Align with community priorities in the CCO's current community health improvement plan; Include any statewide priorities for SHARE spending that are identified in the contract between CCOs and OHA (currently housing-related services and supports); Include a role for the CCO's community advisory council; Involve community partnerships, with a portion of dollars going to SDOH-E partners (see definitions below); and Fit into one of four SHARE Initiative domains related to the social determinants of health and equity (SDOH-E): economic stability, neighborhood and built environment, education, and social and community health.	Not eligible for SHARE spending Housing or employment supports for members with a substance use disorder (SUD) diagnosis and other qualifying social needs Covered services in Oregon's SUD waiver, effective 2022 Defined housing, food and case management benefits for transition populations Centered benefits in Oregon's 1115 waiver, effective 2024	<a href="https://www.oregon.gov/oha/HRA/dsi-tc/Documents/HRS-SHARE-ILQ-Comparison.pdf">https://www.oregon.gov/oha/HRA/dsi-tc/Documents/HRS-SHARE-ILQ-Comparison.pdf</a> <a href="https://www.oregon.gov/oha/HRA/dsi-tc/Documents/SHARE-guidance-updates-wpbinet-1-30-23.pdf">https://www.oregon.gov/oha/HRA/dsi-tc/Documents/SHARE-guidance-updates-wpbinet-1-30-23.pdf</a> <a href="https://www.oregon.gov/oha/HRA/dsi-tc/Documents/Health-Related-Services-FAQ.pdf">https://www.oregon.gov/oha/HRA/dsi-tc/Documents/Health-Related-Services-FAQ.pdf</a>
Oregon Health Authority - (via Advanced Health CCO for Coos County)	Health Related Services	Community benefit initiatives that align with the Coos County CHP priorities- Health Equity- includes homelessness	State	County	Program	TBD		Only specific health-related services will be considered. Review details of Health Related Services here: <a href="https://www.oregon.gov/oha/HRA/dsi-tc/Documents/OHA-Health-Related-Services-Brief.pdf">https://www.oregon.gov/oha/HRA/dsi-tc/Documents/OHA-Health-Related-Services-Brief.pdf</a>		<a href="https://advanceshealth.com/community-focus-coos-county-health-improvement-plan/">https://advanceshealth.com/community-focus-coos-county-health-improvement-plan/</a>

Oregon Housing and Community Services	Co-Location of Early Childhood Services and Affordable Housing RFP	Support for treatment/services for individuals with substance use disorders (SUDs) or co-occurring mental health conditions and SUDs (CODs) who are experiencing homelessness.	Federal	CBO	Program	up to \$500,000	03/21/2023	Further expand opportunities to improve access to and delivery of coordinated, comprehensive services to reduce substance use and improve housing stability.	Up to \$15,700,000 total funds available. Length of project period: up to 5 years	<a href="https://www.samhsa.gov/sites/default/files/grants/pdf/ly-23-gbhi-nofo.pdf">https://www.samhsa.gov/sites/default/files/grants/pdf/ly-23-gbhi-nofo.pdf</a>
State of Oregon Housing & Community Services	Housing Development Grant Program ("Trust Fund")	For development of Affordable Housing - expand Oregon's housing supply for low- and very low-income families and individuals by providing funds for new construction or to acquire and/or rehabilitate existing structures.	State	County	Capital	up to \$500,000		Contact: Edward Brown, Program Analyst Phone: (971) 218-1519 E-mail: Edward.Brown@oregon.gov	Eligible activities include: new construction, rehabilitation, and/or acquisition of low- and very low-income housing units; pre-development costs, such as pre-construction or pre-rehabilitation, planning, engineering or feasibility studies, appraisals, architectural plans, site acquisition, etc. incurred no more than six months prior to application.	
The Collins Foundation	Responsive Grantmaking	Funding areas include health equity, and a broad range of efforts to enhance community welfare.	Foundation	CBO, County	Program, Capital	up to \$750,000	Multiple deadlines per year	Significant focus on DEI- meet with program officer in advance of request. Requires detailed demographic form as part of application submission.	Significant award range: \$5,000 for a one-time project at a small organization to \$750,000 for a large, three-year capital campaign.	<a href="https://www.collinsfoundation.org/responsive-grantmaking-submission-guidelines">https://www.collinsfoundation.org/responsive-grantmaking-submission-guidelines</a>
The Eugene & Marilena Johnston Charitable Foundation		Located in Coos Bay. Funding interests include homeless shelters, housing development	Foundation	CBO	Program	up to \$100,000	No deadline	Establish initial relationship. 541-888-1005. See 990s for names of officers. Need to request grant application packet from Foundation.	5 year giving summary: 58 grants to 17 organizations totalling \$1.275 million. Grant size varies significantly, \$2,500 - \$95,000.	<a href="https://www.guidestar.org/profile/45-3719828">https://www.guidestar.org/profile/45-3719828</a>
U.S. Dept Health & Human Services (HHS)	FY 2023 Basic Center Program	provides temporary shelter and counseling services for homeless youth.	Federal	County	Program	\$50,000 - \$250,000	6/22/2023 (forecast)	Encourages grantees to incorporate a positive youth development (PYD) framework and a trauma-informed care (TIC) approach into their program	BCP grant recipients provide youth under 18 years of age with emergency shelter, food, clothing, counseling and referrals for health care. 2023 - Estimated Total Program Funding: \$22,414,392	<a href="https://www.aclf.hhs.gov/yshb/fact-sheet/basic-center-program-fact-sheet">https://www.aclf.hhs.gov/yshb/fact-sheet/basic-center-program-fact-sheet</a>
U.S. Dept. HHS	FY 2023 Street Outreach Program	Funds street-based outreach and education for runaway and homeless youth. Under the age of 21, those at risk of sexual exploitation, trafficking.	Federal	County	Program	up to \$500,000	6/22/2023 (forecast)	Requires grantees to incorporate a positive youth development (PYD) framework and a trauma-informed care (TIC) approach into their program	Street outreach services include: Street-based education and outreach Access to emergency shelter Survival aid Individual assessments Trauma-informed treatment and counseling Prevention and education activities (alcohol and drug abuse; sexual exploitation; sexually transmitted infections, including HIV, and physical and sexual assault) Information and referrals Crisis intervention Follow-up support	<a href="https://www.aclf.hhs.gov/yshb/fact-sheet/street-outreach-program-fact-sheet">https://www.aclf.hhs.gov/yshb/fact-sheet/street-outreach-program-fact-sheet</a>
U.S. Dept. HHS	Grants for the Benefits of Homeless Individuals- Substance Abuse & Mental Health Services	provide comprehensive, coordinated, and evidence-based treatment and services for individuals, including youth, and families with substance use disorders (SUDs) or co-occurring mental health conditions and SUDs (CODs) who are experiencing homelessness.	Federal	County	Program	up to \$500,000	3/21/23	Project period can be up to 5 years.	Estimated total project funding: \$15,700,000	<a href="https://www.samhsa.gov/sites/default/files/grants/pdf/ly-23-gbhi-nofo.pdf">https://www.samhsa.gov/sites/default/files/grants/pdf/ly-23-gbhi-nofo.pdf</a>
U.S. Dept. HHS - Substance Abuse and Mental Health Services Administration (SAMHSA)	Treatment for Individuals with Serious Mental Illness, Serious Emotional Disturbance or Co-Occurring Disorders Experiencing Homelessness Program	Integrates behavioral health treatment and recovery support services for individuals, youth, and families with a serious mental illness (SMI), serious emotional disturbance (SED), or co-occurring disorder (i.e., a SMI and substance use disorder (SUD) or a SED and SUD) who are experiencing homelessness.	Federal	County	Program	up to \$1,000,000	05/03/2023	Program funding available for FY23: \$15,842,993	The purpose of this program is to provide comprehensive, coordinated and evidenced-based services for individuals, youth, and families with a serious mental illness, serious emotional disturbance or co-occurring disorder who are experiencing homelessness or at imminent risk of homelessness (e.g., people exiting jail or prison without a place to live). Recipients will be expected to 1) engage and connect the population of focus to behavioral health treatment, case management, and recovery support services; 2) assist with identifying sustainable permanent housing by collaborating with homeless services organizations and housing providers, including public housing agencies; and 3) Provide case management that includes care coordination/service delivery planning and other strategies that support stability across services and housing transitions	<a href="https://www.grants.gov/web/grants/view-opportunity.html?opId=342889">https://www.grants.gov/web/grants/view-opportunity.html?opId=342889</a>
USDA Rural Development	Housing Preservation Grants	Repair or rehabilitation of housing owned or occupied by low- and very-low-income rural citizens.	Federal	County	Capital	up to \$200,000	Currently closed	Confirmed- Coos County in property eligible area.	Provide grants or low interest loans to repair or rehabilitate housing for very-low- and low income families Rental and cooperative properties that house very-low and low-income tenants can also get help to repair or rehabilitate those units 2022 - awarded \$16 million in funding (last funding application cycle ended July 2022)	<a href="https://www.rd.usda.gov/programs-services/single-family-housing-program/housing-preservation-grants">https://www.rd.usda.gov/programs-services/single-family-housing-program/housing-preservation-grants</a>
USDA Rural Development	Rural Community Development Initiative	To improve housing, community facilities, and economic development projects in rural areas. Can support training and technical assistance to sub-grantees.	Federal	County	Program, Technical Assistance	\$50,000 - \$250,000	Currently closed	Consult with state RCDD office.	Most recent deadline April 19, 2022 Matching funds required	<a href="https://www.rd.usda.gov/programs-services/community-facilities/rural-community-development-initiative-grants/or">https://www.rd.usda.gov/programs-services/community-facilities/rural-community-development-initiative-grants/or</a>
Weyerhaeuser Community Giving Fund		Affordable Housing is one of seven priority funding areas	Foundation	CBO, County	Program	Grants vary in scale in relationship to company presence in the community and the philanthropic budget available for the year	6/30/2023	Serves specific counties with business presence. Confirmed Coos County is included in eligible area. We do recommend making a local connection with our employee advisory committee members in your area.	Minimum request of \$1,000. Applications are processed throughout the year — but may be submitted at any time during our cycle year. For 2023, the deadline is September 30.	<a href="https://www.weyerhaeuser.com/company/values/citizenship/giving-fund/">https://www.weyerhaeuser.com/company/values/citizenship/giving-fund/</a>
Bay Area Hospital	Community Foundation	Community Grants each year to organizations working in innovative, collaborative ways with other nonprofits or agencies to foster better health and quality of life for residents of Oregon's South Coast.	Foundation	CBO	Program	up to \$250,000	Currently on hold	Need to demonstrate organizational partnerships. Grant history- largest award was \$250,000 although most grants are significantly smaller	Bay Area Hospital's Community Foundation awards grants through our Foundation on an annual basis. The annual deadline is March 1. The awards are announced prior to June 30.	<a href="https://bayareahospital.org/about-bay-area-hospital/foundation/community-grant-application/">https://bayareahospital.org/about-bay-area-hospital/foundation/community-grant-application/</a>
Coquille Tribal Community Fund		Targeted support to North Bend and surrounding area. General giving purposes to strengthen community and improve lives.	Foundation	CBO	Program	\$5,000 - \$30,000			Annual grant opportunity to be announced in Sept 2024	<a href="https://www.coquilletribe.org/">https://www.coquilletribe.org/</a>
Floyd Ingram Charitable Foundation		Located in Myrtle Point, OR.	Foundation	CBO	Program	up to \$10,000		Located in Myrtle Point, OR. Small grants (under \$10,000) to human services	5 year giving summary: 2,200 grants to 1,132 organizations totaling \$6.4 million.	

Not A Match - Funding Opportunities					
Additional funders not currently a match due to required eligibility, timing, or project timeline.					
Funder Name	Purpose	Reason	Revisit in Future?	Additional Considerations	Web Links
Oregon Housing & Community Services (OHCS) Permanent Supportive Housing	<i>The primary goal of funding agency.</i> to expand the state's supply of affordable housing designed to serve households experiencing chronic homelessness. Supports Capital, Rental Assistance, and Service Delivery	<i>Explanation of why funding source may not be a fit.</i> The PSH NOFA (#2023-4) is open to teams that have completed one of the three OHCS-sponsored Corporation for Supportive Housing (CSH) Supportive Housing Institutes (2019-20, 2020-21, 2022), and to Developers who were part of a team that went through at least one of the three Supportive Housing Institutes.	Yes. Awarded through an annual PSH NOFA process. (January release, August decision)	<i>Further details on funding opportunity.</i> PSH Projects must: Utilize project-based rental assistance to ensure PSH units are deeply and sustainably affordable for households with little to no income. Offer on-site comprehensive tenancy support services that are voluntary for residents. PSH teams must complete the Oregon Supportive Housing Institute put on by our partners, Corporation for Supportive Housing. See under "Building PSH Capacity in Oregon" for more information. Projects and teams that have completed the Supportive Housing Institute are prioritized for PSH funding.	<a href="https://www.oregon.gov/ohcs/development/Documents/PSH%20Services%20Framework%20Updated%2012.22.22.pdf">https://www.oregon.gov/ohcs/development/Documents/PSH%20Services%20Framework%20Updated%2012.22.22.pdf</a>
USDA: Rural Housing Site Loans	Rural Housing site loans provide two types of loans to purchase and develop housing sites for low- and moderate-income families	Loans only, Non-profits	If applicable for CBOS		<a href="https://www.rd.usda.gov/programs-services/single-family-housing-programs/rural-housing-site-loans">https://www.rd.usda.gov/programs-services/single-family-housing-programs/rural-housing-site-loans</a>
HHS: Family Violence Prevention and Services Act (FVPSA) Emerging Issue Resource Center on Safe Housing	Technical assistance is targeted for homelessness service providers, CoCs, and domestic violence service providers.	Technical Assistance only for CBOS working at intersection of homelessness and domestic violence	if applicable for CBOS	Would work collaboratively with technical assistance providers	
HHS: Community Mental Health Services Block Grant	Mental health services for adults or children with serious mental illness	Cannot apply directly. Eligible recipients: State Mental Health Authorities, not housing specific	No	Only State mental health authorities and single state agencies can submit applications. These dollars may be regranted though health subcontract with local governments or providers to provide community mental health services	<a href="https://www.samhsa.gov/grants/block-grants/mhbg">https://www.samhsa.gov/grants/block-grants/mhbg</a>
Ford Family Foundation	Support rural-based communities, focus on education, children, community	Programming/projects not eligible: Senior centers; Housing, food banks, transportation or other basic needs; Medical facilities when connected to a larger profit-based system; Basic community infrastructure like water treatment, sewage or lighting; Museums without a focus on children or strong outreach programs	No		<a href="https://www.tfff.org/how-we-fund/grants">https://www.tfff.org/how-we-fund/grants</a>
Enterprise/Wells Fargo: 2023 Housing Affordability Breakthrough Challenge	2023 Housing Affordability Breakthrough Challenge	Application period closed, but example of types of competitive national grant programs that comes available	Yes, if renewed in 2024	Quasi-governmental organization, Housing Authority and Housing Finance Agency with 501(c)(3) entity \$20 million to be distributed	<a href="https://www.enterprisecommunity.org/housing-affordability-breakthrough-challenge/round-1">https://www.enterprisecommunity.org/housing-affordability-breakthrough-challenge/round-1</a>
HUD-PHI	Hope VI Main Street Program	Assist the renovation of a historic or traditional central business district, or "Main Street" area, by replacing unused, obsolete, commercial space in buildings with affordable housing units.	Yes - with the right project for downtown capital revitalization	County. 2 grants distributed (\$500,000 each). Future solicitations are anticipated, but there has not been NOFO released since 2021.	<a href="https://www.hud.gov/mainstreet">https://www.hud.gov/mainstreet</a>

**Coordinated  
Homelessness  
Response Advisory  
Group**

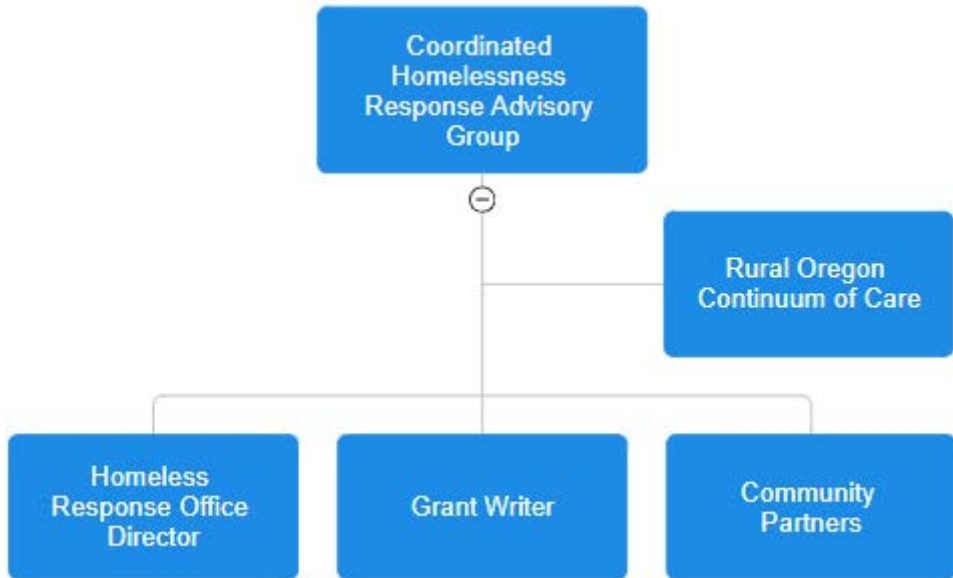


**Rural Oregon  
Continuum of Care**

**Homeless  
Response Office  
Director**

**Grant Writer**

**Community  
Partners**



# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

### INTRODUCTION

Deschutes County (County) and the Cities of Bend, La Pine, Redmond, and Sisters (Cities) united to champion House Bill 4123 (HB4123) in 2021. All four cities in Deschutes County along with County government joined together to support the bill and support the disruption of the homelessness crisis. The \$1 million state funding is helping to operationalize regional efforts to address homelessness and establish the County and Cities Coordinated Houseless Response Office (CHRO or Office). The Office oversight board, also known as the governing board or CHRO Board of Directors (Board), is comprised of an elected official from each of the five participating agencies. In July 2022, all five participating County and Cities' governing boards approved the adoption of an Intergovernmental Agreement (IGA) to recognize the coordinated effort to strengthen the region's homeless response. Website: [Coordinated Houseless Response Office | Deschutes County Oregon](#)

As of June 2022, the Office has met the bill's minimum requirements as follows:

- ✓ Established Office
- ✓ Formed Board
- ✓ Adopted IGA, and in process of amending with the following revisions:
  - Expand capacity and contract with Central Oregon Intergovernmental Council (COIC)
  - Add Board Bylaws
  - Add Continuum of Care (CoC) known as the Homeless Leadership Coalition (HLC) and NeighborImpact, the local Community Action Agency (CAA), to the Board as ex-officio, non-voting members. (See below for details.)
- ✓ Coordinated with the CoC
- ✓ Established a Centralized Point of Contact for the Office

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

### ORGANIZATIONAL STRUCTURE

The County is the grant recipient and is responsible for managing the \$1 million fund and reporting to the State. An oversight board was established consisting of members from each participating local government. The Board's role is like any governing board of a local government - they provide policy direction and serve as a liaison to their respective agencies' governing body. Also included in the IGA and part of the commitment is a staff liaison from each participating agency for Board support as needed and to carry out actions.

Given the scope of the deliverables, a role was created and designed for an Executive Director reporting directly to the Deschutes County Administrator (or designee) tasked with launching the Office responsible for coordinating and orchestrating regional efforts in implementing the region's strategic plan, connecting community-wide players, and centralizing communication, funding, policy, and services.

As with every business or organization, the Board and Office recognized the need to be nimble to deliver on the goals of the Office while continuing to keep the collaborative and united front momentum intact. As such, a change in structure is underway to change the staffing model and improve the governance structure.

With thoughtful and thorough conversations and feedback from our regional team of local housing and houselessness experts and stakeholders, the Board considered various options and unanimously saw the benefit of creating efficiencies in our regional houseless response systems by expanding its capacity and contracting with Central Oregon Intergovernmental Council (COIC).

In doing so, the Office will strategically align and continue existing work with the federally designated CoC, of which COIC fulfills the role of Collaborative Applicant.

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

COIC also has the trust of and relationships with regional stakeholders, a history of working with local organizations servicing people at risk of or experiencing homelessness, as well as a proven track record with regional collaborative projects.

COIC will be responsible for providing functional general direction of the Office and execute deliverables formerly assigned to the Office's Executive Director and staff/team. Based on their experience and structure already in place to address regional collaborative efforts, COIC will be empowered to determine the best staffing structure internally to optimize staffing needs based on the Strategic Plan approved by the Board.

Access to the County and Cities Chief Executive Administrators for guidance has also been strengthened with this change in governance structure as amended in the IGA.

The Board identified a need in the decision-making process to have homelessness experts at the table and has aligned on adding representatives from our local CoC and CAA to act as ex-officio, non-voting members of the Board.

Carrying forward the recommendations from the Emergency Homelessness Task Force (EHTF), a group convened to inform local efforts to address homelessness in Deschutes County in 2021, the Board approved the concept of an Advisory Committee as follows:

Membership categories:

- (1) from an organization with an expertise in communications
- (1) from an organization with an expertise in real estate
- (1) representative from Economic Development for Central Oregon (EDCO) and/or City Chamber of Commerce
- (1) representative from a faith-based organization



# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- (2) representatives from organizations that deliver direct services including case management, behavioral or mental health or addiction treatment
- (2) representatives from organizations that provide emergency housing/shelter services
- (1) representative from affordable housing development
- (1) representatives with lived experience
- (1) representative from federal or state land management agencies
- (1) representative from the medical service delivery system
- (1) representative from county or city law enforcement
- (2) at-large (community)

The Office's Advisory Committee will be comprised of 12-16 members appointed by the Board. Subcommittees may be created for efficiency. Members shall have subject-matter-expertise that aligns with the Office's strategic plan priority goals to be determined by the Board. Each member of the Advisory Committee will serve a two-year term, following a vote by the Board. Initial terms will be staggered to ensure the entire committee does not change in one year. The Advisory Committee shall meet monthly or as directed by the Board. For distinction from the governance board or Board of Directors and the Advisory Committee's roles and responsibilities, please see attached CHRO Bylaws.

The Office operates under a "Board of Directors" form of governance. Each Board member represents one of the agencies party to the agreement and as a body has a role to support the advisory committee and the Office. Representatives from the local CoC and CAA were added to the Board as ex-officio, non-voting members. HLC (CoC) and NeighborImpact (CAA) will provide houselessness expertise from both the prevention and response perspectives. The Board is responsible for policy direction; strategic plan input /direction /approval /commitment /political leadership in the implementation; and shall serve as a liaison to their respective agencies' Governing Boards. Please see the attached bylaws for authority, membership, terms of service, attendance policy, meetings, officers, committees, eligible use of HB4123 funds, and budget.

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

HB4123 was awarded to the County and Cities. For efficiency however, the grant agreement is only between Deschutes County and the Oregon State Department of Administrative Services. The County is the grant recipient and is accountable for managing the funds and reporting back to the State as required.

After the first year, there was a need to expand capacity, align with regional priorities, and adjust the staffing model for the Office, prompting the County to contract with COIC for functional general direction of the Office with responsibilities of executing on the following deliverables required by HB 4123 to:

- provide high-level coordination, centralized communication, and strategic visioning;
- identify opportunities to more effectively leverage existing funds and access new resources; and
- create a more equitable, accessible, and responsive system for individuals and families experiencing homelessness in Central Oregon.

COIC will be empowered to hire the appropriate staff to deliver on roles and responsibilities outlined in HB4123 to:

- Lead the implementation of the CHRO's strategic plan and support continuous improvement of the plan to achieve its mission.
- Align state, county, and city resources to achieve the plan's milestones (including sustainable funding for the CHRO office beyond the HB 4123 2-year grant fund).
- Support community partners in strengthening and streamlining service provision and affordable housing development and supports under a shared set of principles, priorities, and strategies.

Currently, the Office has one staff member, a Houseless Response Analyst. There are two more recruitments underway for a Program/Project Manager to replace the Executive Director role and a support administrative staff.

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Also, the IGA includes commitments from each participating agency to provide staff liaisons in form of in-kind services for Board support and execution on actions required from each agency:

- Deschutes County: Erik Kropp, Deputy County Administrator
- City of Bend: Amy Fraley, Senior Program Manager – Houselessness Services
- City of La Pine: Geoff Wullschlager, City Manager
- City of Redmond: Linda Cline, Housing Program Analyst
- City of Sisters: Awaiting direction from the City Council given a recent change in City Manager

Additional In-kind Services:

- County and City Chief Executive Officers for guidance and support that include monthly meetings with the COIC Executive Director.
- Temporary assistance from Deschutes County Deputy Administrator, Erik Kropp and City of Bend, Strategic Initiatives Manager, Mickie Derting to assist in executive administrator roles including supervision of staff and project coordination activities.

See page 3 for Executive Director lead that evolved into COIC as the lead on pages 3 and 4.

The initial job description and design was based on the need identified by our regional housing and houselessness experts and community stakeholders. The concept was preliminarily created early on as establishing a coordinated houseless response office and staffing for it were one out of our top 5 strategic priority. Then when the job description was published, it was shared with the [United States Intergovernmental Council on Homelessness](#) West Coast peer-to-peer monthly call list as well as local Central Oregon housing and houselessness expert. There were quite a few applicants who applied from the job from California, Hawaii, and Oregon, many of whom had expertise in working in both local government and on homelessness initiatives including some who were already part of a joint office.

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

See page 3 as the first hire was the Executive Director. Please see page 7 and 8 to see the evolution from lead staff of Executive Director to COIC and an overview of additional CHRO and COIC staff plus participating agencies and their in-kind staff liaison services.

### STRATEGIC PLAN PROCESS

Before a Strategic Plan was required by HB4123, our regional team had already started work to address houselessness in a regional context.

HB4123 helped to formalize and strengthen our team and operationalize our efforts.

In the Spring of 2021, Deschutes County and the City of Bend convened an Emergency Homelessness Task Force (EHTF), which included local housing and houselessness experts and community stakeholders. The outcome of this effort was a Strategic Plan (EHTF Plan) that informed the recently approved CHRO Strategic Plan. Community members who contributed and provided input included people with lived experience, people who were at the risk of or were experiencing homelessness, homeless advocates, various members of the 66+ organizations that are working to address houselessness in Deschutes County, and representatives from the following sectors: education, business, faith, government, community communications, service providers, mental health advocates, the medical community, cultural organizations, cross-sector professionals, disability advocates, and more.

Members of the EHTF identified gaps in services, competing objectives, and duplication of efforts in our region's response to houselessness.

Concurrent to the Task Force and related EHTF Plan, Deschutes County and the Cities of Bend, La Pine, Redmond, and Sisters worked together to secure \$1 million

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

in state funding ([HB4123](#)) over two years to operationalize a coordinated office to strengthen Deschutes County's houseless response system.

The creation of a collaborative houseless response office is a key recommendation of the EHTF Plan. The office was intended to help streamline the efforts of dozens of local community partners and collaborate with regional groups such as [Central Oregon Health Council](#), the Regional Housing Council, and the local CoC, [Homeless Leadership Coalition](#).

The Office would also streamline funding by aligning state, county, and city resources. This level of funding coordination will also support the development of more affordable housing.

Elaine Knobbs-Seasholtz, Mosaic Community Health's Director of Strategy and Development summed up: "We're stronger when we work together."

The EHTF members prioritized the need for a visual narrative, to better engage the public with story-telling and opportunities to humanize this issue through the hiring of a communication consultant to:

- Educate the public about misconceptions that harm our community by denying the real problems contributing to homelessness and thwarting our ability to come together and agree on a course of action.
- Educate and increase awareness to provide a holistic and unbiased perspective of the houselessness ecosystem based in data.
- Provide an outline of solutions to our region's houselessness crisis based on the goals identified in EHTF Plan.

Dozens of housing and houselessness experts, nonprofits, service providers, and volunteers including unhoused community members shared their insights. Hear what they said about this growing crisis and how we can address homelessness together: "Addressing Houselessness in Deschutes County" at [houselessindeschutes.org](https://houselessindeschutes.org).

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Fast forward to Spring of 2022, as part of a review and update of the governance structure, the Board formed a Subcommittee to review the recommendations from the EHTF, which ultimately led to the approval of the CHRO Strategic Plan (CHRO Plan).

The Subcommittee prioritized and identified several actions per priority area that will help enhance efforts to address the crisis of homelessness throughout Deschutes County.

Close to 1,000 community members were asked to provide feedback on the newly proposed CHRO Strategic Plan. From the HLC mailing list and direct community outreach, community members, local housing and homelessness experts, and stakeholders were asked for their feedback via survey or directly via meetings and correspondences.

Several excerpts from this feedback included:

- *“I’d like to see the following areas enhanced:*
  - *Community Engagement: ensure that elected officials understand local data and facts so that myths are not perpetuated in public and public action can be grounded in evidence based practices;*
  - *Align with the Continuum of Care: additionally, financially support the Continuum and aid in capacity development;*
  - *Enhance Data: work with existing HMIS (Homeless Management Information System) lead agency (NeighborImpact) to determine gaps in infrastructure and data usage;*
  - *Improve Access to All Types of Shelters: support best practices for staff training and capacity building at local shelters”*
    - Emergency Homelessness Task Force (EHTF) Member
- *“I want to emphasize the importance of the community engagement piece under Priority 1. I strongly feel that many Bend residents thwart efforts to develop managed campgrounds, safe parking, tiny home villages, etc., because they think it will attract more people who need help. It is so hard to read and hear the awful*

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

*things people say about the homeless in our community. I wish they could understand many longtime residents who have fallen on hard times. They are our neighbors. People I went to Mountain View High School with that can no longer afford to live in the only place they have ever called home.” – EHTF Member*

- *“I liked the specificity and depth of the EHTF Strategic Plan, and I would like to see that document at least referenced in the new CHRO Strategic Plan.” – EHTF Member*
- *“There is a need for homeless students in Deschutes County to have access to transportation with direct routes from shelters to schools and activities. McKinney Vento has the funding, but the school does not have a license, nor is there currently an agency that provides this service. Any support to create access would be helpful.” – Melissa Barnes Dholakia, Bend-La Pine School Board*
- *“Please make it a priority to support the Homelessness Leadership Coalition and bolster the Coordinated Entry System with additional resources.” – Service Provider*

In August 2023, the CHRO Strategic Plan was adopted and submitted to the State in compliance with HB 4123 requirement.

Execution of the CHRO Strategic Plan will be spearheaded and carried out by the COIC.

In August 2023, a CHRO Strategic Plan was adopted and submitted to the State in compliance with HB 4123 requirement.

### STRATEGIC PLAN OUTCOMES

Over a series of public meetings and work sessions, one-on-one meetings, surveys, and email correspondence, the Office crafted a strategic plan to quickly address the crisis in the short term. In the long term, the plan aims to disrupt the status quo. Shared outcomes from the pilot/plan were set by a team of local housing and houselessness experts and stakeholders through collaboration and coordination. As



# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

stated above, before a Strategic Plan was required by HB4123, our regional team had already started the planning work to address houselessness in a regional context. HB4123 helped to formalize and strengthen our team and operationalize our efforts. To this day, identifying and achieving shared outcomes is a collaborative and coordinated process.

Here is a brief look at the five strategic priorities of the CHRO Plan:

1. Community Engagement
  - a. Create a consistent program which educates, engages, and informs leaders, service providers, and the community at-large.
  - b. Empower the Community to support the work
2. Initiate the Coordinated Houseless Response Office (CHRO)
  - a. Activate an advisory body comprised of community members with subject-matter-expertise who can help advance the CHRO Strategic Plan.
  - b. Enhance and grow partnerships with providers, local and regional governments, and key stakeholders.
  - c. Assist providers, local governments, and the community in tracking investments and outcomes in the homeless response system.
  - d. Through intergovernmental agreements, clearly define the roles and responsibilities between the cities and county for addressing homelessness among governmental entities.
  - e. Identify and secure financial resources to keep the Office operational through the required 5-year period.
3. Expanding Services for People Experiencing or At Risk of Homelessness
  - a. Assist with the creation of a Regional Sustainable Services Funding Plan.
  - b. Increase access to training related to Best Practices for service providers across the Continuum of Care.
  - c. Address Gaps in Administrative Capacity
  - d. Advocacy around increased access to subsidized transportation.

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- e. Expand Coordinated Entry by Service Providers
  - f. Address Racial and Equity Disparities with Strategic Investment
  - g. Streamline Resources/Services
  - h. Partner with providers and the County to expand supportive services
  - i. Support participating communities in their efforts to create camping programs and connect them with subject matter experts and providers.
4. Address the Crisis of Unsheltered Homelessness
- a. Improve services to meet individuals' needs while living unsheltered.
  - b. Coordinate among emergency services, local governments, and providers to ensure community-members have access to shelter.
  - c. Improve data quality and usability.
  - d. Transparency
  - e. Support Shelter Providers
  - f. Increase awareness about shelter availability.
5. Improve Access to Affordable Housing
- a. Advocate for more funding at the local, state, and federal level
  - b. Advocate for increased 0-30% Area Median Income (AMI) housing options.
  - c. Prioritize Permanent Affordable Housing

### Example of Shared Outcome Setting:

In July of 2023, the Board called for the convening of a community roundtable with regional public land agencies. The event will be tied-in with the priority strategy/actions to address the crisis of unsheltered homelessness and expand access to services.

Currently, a regional team of public land agency executives from ODOT, the Forest Service, Recreation and Parks, as well as Deschutes County and Cities of Bend and Redmond executives and staff, and the Board Chair of the Homeless Leadership Coalition are working together to (1) propose sites, (2) propose an operational plan

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

/ siting options per site, and (3) provide funding/budget estimates that will all be packaged into a proposal to the CHRO Board. This information can then serve as a *baseline* for the CHRO Board roundtable to address unsanctioned camping on public lands in Central Oregon.

Out of this collaboration, values and criteria were set with intention of maintaining public trust that was aligned on by the CHRO Board.

### Values & Criteria

Project to develop additional shelter or housing options for unsheltered individuals will:

- **Ensure comprehensive and broad community engagement:** create opportunities to hear from potential residents and neighbors of projects in development; leverage existing relationships of trust to access input into design; share information and opportunities for engagement openly and with adequate time for involvement.
- **Assure safety and quality of life for all:** safety of residents and neighbors; safe access and egress from sites; proximity to critical amenities and services; physical environments in which safety threats can be reasonably mitigated.
- **Respect and protect important partnerships and collaboration:** do not leave partners in isolation; operate under shared commitments; collaborate on and coordinate important public communication and timelines.

Additional criteria include:

- Working to develop a set of **diverse, multiple options/projects scaled appropriately** to meet size, barrier, and service needs of the project's target population

Considering **feasibility** from service provider, land use, terrain, access, and timeline perspective

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

The Board aims to amplify the issues through a roundtable with stakeholders, align on a path forward, determine gaps, and jointly request support from the State or Governor *potentially* as it relates to funding, land use waiver(s), and/or resources (e.g., State Department of Emergency Management) with implementation.

A challenge in setting shared outcomes sometimes stems from the geographic coverage of the CHRO, which services Deschutes County area as compared to the CoC and Governor's Emergency Order, which services all Central Oregon including the Confederated Tribes of Warm Springs. A lesson learned is that service providers and key partners such as CoC and CAA are finding it challenging to narrow and adjust their offerings to one county.

Other challenges:

- Lack of available land and housing types for immediate shelter types.
- Need to expand definition for shelter to include managed RV, tent, yurt, shelter hut housing on a variety of land types to allow our service providers room to coordinate across the CoC.
- Land use law restrictions
- Community receptiveness to shelters for the homelessness in their neighborhoods.
- Lack of on-going funding to support shelter operations.

Visit <https://www.houselessindeschutes.org/> for more information about the barriers, trauma, and challenges facing the unhoused and service providers.

Despite inherent challenges to the outcome setting process, this process has created numerous opportunities for collaboration and camaraderie. Creating a board with diverse representation has broken down walls and barriers that existed between communities and has allowed for Central Oregon cities and Deschutes County to come together on (at least) a monthly basis to discuss each communities' experiences with the homelessness crisis.

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Since the inception of the office, cities have regularly shared updates about developments in their community with each other, which has led to share celebrations and group strategy sessions. Cities share what they've learned from their own endeavors, and help their peers avoid similar mistakes or keep momentum on complex projects.

For example, the City of Sisters recently processed an application for a cold weather shelter that was submitted under the Emergency Shelter Siting legislation. Given the importance and interest of this issue to the public and the strong potential for appeals, the City Council decided to conduct a public hearing and serve as the hearings body for the application and follow the same procedures as a typical quasi-judicial land use case. While the project was ultimately not approved due to determinations that there was not sufficient evidence that demonstrated that the criteria in the legislation was met by the applicant, the City Council remains committed to exploring opportunities, building partnerships, and collaborating with the community to help the Sisters area houseless. The result of the experience of processing an Emergency Shelter Siting application under the HB 2006/3395 legislation in a small community was shared with the other CHRO members.

Similarly, the City of Redmond just celebrated the groundbreaking of a new non-congregate shelter in early October. At the event, County and City leadership from neighboring cities showed up in support of the project, which may not have happened a short time ago.

Setting shared outcomes has set the stage for community-wide collaboration and teamwork. The more we work together, the stronger the coalition and the closer we are accomplishing our intention to streamline our regional efforts.

### **Quantitative:**

One of the ways we will measure success is by using an existing tool developed by the U.S. Department of Housing and Urban Development (HUD) named the Homeless Management Information System (HMIS) and set it up in a way to be able to share information with the public and measure success through a data dashboard.

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

HMIS is managed by our local CoC and CAA. They had completed a year's worth of due diligence regarding a platform for a dashboard, Tableau and purchased licenses. The CHRO is eager to continue working with the CoC to expand access to data. However, by the end of June 2023, the grant opportunity expired and a key staff in charge of data management had resigned which stalled execution efforts. The Board has deemed a data dashboard important and offered support in producing it from financial and technology to in-kind staff support.

One other way is through the Quality By-name List, which is owned by the CoC/HLC and part of the EHTF/CHRO Plan. It will be an integral part of the homeless service system in Deschutes County and will be leveraged to ensure individuals' and families' basic needs are met to ensure the community is projecting needs and scaling resources accordingly by reviewing the data. Regularly updated data from Quality By-name List will inform projected service needs, long-term affordable housing planning, and other systems improvement efforts.

Examples of measures:

- Homeless Population and Detailed
- Number of People Housed
- Number of People Connected to Stable Housing
- Number of People Placed in Temporary Housing and Shelter
- Number of People Received Homelessness Prevention Assistance
- Shelter Bend Capacity and Utilization
- Bed Inventory: Temporary and Permanent
- Number of People helped tied to the EHTF Plan outcomes/milestones.
- Young people and elderly adults connected to shelter, support, and services.
- 150 chronic homeless housed and received ongoing supportive services.
- Individual and families prevented from becoming houseless.
- Services provided connecting to health care, addressing basic needs, re-engage to workforce.

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

### **Qualitative:**

The CHRO Strategic Plan states that the CHRO will strengthen Deschutes County's homeless response system by establishing shared priorities based on data and input from service providers, streamline resources and services, and advocate for the expansion of services and housing opportunities. As we have consistently done, we will continue to monitor the impact of our work. Until all providers in the region are using HMIS, we will continue to balance information received with pro-active collection of data.

We will also use data for the following:

- Informed Decision-Making Ready Data for when advocating for funding especially at federal- and state-levels.
- Business communities – makes it easier to justify donations/investments when there's data to back-up request and impact of funding is visible, clearly and simply articulated.
- Shows gaps and determines what new funding is needed.
- Helps focus regional funding to regional priority strategies (e.g., foreclosure receipts; excise tax can be streamlined through the Office for use on priority projects in Deschutes County as a whole.)
- Enables predictive and forecast work + to strategize / and act accordingly.
- Accurate data (not all info is in HMIS)
- Supply and demand match
- Analytics (consultant recommendations)

The Governor's Executive Order 23-02 (Governor's EO) brought significant and essential opportunities to Central Oregon related to increasing shelter capacity, rehousing unsheltered individuals and families, and preventing homelessness. Central Oregon received significant funding in 2023 without the necessary capacity to fully allocate and implement the resources to fully support our providers serving our clients and responding to the high level of planning and coordination required to successfully achieve the goals in the Governor's EO.

While the Governor's EO brought major opportunities, the implementation deadline of January 2024 necessitated some other community efforts to be less of a priority.



# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

The CHRO has been an instrumental member of the Central Oregon Multi-Agency Coordination ([MAC](#)) group since its inception, which has pulled some capacity and attention away from the expectations laid out in HB4123, but has also created opportunities for new and expanded partnerships, rapport building, and support of projects that would never have gotten off the ground without the support from the Governor.

The role of the pilot's executive director has evolved over time. The initial job description and design was based on the need identified by our regional housing and houselessness experts and community stakeholders. The concept was preliminarily created early on as establishing a coordinated houseless response office and staffing for it were one out of our top 5 strategic priority. Then when the job description was published, it was shared with the [United States Intergovernmental Council on Homelessness](#) West Coast peer-to-peer monthly call list as well as local Central Oregon housing and houselessness expert. There were quite a few applicants who applied from the job from California, Hawaii, and Oregon, many of whom had expertise in working in both local government and on homelessness initiatives including some who were already part of a joint office.

The CHRO is creating a more equitable, accessible, and responsive system for individuals and families experiencing homelessness by working closely and aligning with the CoC to support and encourage providers to adhere to best practices by aligning with HUD to center racial equity in the work to end homelessness, to support and uplift organizations serving underserved communities, and to bring attention to data with a goal of continuous improvement.

The Central Oregon Governor's EO MAC group designated the following four groups as priority populations in the CoC Coordinated Entry System as the most vulnerable and prioritized to receive services:

1. Medically Vulnerable
2. LGBTQ & Youth

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

3. Veterans
4. BIPOC Households

The CHRO does not provide direct services to individuals, however the Board has directed staff to offer support in the form of technical assistance, in-kind staffing, and/or financial support to the CoC and CAA for their programs that support individuals in navigating services. A challenge that we are experiencing is capacity for CoC and CAA to engage currently with many regional priority projects such as the Governor's EO for example.

### TECHNICAL ASSISTANCE

Staff have received technical assistance (TA) from a consultant agency, Inner City Fund (ICF) via Governor's EO work for support with the MAC group and program support and development. Additionally, through HUD and the CoC annual competition, staff have received TA from [Homebase](#) as it relates to further collaboration with the CoC. It is important to highlight that the CoC was recently awarded the only HUD Youth Homelessness Demonstration Program grant (YHDP) in region 10 and has begun receiving TA on youth specific homelessness as well.

HUD's and the Governor's EO TA have been incredibly helpful in providing templates and examples on how processes are intended to work. More support on what regional HB4123 pilots are doing well and where they aren't would be helpful, including how they (TA providers) can help move the needle. We have a monthly check in and report deadlines, but there are no meetings with TA providers about the CHRO. Most of the communications from the State otherwise are requests for information or reports, rather than offers to provide technical assistance. We also would welcome more regular check ins where we discuss what's working and what's not in other Pilot programs and across the country, specific strategy sessions on available current and future funding, and case studies on success stories.

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

### DATA

Coordination of data collection is part of the CHRO Strategic Plan as well as the Board deemed a data dashboard important and offered support in producing it from financial and technology to in-kind staff support.

#### **Quantitative:**

One of the ways we will measure success is by using an existing tool developed by the U.S. Department of Housing and Urban Development (HUD) named the Homeless Management Information System (HMIS) and set it up in a way to be able to share information with the public and measure success through a data dashboard. HMIS is managed by our local CoC and CAA. They had completed a year's worth of due diligence regarding a platform for a dashboard, Tableau and purchased licenses. However, by the end of June 2023, the grant opportunity expired and a key staff in charge of data management had resigned which stalled execution efforts.

One other important data collection system is through the Quality By-name List, which is owned by the CoC/HLC. It will be an integral part of the homeless service system in Deschutes County and will be leveraged to ensure individuals' and families' basic needs are met to ensure the community is projecting needs and scaling resources accordingly by reviewing the data. Regularly updated data from Quality By-name List will inform projected service needs, long-term affordable housing planning, and other systems improvement efforts.

Examples of measures:

- Homeless Population and Detailed
- Number of People Housed
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# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- Number of People helped tied to the EHTF Plan outcomes/milestones.
- Young people and elderly adults connected to shelter, support, and services.
- 150 chronic homeless housed and received ongoing supportive services.
- Individual and families prevented from becoming houseless.
- Services provided connecting to health care, addressing basic needs, re-engage to workforce.

### **Qualitative:**

In the EHTF plan, it is stated that the CHRO will lead the community in strengthening its homeless response system by establishing shared priorities based on data and input from service providers, advocate, and people with lived experience of homelessness and housing instability. As we have consistently done, we will continue to survey to solicit data and the impact of our work. Until all are using HMIS and the Quality By-name List, we will continue to balance information received with proactive collection of data.

We will also use data for the following:

- Informed Decision-Making Ready Data for when advocating for funding especially at federal- and state-levels.
- Business communities – makes it easier to justify donations/investments when there's data to back-up request and impact of funding is visible, clearly and simply articulated.
- Shows gaps and determines what new funding is needed.
- Helps focus regional funding to regional priority strategies (e.g., foreclosure receipts; excise tax can be streamlined through the Office for use on priority projects in Deschutes County as a whole.)
- Enables predictive and forecast work + to strategize / and act accordingly.
- Accurate data (not all info is in HMIS)
- Supply and demand match
- Analytics (consultant recommendations)

Needs:

- training on a variety of topics from business model creation to sustainable fundraising to public (marketing) communications and engagement.

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- Networking
- sustainable funding
- cohort support so we can learn from each other

There is a need for a federal and state investment that matches the scale of the houselessness crisis and a permanent home in the budget for sustaining houseless prevention and response efforts.

Sustainable funding problems/barriers based on feedback from service providers:

- Complicated and slow access to funding
- Lack of specific, designated funding for houselessness facilities /programs /supports and services.
- Archaic systems and funding formulas (that does not equal the current economic condition)
- Disconnected with boots on the ground and reality of need and barriers faced.
- Funding needs to evolve and align with existing service models.
- Local agencies are taking funds and staff resources meant to be allocated for its (current) core services to reactively respond.

### IDENTIFYING, ACCESSING AND ALIGNING FUNDS

In the CHRO Plan, funding is included as follows:

- Strategic Priority 2 – Initiate Collaborative Office to Address Homelessness
  - Priority Action 3 – Establish Funding To Support Ongoing Operations
    - Identify and secure financial resources to keep the Office operational through the required 5-year period.
- Strategic Priority 3 – Expand Services
  - Priority Action 1 – Develop / Increase Funding Streams
    - Assist with the creation of a regional sustainable services funding plan.
- Strategic Priority 5 – Improve Access to Affordable Housing

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- Priority Action 1 – Support Affordable Housing Development
  - Advocate for more funding at the local state, and federal level

Additionally, in the Spring/Summer of 2022 and during the process to hire a CHRO Executive Director, the City of Bend staff was on track to fund and spearhead the development of a regional financial infrastructure/mapping to help our regional team streamline/map out funding, identify gaps, and inform decision making. Due to a lack of staff capacity including consultant availability, the effort was stalled.

To date, information received from various sources that could help this Office's staff and/or a consultant get started with navigating through our regional financial resources and expenditure has been compiled.

In addition, research was started that this Office could resume with data to help the Board decide on an equal or weighted voting structure and a 3-tier (pay-to-play) financial contribution formula for each participating agency. Projects are cued up waiting for capacity to be expanded for execution.

When the CHRO was Initiated in Deschutes County, providers were concerned that the new organization would compete for established funding and had specific questions about how the Office would generate additional resources.

The Office was established at the perfect time for Central Oregon to implement the Governor's Executive Order 23-02. Providers were focused on developing new programs and supporting as many clients as possible. The CHRO created immediate and essential, administrative, and planning capacity to position the region to begin to coordinate and align existing and new (e.g., MAC) funding sources.

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

The CHRO will also be able to help identify opportunities to match funds to help support providers as they attempt to leverage local dollars to compete for more competitive federal grants.

The Governor's Executive Order 23-02 (EO) brought significant and essential opportunities to Central Oregon related to increasing shelter capacity, rehousing unsheltered individuals and families, and preventing homelessness. Central Oregon received significant funding in 2023 without the necessary capacity to fully allocate and implement the resources to, fully support our providers serving our clients and responding to the high level of planning and coordination required to successfully achieve the goals in the Governor's EO.

While the Governor's EO brought major opportunities, the implementation deadline of January 2024 necessitated some other community efforts to be less of a priority. The CHRO has been an instrumental member of the Central Oregon Multi-Agency Coordination ([MAC](#)) group since its inception, which has pulled some capacity and attention away from the expectations laid out in HB4123, but has also created opportunities for new and expanded partnerships, rapport building, and support of projects that would never have gotten off the ground without the support from the Governor.

Before a Strategic Plan was required by HB4123, our regional team had already started work to address houselessness in a regional context. The pilot fund helped to formalize and strengthen our team and operationalize our efforts. There is also a possibility the Office will use some of the pilot funding for execution of the following action to address encampments on public land that will be tied in with CHRO Strategic Plan priorities to address the crisis of the unsheltered homelessness and expand access to services.

Background:



# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

In July of 2023, the Board called for the convening of a community roundtable with regional public land agencies.

Currently, a regional team of public land agency executives from ODOT, the Forest Service, Recreation and Parks, as well as Deschutes County and Cities of Bend and Redmond executives and staff, and the Board Chair of the Homeless Leadership Coalition are working together to (1) identify available sites, (2) create an operational plan per site, and (3) produce funding/budget estimates that will all be packaged into a proposal to the CHRO Board. This information can then serve as a *baseline* for the CHRO Board roundtable to address unsanctioned camping on public lands in Central Oregon.

The Board aims to amplify the issues through a roundtable with stakeholders, align on a path forward, determine gaps including funding, and jointly request support from the State or Governor *potentially* as it relates to funding, land use waiver(s), and/or resources (e.g., State Department of Emergency Management) with implementation.

### COMMUNICATIONS

Engaging the Whole Community is in the Strategic Plan:

Invest in, develop, and launch a community orientation, education, and engagement campaign to build trust and allies, inspire community-wide collaboration, and foster participation /partnerships.

Efforts to-date:

The EHTF members prioritized the need for a visual narrative, to better engage the public with story-telling and opportunities to humanize this issue through the hiring of a communication consultant to:

- Educate the public about misconceptions that harm our community by denying the real problems contributing to homelessness and thwarting our ability to come together and agree on a course of action.

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- Educate and increase awareness to provide a holistic and unbiased perspective of the houselessness ecosystem based in data.
- Provide an outline of solutions to our region’s houselessness crisis based on the goals identified in EHTF Plan.

Dozens of housing and houselessness experts, nonprofits, service providers, and volunteers including unhoused community members shared their insights. Hear what they said about this growing crisis and how we can address homelessness together: “Addressing Houselessness in Deschutes County.” At [houselessindeschutes.org](http://houselessindeschutes.org).

Also, a local paper, The Bulletin, profiled people experiencing homelessness for over a year. This action was in support of houseless advocates who expressed the need for public education on the ... [insert]. Learn more: [Behind the stories: Faces of Homelessness, a yearlong series | | bendbulletin.com](http://Behind the stories: Faces of Homelessness, a yearlong series | | bendbulletin.com)

Future effort: as we work to convene a roundtable to address encampments on public lands, there is a commitment from the CHRO Board to the following public engagement commitment:

### Public Engagement Commitment

Ensure comprehensive and broad community engagement:  
create opportunities to hear from potential residents and neighbors of projects in development; leverage existing relationships of trust to access input into design; share information and opportunities for engagement openly and with adequate time for involvement.

## ADDRESSING RACIAL DISPARITIES

What’s included in the CHRO Plan is as follows:

Strategic Priority 3: Expanding Services

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- Address Racial and Equity Disparities with Strategic Investment
  - Example [but not limited to]: Multilingual access to programs, forms, and services.

With the CHRO Board roundtable to address homeless unsanctioned camping on public lands that is tied to the strategic priorities to address the unsheltered and expand services. At the table are the following:

- Cities housing staff with broad experience with Fair Housing and American Disabilities Act to ensure compliance and equitable access.
- The City of Bend's Mayor Pro Tem is a Liaison to Bend's Human Rights and Equity Commission. And a former Interim Equity Department Director at the City of Bend. Both bring ensuring that the team looks through the lens of underrepresented communities with the following priority and intersectional identities (as designated by the City of Bend's Human Rights and Equity Commission) to ensure equitable access to programs and when executing strategic actions moving forward:
  - Lower Socioeconomic Status
  - Black, Indigenous, and People of Color (BIPOC)
  - Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, Two-Spirit, and the countless affirmative ways in which people choose to identify (LGBTQIA2S+)
  - Houseless
  - Veterans
  - People with Disabilities
  - Non-English-Speaking Population
  - Non-Citizens

In addition to addressing racial disparities through funding included as a priority in the CHRO Plan and having a mix of DEIA experts participate in implementation of the plan/pilot, many of the CHRO players are already engaged in Diversity, Equity, Inclusion, and Accessibility (DEIA) work with strong partnerships and access to experts in the DEIA space in Deschutes County.

Regional DEIA partners:

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

1. City of Bend – [New Equity Director Announcement](#) and Human Rights and Equity Commission [Webpage](#)
2. Central Oregon Health Council – Central Oregon DEI Committee: [Central Oregon Diversity, Equity, and Inclusion Committee - Central Oregon Health Council \(cohealthcouncil.org\)](#)
3. Central Oregon Community College – Office of Diversity & Inclusion: [Diversity and Inclusion - Central Oregon Community College \(cocc.edu\)](#)
4. OSU-Cascades – Office of Diversity, Equity and Inclusion: [Office of Diversity, Equity and Inclusion | OSU-Cascades \(osucascades.edu\)](#)
5. Bend Park & Recreation – DEI: [Advancing Diversity, Equity and Inclusion \(DEI\) at the Bend Park and Recreation District - Bend Park and Recreation District \(bendparksandrec.org\)](#)
6. Central Oregon Intergovernmental Council – Housing for All Racial Equity Toolkit:  
[https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKewibq8zIIIIT-AhXKFTQIH2eChoQFnoECBoQAQ&url=https%3A%2F%2Fwww.coic.org%2Fwp-content%2Fuploads%2F2021%2F11%2FRacial-Equity-Toolkit\\_updated\\_10.13.21-1.pdf&usg=AOvVaw1XjKOorRpoGwO9YI2Yvm](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKewibq8zIIIIT-AhXKFTQIH2eChoQFnoECBoQAQ&url=https%3A%2F%2Fwww.coic.org%2Fwp-content%2Fuploads%2F2021%2F11%2FRacial-Equity-Toolkit_updated_10.13.21-1.pdf&usg=AOvVaw1XjKOorRpoGwO9YI2Yvm)
7. Council on Aging of Central Oregon – Service Equity Plan: [Financials and Community Impact - Council on Aging of Central Oregon](#)

### CONNECTIONS TO PERMANENT HOUSING

The Executive Director of our local permanent supportive housing organization, Central Oregon Frequent User Systems Engagement (FUSE) and many of FUSE's Board members (Central Oregon's Housing Authority – Housing Works and Mosaic Community Health) and partner organizations (NeighborImpact, Shepherd's House, Deschutes County Public Health and Behavioral Health, PacificSource, REACH Outreach) were also members of the Emergency Homelessness Task Force and helped develop the EHTF Plan that is still a foundational plan and comprehensive version for the CHRO Plan.

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

In the Spring of 2023, as part of a review and update of the governance structure, the Board formed a Subcommittee to review the recommendations from the EHTF, which ultimately led to the approval of the recently approved CHRO Strategic Plan (CHRO Plan).

The Subcommittee prioritized and identified several actions per priority area that will help enhance efforts to address the crisis of homelessness throughout Deschutes County.

In the EFHT Plan:

### Purpose

Create pathways to permanent and supportive housing that is affordable to local populations experiencing or at risk of homelessness.

### Milestones

→ 150 people experiencing chronic homelessness will be housed and receive ongoing supportive services based on their needs

### Priority #3 Expanding Services

Action 3.2 "Support current and prospective...PSH providers to ID strategies and develop plans for sustainable funding and financing to develop 150 PSH units across the county."

In the CHRO Plan:

Strategic Priority 4 – Improve Access to Affordable Housing  
Prioritize Permanent Affordable Housing

## CONCLUSION

This is a great opportunity for our region, but pilots take time for proof of concept, please continue to support the work while we get off the ground. We hope to see

# DESCHUTES COUNTY

## COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

future resources and TA from state better align with HB 4123 and established regional coordination, including support for our community partners to participate.

### APPENDICES

- A. CHRO IGA**
- B. CHRO Strategic plan**
- C. CHRO Organizational Chart**

**INTERGOVERNMENTAL AGREEMENT**  
**COORDINATED OFFICE ON HOUSELESSNESS**

**\*\*DRAFT: 6-15-22 \*\***

**PARTIES**

- Deschutes County, a political subdivision of the State of Oregon, (“County”)
- City of Bend, an Oregon Municipal Corporation, (“Bend”)
- City of La Pine, an Oregon Municipal Corporation, (“La Pine”)
- City of Sisters, an Oregon Municipal Corporation, (“Sisters”)
- City of Redmond, an Oregon Municipal Corporation, (“Redmond”)

**RECITALS**

A. ORS 190.010 authorizes units of local government to enter into Intergovernmental Agreements (“IGA”) for the performance of any or all functions which a Party to the IGA has the authority to perform.

B. The Parties to this IGA agree to support a joint effort to implement [HB 4123](#) and establish a countywide County-City Coordinated Houseless Response Office Pilot (“Office”).

C. The Office will operate under the general direction of the Deschutes County Administrator (“CA”) and subject to oversight and policy direction by the Oversight Board of Directors (“Board”).

D. The Board will be comprised of one (1) elected official from each Party to this IGA. Initial Board members have the opportunity to make important, foundational decisions at inception including ensuring sound governance and input to the County Administrator on the hiring of the Executive Director (“ED”). The Board will approve the Office Strategic Plan and will provide policy direction to the Office.

E. The Deschutes County Counsel office will act as legal advisor to the Executive Director, the CA, and the Board for matters related to the Office or the purpose of this IGA. Nothing in this IGA is intended to abrogate, waive, or diminish the attorney-client privilege or other confidentiality provisions applicable between City elected officials and City employees and legal counsel for their respective cities.

F. Parties to this IGA shall appoint a staff liaison to attend Board meetings and work/coordinate with the Office.

G. Board members shall serve as a liaison between their elected body and the Office.



H. As an entity authorized by statute and formed by an IGA with the authority to make decision on policy and administration, the Board is considered a public body for the purposes of the public meetings law, will hold noticed meetings open to the public, and otherwise act in accordance with Oregon Public Meetings Law.

I. The Office will include an Advisory Panel (“Panel”) comprised of houselessness experts drawn from the community, to include representatives with knowledge and experience in the areas of youth services, lived experiences, DEI, accessibility, housing, houselessness, land use, public education, health, education, philanthropy.

J. The Office will coordinate with and develop partnerships with local and regional stakeholders as specified in House Bill 4123.

K. The Office will be managed by an ED who will report to and be supervised by the CA or designee. The ED will be charged with general operation of the Office as more fully described in the Job Description attached hereto as Exhibit 1.

L. For the first two fiscal years, the Office will be funded with pilot funding of \$1,000,000 provided by the State of Oregon.

## **TERMS OF AGREEMENT**

- 1. Effective Date/Duration.** This IGA shall be effective when signed by two or more Parties. Unless extended or earlier terminated in a writing signed by a majority of the Parties, this IGA terminates on June 30, 2027.
- 2. Commitment to Support.** Parties to this IGA commit to support the Office for a total of not less than five fiscal years. The Parties understand that this IGA will need to be amended as the funding and commitments for years 3-5 are further defined and clarified by the Parties.
- 3. Strategic Plan.** Within one year of receiving the funding from the State of Oregon, the Board will adopt a five-year strategic plan that identifies and sets goals as set forth in HB 4123.
- 4. Member Obligations.**
  - a. County will provide direct supervision to the Office and to all employees of the Office, including but not limited to the Executive Director. County will retain oversight of fiscal matters of the Office and will be responsible for all associated salary/wages, tax withholding, benefits, insurance, etc. No employment or contractual relationship of any kind exists or will exist between the Parties to this IGA (other than the County) and the Office/employees in the Office. The Office and the Board will be covered under the Deschutes County insurance.
  - b. Bend will provide staff liaison and for two years, office facility for the Executive Director and support staff.

- c. La Pine will provide a staff liaison.
- d. Sisters will provide a staff liaison.
- e. Redmond will provide a staff liaison.

## 5. General Terms.

- a. Assignment. This IGA, and each Party's rights and responsibilities associated with this IGA may not be assigned.
- b. Entire Agreement. This IGA sets forth the entire agreement of the parties with respect to the subject matter of the IGA and supersedes any and all prior negotiations, discussions, agreements and understandings of the parties.
- c. Recitals. The Recitals are incorporated into and made part of this IGA.
- d. Board Meetings. Meetings of the Board shall establish a meeting schedule [that meets quarterly or monthly].
- e. Panel Meetings. Meetings of the Panel shall occur monthly on the date established by the ED.
- f. Dispute Resolution. The Parties agree to attempt to resolve any disputes related to this IGA first by meeting between the City Managers and County Administrator. In the event dispute resolution is unsuccessful, this IGA will be construed, applied and enforced in accordance with the laws of the State of Oregon. Any action or proceedings arising out of this IGA will be initiated in the Circuit Court of Deschutes County, Oregon.
- g. Severability. If any provision of this IGA is held illegal or unenforceable in any respect, the remaining provisions remain in full force and effect to the extent possible.
- h. Access to Records. All parties to the IGA shall maintain fiscal records and all other records pertinent to this IGA.
  - 1. All fiscal records shall be maintained pursuant to generally accepted accounting standards, and other records shall be maintained to the extent necessary to clearly reflect actions taken.
  - 2. All records shall be retained and kept accessible for at least three years, or as otherwise required to be retained by Oregon law.
  - 3. If an audit, litigation or other action involving this IGA is started before the end of the three-year period, the records shall be retained until all issues arising out of the action are resolved or until the end of the three-year period, whichever is later.
  - 4. All Parties to this IGA and their authorized representatives shall have the right to direct access to all associated books, documents, and papers.

and records related to this IGA for the purpose of conducting audits and examinations and making copies, excerpts and transcripts.

5. In the event of a public records request, the Office is considered the custodian of the public records of the Board. To the extent more than one public body is the custodian of a given public record, when a city or county receives a request it has received from another public body, it may consult with the originating body to determine whether the records may be exempt from disclosure.
- i. Amendment/Extension. This IGA may be amended or extended by mutual written agreement of the Parties.
- j. Indemnification. Subject to the limits of the Oregon Tort Claims Act and the Oregon Constitution, each Party shall defend, indemnify, and hold each other Party, and its officers, agents, employees and volunteers, harmless against all liability, claims, losses, demands, suits, fees and judgments (collectively referred to as "claims") that may be based on, or arise out of, damage or injury (including death) to persons or property caused by or resulting from any act or omission of the Party in connection with the performance of this IGA or by conditions created thereby or based upon violation of any statute, ordinance or regulation. This indemnification shall not apply to claims caused by the sole negligence or willful misconduct of the other Party, its officers, agents, employees and volunteers. The Parties agree that they are not agents of each other and are not entitled to indemnification and defense under ORS 30.285 and ORS 30.287.
- k. Each Party has reviewed this IGA with its own legal counsel.
- l. The persons signing below acknowledge they have read and understood this agreement and certify that they have authorization from their governing bodies to execute this IGA and be bound by its terms.

CITY OF BEND

DESCHUTES COUNTY

\_\_\_\_\_  
By: \_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_  
Nick Lelack, County Administrator  
Date: \_\_\_\_\_

CITY OF LA PINE

By: \_\_\_\_\_  
Date: \_\_\_\_\_

CITY OF SISTERS

By: \_\_\_\_\_  
Date: \_\_\_\_\_

CITY OF REDMOND

By: \_\_\_\_\_  
Date: \_\_\_\_\_



## **Deschutes County and Cities of Bend, La Pine, Redmond, and Sisters Board of Directors Bylaws:**

### **Introduction**

Deschutes County and the Cities of Bend, La Pine, Redmond, and Sisters worked together to secure \$1 million in state funding via House Bill 4123 (HB4123) to pilot and operationalize a Deschutes County and Cities of Bend, La Pine, Redmond, and Sisters – Coordinated Houseless Response Office (Office) and were successful. The Office was established to help streamline and complement the work of dozens of local organizations serving our regional houseless population enabling a community-wide approach to addressing homelessness under a shared set of principles, priorities, and strategies.

### **Purpose of the Board under HB4123**

The Office's Board of Directors (Board) is the governing body mandated by the State of Oregon that comprise of representatives from the governing body of each member government and with specific roles of each member to support the advisory committee and Office.

### **IGA relationship**

The Intergovernmental Agreement (IGA) is between Deschutes County and the Cities of Bend, La Pine, Redmond, and Sisters. The Board will provide recommendations to parties of the agreement on various issues relating to homelessness in Deschutes County, including the creation of a countywide five-year strategic plan to address homelessness on a regional basis in Deschutes County.

### **Authority**

The Board serves an advisory and [sole] liaison function but does not manage the Office. Its role is to:

- Support the advisory committee and Office as per HB4123

- This support can take the form of financial support, resources, assistance, ensure sustainability, public engagement, partnerships.
- Policy – solely general advice and consent functions.
- Five-year strategic plan
  - Provide input & direction.
  - Approval and commitment
  - Political leadership in implementing.
- Review and provide input into the Office’s budget on a yearly basis.
- Act as a liaison to the advisory committee
  - Appoint members of the advisory committee
  - Participate as able in advisory committee meetings.
- Support and general guidance to entity holding the Office.
- Serve as a liaison to their individual governing bodies and between their governing body and Board (example: weighted voting, financial, and/or in-kind contributions)
  - Represent the strategic plan and the Office to their governing body.

### **Board Membership**

The Board is comprised of elected officials from each participating County and Cities as required by HB 4123.

- One (1) elected official from Deschutes County
- One (1) elected official from the City of Bend
- One (1) elected official from the City of La Pine
- One (1) elected official from the City of Redmond
- One (1) elected official from the City of Sisters
- One (1) representative from the OR-503 Continuum of Care (ex-officio, non-voting member)
- One (1) representative from the NeighborImpact (ex-officio, non-voting member)

The Board composition can change with the approval of the voting Board members and with guidance from the Office and the entity holding the Office. An update to the bylaws and a vote on the amended bylaws will be necessary to proceed.

The governing body of the participating County and Cities shall each appoint one representative and an alternate from their elected body to serve on the Board. Notification of the appointments will be provided to the Office upon action of each of the parties.

Having a local Continuum of Care (CoC) as Board member strategically aligns with HB4123 requirement to coordinate with a local CoC, a federally mandated and funded program. The Homeless Leadership Coalition (HLC) is the local CoC also known as OR-503 servicing Central Oregon. It is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self- sufficiency among individuals and families experiencing homelessness. (Source: [HUD Exchange](#))

NeighborImpact represents and serves economically disadvantaged residents of Central Oregon with a mission to support people and strengthen communities. NeighborImpact provides a diversity of services that not only meet basic human needs for food and shelter, but also enrich people's lives by providing access to increased education, skills, and hope for the future. Their services assist people to become more independent and self-sufficient, recognizing there is a continuum of support that all people need throughout their life. Until recently, they were also the fiscal agent for HLC. NeighborImpact administers electronic data collection system called the Homeless Management Information System (HMIS) that allows homeless service providers to record client information and track services provided, and are working alongside HLC to produce a public data dashboard that the Office Board deems a priority. NeighborImpact also offers homelessness prevention programs and resources, which aligns with the Office's strategic priority of homeless prevention.

The HLC and NeighborImpact will select a representative and an alternate who are able to speak on behalf of their organization to serve on the Board.

### **Terms of Service**

All members will serve at the pleasure of their appointed Commission/Council/Board during the duration of the IGA.

### **Attendance Policy**

All Board members must be able to attend meetings regularly. When emergencies happen, Board members will communicate as soon as possible with the Office staff.

Prior notice must be given to the Office staff if a planned absence occurs. A Board member will no longer be able to serve on the Board if they fail to participate in any scheduled Board meetings for 90 days.

## Meetings

**Public Meetings.** The Board is a public body subject to the public meetings laws as stated in ORS 192.640. All meetings, other than executive sessions allowed by law, will be open to the public.

**Administrative Support for Public Meetings.** The Office shall establish a venue for the meetings, provide proper notice to members of the public, and prepare appropriate agenda background materials for the Board.

**Notice.** In addition to Board members, the Office will give notice of any meetings to interested persons and news media that have requested notice and general public notice, of the time and place for holding meetings.

**Regular Meetings.** The Board will meet monthly. Regular meetings may be canceled or changed to another specific place, date, and time as provided in the notices given for the meeting.

**Special Meetings.** Special Board meetings may be called by the Chair or any three members to the intergovernmental agreement when business needs to be transacted outside of the regular meeting schedule. Special meetings require public notice of not less than 24 hours prior to the commencement of the meeting.

**Voting Members.** The Chair will ask for the roll call of each party to the agreement at the beginning of the meeting to determine whether the representative, or alternate representative, will be a voting member for that party. In the event that both the representative and alternate representative are present, the representative will be the voting member.

**Quorum.** The majority of members to the Board will constitute a quorum for the transaction of all business at meetings.

**Minutes.** The Office will draft the minutes and distribute them to the Board for review and approval. Minutes will include the voting members present, other parties present, and will include motions, resolutions, and



orders acted on by the Board during that meeting. The results of all votes shall be listed by each member of voting.

**Agendas.** Items may be placed on a meeting agenda by the Chair or any Board member. The agenda will be distributed by the Office at least 72 hours in advance of a regular meeting.

**Public Comment.** Each regular meeting will end with an opportunity for public comment, discussion, and input by guests and the general public.

## Officers

**Chair.** The Board Chair will act as the leader of the convened meeting and as a parliamentarian. The Chair will enforce Board directives, guidelines, and ensure that the meetings are held in accordance with the bylaws adopted by the Board. The Chair will participate in agenda setting (with guidance from the full Board) with the Vice Chair.

**Vice Chair.** In the absence of the Chair, the Vice Chair will assume the Chair's responsibilities. If neither the Chair nor Vice Chair is available for a publicly convened meeting, then the assembled quorum of the meeting shall select a temporary person to conduct the meeting.

**Election of Officers.** The Chair and Vice Chair shall be elected by the Board to serve in that capacity upon approval of the bylaws and serve until the last meeting of the calendar year. At the first meeting of each subsequent calendar year, the Chair and Vice Chair will be elected by the Board to serve in those capacities.

## Advisory Committee

**Description.** The Office's advisory committee will be comprised of 12-16 members appointed by the Board. Subcommittees may be created for efficiency. Members shall have subject-matter-expertise that align with the Office's strategic plan priority goals to be determined by the Board. Each member of the advisory committee will serve a two-year term, following a vote by the Board. Initial terms will be staggered to ensure the entire committee does not change in one year. The advisory committee shall meet monthly or as directed by the Board.

### **Distinction from Governance Board or Board of Directors.**

The role of the advisory committee is to provide current knowledge, critical thinking, and analysis to increase the decision-maker's understanding of the issues. The advisory committee is not a decision-making body.

**Roles & Responsibilities.** The responsibilities of the advisory committee are to assist the Board in achieving the goals of the Office's strategic plan. These include:

- Provide input and recommendations on funding needs, partnerships, policy changes, and other actions that improve the homelessness service delivery system.
- Provide the Board with input on houselessness related legislation.
- Share information and identify emerging issues and trends within the homeless, recently housed, and at-risk of homelessness communities.
- Ensure that the Board is advancing goals, steering policy, and making informed decisions.
- Participate in and/or facilitate community engagement activities and events.
- Foster and promote cooperation between governmental agencies, community-based non-governmental non-profit organizations, and business interests to ensure the efficient and timely implementation of the Office's strategic plan.
- Provide information regarding the needs and other factors affecting the smooth implementation of the plan.
- Determine roadblocks affecting program implementation and recommend corrective measures to the Board.

### **Membership Categories**

- (1) representative from organizations with expertise in communications
- (1) representative from organizations with expertise in real estate
- (1) representative from Economic Development of Central Oregon (EDCO) and/or City Chamber of Commerce
- (1) representative from a faith-based organization
- (2) representatives from organizations that deliver direct services including case management, behavioral or mental health or addiction treatment
- (2) representatives from organizations that provide emergency housing/shelter services

- (1) representative from affordable housing developer
- (1) representative with lived experience
- (1) representative from federal or state land management agencies
- (1) representative from the medical system
- (1) representative from county or city law enforcement
- (2) at-large

### **Advisory Committee Terms**

- Staggered – with two-year terms, beginning once the bylaws are ratified.
- Appointed by the voting members of the Board with guidance from the non-voting members the Office, and the entity holding the Office.

### **Funds Granted through House Bill 4123**

These funds will be managed by the Office. Per HB 4123, eligible use of funds are as follows:

- Hire staff.
- Communications & public engagement
- Community outreach and policy development
- Stipends for people with lived experience
- Technical assistance and capacity building including consultants.
- Other expenses necessary to meet requirements.
- If excess of funds available, eligible use:
  - To support the delivery of homeless services and shelters consistent with the Strategic Plan, including through contracts with service providers

### **Budget**

Review and provide input into the Office's budget on a yearly basis. As required by HB 4123, the participating county and cities are to identify and set goals for addressing funding to support the Office's ongoing operations in the Office's five-year strategic plan.



## Coordinated Houseless Response Office (CHRO) 5-Year Strategic Plan August 14<sup>th</sup>, 2023

### Priority 1. Engage the Whole Community

#### Community Engagement

- Create a consistent program which educates, engages, and informs leaders, service providers, and the community at-large.
  - **Examples:** *Sponsoring community outreach and education events, communicating about the activities of the board, sharing opportunities for involvement and influence.*

#### Support Philanthropy

- Empower the community to support the work.
  - **Examples:** *Streamline volunteer process, create tools and trainings for organizations to enable volunteers to help more, etc.*

### Priority 2. Initiate the Coordinated Houseless Response Office (CHRO)

#### Advisory Group

- Activate an advisory body comprised of community members with subject-matter-expertise who can help advance the CHRO Strategic Plan.

#### Align with Continuum of Care

- Enhance and grow partnerships with providers, local and regional governments, and key stakeholders
- Assist providers, local governments, and the community in tracking investments and outcomes in the homeless response system.
  - **Examples:** *tracking data, performance metrics, and outcomes on major investments, sharing information from the Continuum with key stakeholders in the community, etc.*
- Through intergovernmental agreements, clearly define the roles and responsibilities between the cities and county for addressing homelessness among governmental entities.

#### Establish Funding to Support Ongoing Operations

- Identify and secure financial resources to keep the Office operational through the required 5-year period.



- **Examples:** *Federal, State, and Local grants.*

### **Priority 3: Expanding Services for People Experiencing or At Risk of Homelessness**

#### **Develop/Increase Funding Streams**

- Assist with the creation of a Regional Sustainable Services Funding Plan.
  - **Examples:** *how to develop and sustain Permanent Supportive Housing, how to increase funding for prevention, how to increase funding for Rehousing, how to scale community behavioral health supports, etc.*

#### **Support Service Providers**

- Increase access to training related to Best Practices for service providers across the Continuum of Care
  - **Examples:** *Best Practices around pets/animals, domestic violence survivors, veterans, trauma informed care, etc.*
- Address Gaps in Administrative Capacity
  - **Examples:** *Creating a shared service model, sponsoring an Internship Program, assisting with Project Management and Program Development, document creation, etc.*

#### **Expand Access to Services**

- Advocacy around increased access to subsidized transportation
  - **Examples:** *Bans from public transit, connective services, emergency weather routes, etc.*
- Expand Coordinated Entry by Service Providers
- Address Racial and Equity Disparities with Strategic Investment
  - **Examples:** *Multilingual access to programs, forms, and services.*
- Streamline Resources/Services
  - **Examples:** *Facilitate Regional Partnerships, support prevention, and support rehousing*
- Partner with providers and the County to expand Supportive Services

#### **Support Development of Authorized Camping Spaces**

- Support participating communities in their efforts to create camping programs and connect them with subject matter experts and providers.



CITY OF BEND



- **Examples:** Assistance with plans and programs, convening and connecting with appropriate providers, assist with Safe Parking program implementation, etc.

## Priority 4: Address the Crisis of Unsheltered Homelessness

### Reduce Burdens of Unsheltered Homelessness

- Improve Services to Meet Individuals' Needs While Living Unsheltered
  - **Examples:** Increased Access to Basic Needs, Hygiene, Safe Storage, Mail, etc.

### Emergency Weather Response

- Coordinate amongst Emergency Services, local governments, and providers to ensure community-members have access to shelters.
  - **Examples:** weather-dependent shelter plan with pre-determined thresholds for each community, resources are available to meet the needs.

### Enhance Data

- Improve data quality and usability
  - **Examples:** Supporting Point in Time Count, Leveraging Built for Zero and by name list, etc.
- Transparency
  - **Examples:** Sharing and communicating accomplishments, access to information, increasing understanding of data by hosting educational events, etc.

### Improve Access to all Types of Shelter

- Support shelter providers
  - **Examples:** Advocate for reduced barriers for shelter development, assist local governments develop dedicated shelter funding, etc.
- Increase awareness about shelter availability
  - **Examples:** Facilitate shelter provider meetings to encourage communication, advocate for transportation access between shelters, facilitate partnership with 2-1-1 to disseminate information, etc.

## Priority 5. Improve Access to Affordable Housing

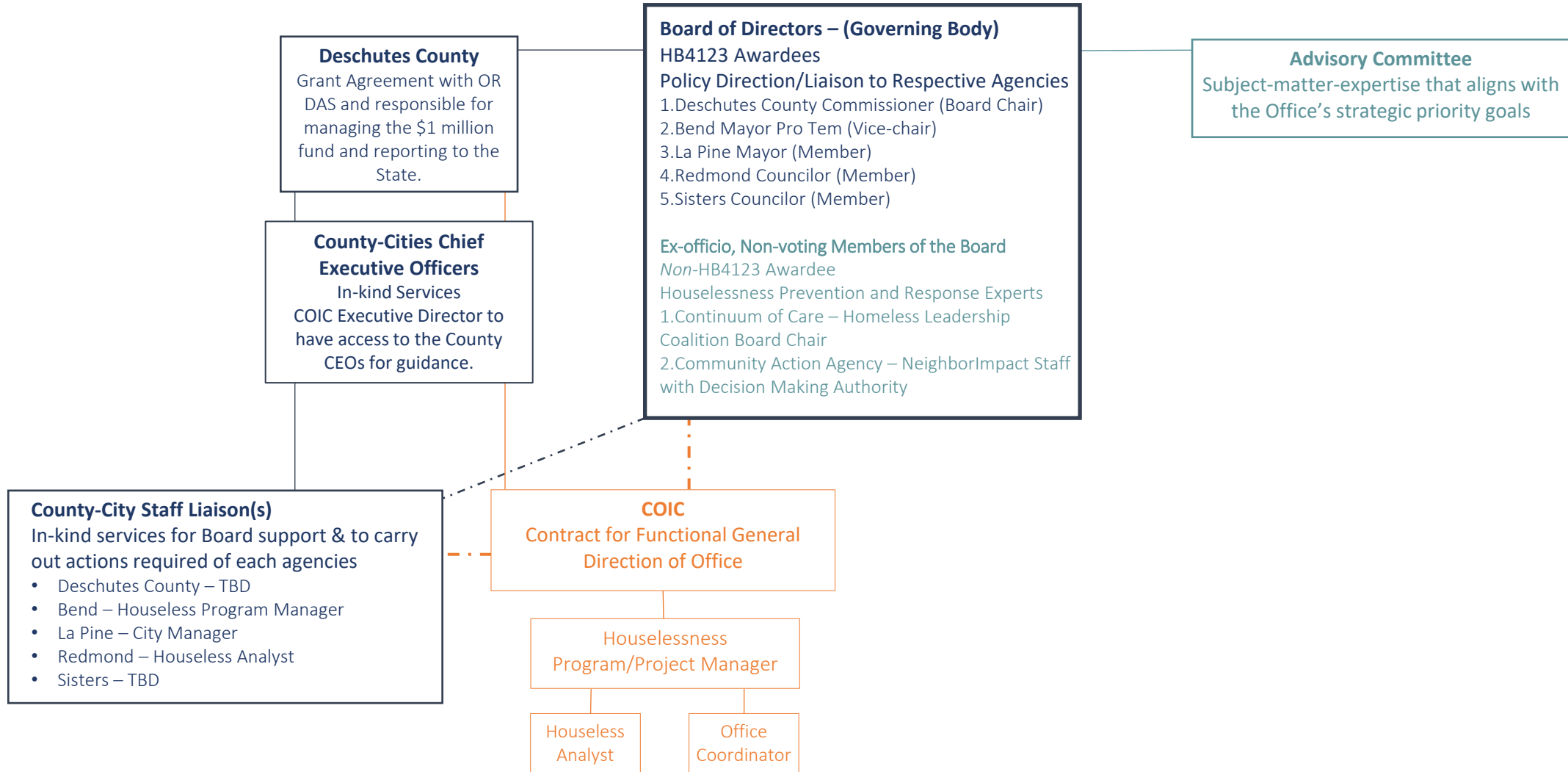


### Support Affordable Housing Development

- Advocate for more funding at the Local, State, and Federal Level
- Advocate for increased 0-30% Area Median Income (AMI) housing options
- Prioritize Permanent Affordable Housing
  - **Examples:** *Advocating for Land-Trust Model, Public-Private Partnerships, etc.*
- Increase Voucher Access & Utilization
  - **Examples:** *Collaborate with Regional Housing Authority, research successes in other communities, advocacy for homeless prioritization, etc.*



Deschutes County and Cities of Bend, La Pine, Redmond, and Sisters  
**Coordinated Houseless Response Office (CHRO)**





# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

## INTRODUCTION

Lincoln County (the “county”) on behalf of a coalition comprised of the cities of Depoe Bay, Lincoln City, Newport, Toledo, Waldport and Yachats along with the Confederated Tribes of Siletz Indians plus homeless providers and community stakeholders sought to prepare a 5-Year Homeless Strategic Plan (HSP) and the creation of a Sustainable Navigation Center. The coalition has named itself the [Lincoln County Homeless Advisory Board \(LCHAB\)](#) and acts as a key body to meaningfully engage local unhoused communities with representatives from each municipality within the county with the intent to create positive change.

Lincoln County entered into an agreement with Morant McLeod to lead the strategic planning efforts, and the Housing Authority of Lincoln County was selected as the administrative offices for the Advisory Board.

The Lincoln County Homeless Advisory Board serves all of Lincoln County and the IGA was formally adopted on June 15, 2023.

## ORGANIZATIONAL STRUCTURE

Each of the 8 pilots have unique organizational structures, for example some have a community action agency in the lead role, for some it’s the county, etc. Each office has also designed their coordinated office differently, I think for many it was a very iterative process and for some it continues to be a work in progress.

Lincoln County took the lead in submitting the Pilot HB4123 grant proposal, and in that role became the fiscal agent for the process. Through the leadership of County Administrator Tim Johnson and Commissioner Claire Hall, municipal and county leaders collaborated to enter into a Declaration of Cooperation and build out an Intergovernmental Agreement to formalize the Lincoln County Homeless Advisory Board (LCHAB).

Through the structure of the LCHAB, subcommittees were established to develop requests for proposals for strategic planning firms that could facilitate the goals of HB4123 and provide administrative support.

After a Public Process, LCHAB recommended and the Board engaged Ernest Stephens II from Morant McLeod to lead them in the process of strategic planning for a coordinated response

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

to the area's unhoused. Additionally, the Board entered into a contract with Karen Rockwell, Executive Director of the Housing Authority of Lincoln County to provide administrative support.

The strategic planning process included the creation of four distinct workgroups with participants and agencies from the community at large (full list of participants below under community engagement efforts).

Once the strategic planning process is completed, one of the goals will be to operationalize the plan and this will involve widening the representation on the LCHAB. This is anticipated to occur in January 2024.

The role of the coordinated office is currently being filled by the Housing Authority of Lincoln County. The Housing Authority representatives attend the LCHAB meetings, the strategic planning workgroups, and work closely with Lincoln County to ensure compliance of the contract terms for HB4123. The definition and functionality of this office will continue to evolve with the operationalization of the strategic goals. Currently the office is providing resources (including identifying gaps in services, development opportunities, and assistance standing up the emergency and permanent winter shelters) as well as resources for the unhoused in terms of navigation services/service referrals. The agency also is the lead/fiscal agent for the HB5019 Community Plan.

The lead staff role of the coordinated office is currently being filled by the contract administrator, Karen Rockwell, Executive Director of the Housing Authority of Lincoln County. Kyla Sellers was hired through the Housing Authority of Lincoln County to support the administrative and research work of the Homeless Advisory Board.

## STRATEGIC PLAN PROCESS

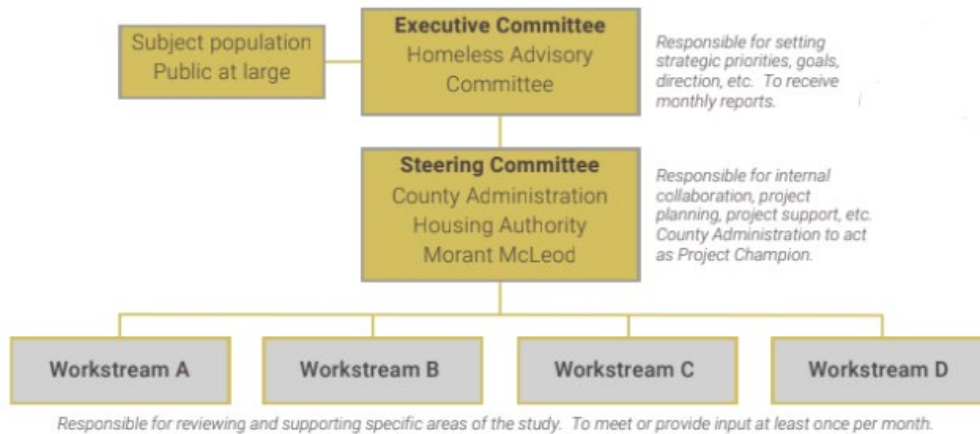
When tasked with addressing a community-centric issue, Morant McLeod employed a phased approach spread over a year, ensuring that every step was rooted in thorough research, community engagement, and iterative development. The timeline was as follows:

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT



The following structure was developed to support this process and timeline:



The Idea behind this structure is having the Executive Committee (The Board) be informed by the following work streams:

- Workstream A: Community Engagement – To focus on reaching out to the community, creating engagement, and "building community bridges".
- Workstream B: Service Provision & Policy - To study current service provision, analyze findings, and develop insights. Includes housing.
- Workstream C: Mental & Physical Health – To study access to healthcare services, health related programming, relevant training, etc.

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- Workstream D: Finance & Economics – To examine economic barriers, commercial industries, and create financial plans.

From the beginning, community engagement has been a priority – and involving service organizations, individuals with lived experience, and interested citizens was done through a variety of ways. The following workgroups were formed to support and inform the Board’s future recommendations:

- Community Engagement Chair Pastor Bob Barrett
- Finance & Economics Chair City of Toledo Mayor Rod Cross
- Mental & Physical Health Chair City of Toledo Council President Betty Kamikawa
- Service Provision & Policy Executive Director Samaritan House Lola Jones

The workgroups had a wide range of participants, including both formal representatives, community citizens, and service providers. They met for the first time in March of 2023 and their work was completed September 2023.

## Community Engagement Workgroup: 14 Participants

- Workgroup Chair, Robert Barrett, Yachats Community Presbyterian Church
- Workgroup Member, Claire Hall, Lincoln County Commissioner
- Workgroup Member, Cynthia Jacobi, Councilor, City of Newport
- Workgroup Member, Judy Casper, Councilor, City of Lincoln City
- Workgroup Member, Mary Ellen O’Shaughnessey, Council President, Yachats
- Workgroup Member, Greg Holland, Mayor, City of Waldport
- Workgroup Member, Elizabeth Reyes, Family Promise
- Workgroup Member, Dan Butler, Housing Authority of Lincoln County
- Workgroup Member, Karen Rockwell, Housing Authority of Lincoln County
- Workgroup Member, Nancy Mitchell, Lincoln County Food Share
- Workgroup Member, Lucinda Taylor, Habitat for Humanity of Lincoln County
- Workgroup Member, Will Quillian, Oregon Coast Community College
- Workgroup Member, Wiley C. Thompson, Oregon State University Extension
- Workgroup Member, Ann Siglio, community member

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

## Finance & Economics Workgroup: 6 Participants

- Workgroup Chair, Rod Cross, Mayor, City of Toledo
- Workgroup Member, Mary Ellen O'Shaughnessey, Council President, Yachats
- Workgroup Member, Gary Lahman, Community member
- Workgroup Member, Tim Johnson, Lincoln County Administrator
- Workgroup Member, Jan Kaplan, Mayor, City of Newport
- Workgroup Member, Karen Rockwell, Housing Authority of Lincoln County

## Mental & Physical Health Workgroup: 8 Participants

- Workgroup Chair, Betty Kamikawa, Council President, City of Toledo
- Workgroup Member, Susan Trachsel, Council President, City of Siletz
- Workgroup Member, Jayne Romero, Lincoln County Health & Human Services
- Workgroup Member, Amanda Cherryholmes, Coastal Support Services
- Workgroup Member, Karen Rockwell, Housing Authority of Lincoln County
- Workgroup Member, Eva Gonzalez, Housing Authority of Lincoln County
- Workgroup Member, Keith Barnes, Lincoln County Veterans
- Workgroup Member, Kiera Morgan, community member

## Service Provision & Policy Workgroup: 15 Participants

- Workgroup Member, Ann Stott, Councilor, City of Yachats
- Workgroup Member, Daphnee Legarza, City Manager, City of Lincoln City
- Workgroup Member, Derrick Tokos, Community Development Director, City of Newport
- Workgroup Member, Elizabeth Reyes, Family Promise
- Workgroup Member, Kathy Short, Mayor, City of Depoe Bay
- Workgroup Member, Spencer Nebel, City Manager, City of Newport
- Workgroup Member, Woody Crobar, Lincoln County School District
- Workgroup Member, Dina Eldridge, Community Services Consortium
- Workgroup Member, Karen Rockwell, Housing Authority of Lincoln County
- Workgroup Member, Rick Booth, South Lincoln Resources
- Workgroup Member, Sheila Stiley, Northwest Coastal Housing
- Workgroup Member, Mike Broili, community member
- Workgroup Member, Robyn Cole, Housing Authority of Lincoln County
- Workgroup Member, Sandi Hollenbeck, community member
- Workgroup Member, Lola Jones, Samaritan House

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

The HB4123 Strategic Consultant (Ernest Stephens from Morant McLeod) has done extensive in-person interviews with 37 individuals experiencing homelessness in Lincoln County during the data collection. His data is also informed by in person visits to the area service providers.

Below is the breakdown of those interviewed:

- Native of Oregon .....51.35%
- Do you have children .....56.76%
- Military status .....11.11%
- Medical insurance.....77.78%
- Medical conditions.....61.11%
- Disability conditions .....52.78%
- Mental health conditions.....45.71%
- History of anxiety, depression, bipolar.....57.58%
- Dental concerns.....58.33%
- Vision concerns.....55.56%
- Tobacco .....69.44%
- Alcohol.....51.35%
- Religion.....69.44%
- Working cell phone.....72.22%
- Local supports.....62.86%
- Aware of support services .....68.57%
- Have you received housing.....40.00%
- Difficulty receiving housing.....48.39%

The strategic plan document is being presented to the local municipalities and Community Services Consortium for an approval by resolution of each respective Council/Board. The geographic inclusionary process (presenting to each governing body and allowing discussion prior to approval) is a slower process to gain consensus. Ultimately, it has been extremely positive for our region and we believe our final product will result in a more cohesive and collaborative effort in our shared work surrounding the unhoused and underhoused community solutions. We will forward the full report upon final adoption.

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

## STRATEGIC PLAN OUTCOMES

Homelessness is a complex issue, often rooted in a myriad of interrelated factors. Addressing it requires a deep understanding of these factors and a comprehensive approach to remedy them. In this context, the Lincoln County Homelessness Advisory Board embarked on a strategic planning process to shed light on the intricacies of homelessness within the county.

The Lincoln County Homelessness Advisory Board's initial step was the acknowledgment of the complexity of the problem. Recognizing that a single-pronged approach would be inadequate, the Board embarked on a holistic planning process. This involved gathering diverse stakeholders, from homeless individuals themselves to local businesses, nonprofits, and government entities, ensuring a spectrum of perspectives were considered.

With data collection and analysis, a thorough research process was initiated. Initial data pinpointed several drivers of homelessness, such as economic downturns, mental health issues, substance abuse, and a lack of affordable housing. However, to create an effective strategy, it was vital to determine the primary drivers – those core issues that, if addressed, could have a cascading positive effect on the others.

Armed with these insights, the Board was able to craft a mission that wasn't just aspirational, but also actionable. The mission emphasizes both proactive and reactive measures, understanding that while immediate relief is crucial, long-term solutions lie in prevention.

“Eliminate Homelessness Countywide except due to emergencies and voluntary reasons.”  
- Lincoln County Homelessness Advisory Board vision

“To ensure that every member of our community has access to the resources they need, while also working to prevent the circumstances that lead to homelessness.”  
- Lincoln County Homelessness Advisory Board mission

The LCHAB Strategic Plan includes the following key recommendations:

1. LCHAB to remain a permanent body that focuses on homelessness/houselessness.
2. Adopt the strategic goal to reduce homelessness to emergency & voluntary levels, utilizing the progression of support model.
3. Coordinate policy and funding efforts at city, county, regional and state levels.



# LINCOLN COUNTY HOMELESS ADVISORY BOARD

## HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

4. Stand up and support a navigation system, with a priority to use or develop common data/reporting systems to track each network and community needs.
5. Integrate local housing, community services, economic development and transportation efforts to support and provide resources for community organizations with the following key objectives:

Housing Objective	Services Objective	Economic Objective	Transportation Objective
<ul style="list-style-type: none"><li>• Emergency housing capacity availability for all residents in need</li><li>• Transitional housing availability for all unhoused residents</li><li>• Affordable housing options for all at-risk residents</li><li>• All housing developments include 30% affordable housing</li><li>• HDR or multi-family development decisions choose multi-family housing</li><li>• All municipal budgets have specific, housing related line items / call-outs</li><li>• All municipalities waive SDC's with 30% affordable housing</li><li>• Housing stability for all unhoused individuals who wish to enter the workforce</li></ul>	<ul style="list-style-type: none"><li>• All unhoused individuals are represented in the progression of support model</li><li>• At least 70% of direct service providers participate in HMIS directly or through an agent organization</li><li>• At least 70% of direct service providers needs are indicated in reporting</li><li>• All participating service providers (with unmet resource needs) written into at least one joint funding opportunity per year</li><li>• All participating service providers receive regular information on the service network</li><li>• Future PIT counts to include all unhoused individuals</li><li>• Service stability for all unhoused individuals who wish to enter the workforce</li><li>• Average serious health conditions to reach 3 or less across all unhoused individuals</li><li>• Develop trauma-informed, equitable service delivery (prior to population growth)</li></ul>	<ul style="list-style-type: none"><li>• Workforce training or job availability for unhoused individuals who are able to work (estimated up to 1,000 jobs)</li><li>• Attract 3 or more employers per industry cluster with apprenticeship or training programs for unhoused individuals</li><li>• Workforce programs relationships with all service providers</li><li>• Incentives for employers who recruit and retain unhoused individuals</li><li>• Lower wage jobs to pay at least 300% of affordable housing costs</li><li>• Attract wage mix to support lower, middle, and upper income ranges: lower wage or greater jobs (at least 2/3 of median) are available 1:1 to higher wage jobs (150% of median)</li></ul>	<ul style="list-style-type: none"><li>• Daily transportation to all residential housing areas with housing stages 1-4 or affordable housing</li><li>• Daily transportation between residential areas and major employment areas</li><li>• Daily transportation to all active service areas</li><li>• Up-to-date, digital schedule availability</li></ul>

Two challenges identified include:

- There are over 100 entities helping the homeless. This number climbs when health services are included.
- Most service providers are located along the coast, yet services are needed throughout the county.

Measuring success:

- The reduction in homelessness as measured by a shared set of service provider metrics yet to be established.
- The strengthening of a regional effort for the annual Point in Time count including number of participating volunteer agencies and accuracy of physical count.
- The amount of funds raised for specific projects from non-municipal sources.
- No deaths as a result of being unhoused.
- Success with the accomplishment of the strategic goals and objectives.

A nuanced problem like homelessness necessitates an equally nuanced approach to solution-building. The Lincoln County Homelessness Advisory Board recognized this and further refined their strategy by segmenting the research process into four specialized



# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

workgroups: "Finance & Economics", "Mental & Physical Health", "Community Engagement", and "Service Provision & Policy". Each group focused on distinct dimensions of homelessness, ensuring a comprehensive understanding and approach.

## Mental & Physical Health Workgroup

This workgroup focused on the health challenges faced by the homeless population. With research identifying mental health as a primary driver of homelessness in Lincoln County, this group's role was pivotal. Their research explored the accessibility of mental and physical health services, the prevalence of chronic illnesses among the homeless, and the barriers to obtaining consistent medical care. The workgroup also liaised with local healthcare providers, aiming to devise collaborative solutions to bridge the health service gaps.

## Community Engagement Workgroup

Recognizing that the community's perception and involvement are integral to resolving homelessness, the "Community Engagement" workgroup targeted public awareness and involvement. They gauged community sentiment towards the unhoused, organized awareness campaigns, and created digital platforms for community members to contribute. By fostering empathy and dispelling myths, this group sought to create a community united in its approach to tackle homelessness.

## Service Provision & Policy Workgroup

This workgroup operated at the intersection of service delivery and policy-making. They assessed the existing services provided to the homeless, identifying inefficiencies, overlaps, or gaps. Moreover, they worked to understand the legislative landscape and identify areas for policy reform. Their goal was to ensure that services and policies were not just well-intentioned but were also effective and streamlined.

## Finance & Economics Workgroup

The "Finance & Economics" workgroup delved into the workforce related and economic aspects of homelessness. By investigating the cost of living, job market dynamics, and economic barriers faced by the unhoused population, this group sought to understand the financial realities contributing to homelessness. Furthermore, the group researched potential economic solutions and opportunities for affordable housing investments in the county.

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

## **Coordination challenges:**

There are many service providers/agencies/philanthropic individuals working throughout the county on many different facets of housing and homelessness. Gaining wide collaboration in the strategic planning process was difficult due to both the capacity of those entities to participate as well as connecting/identifying them.

There has also been a lot of attention surrounding the topic of affordable housing and homelessness, and that has created a certain level of committee fatigue. Keeping the engagement level high was difficult, especially as the process was over several months.

Another challenge is the geographic scope Lincoln County, and that each community is diverse with their own set of challenges/characteristics of homelessness. Finding the commonalities while allowing for unique community solutions was important.

The structure created with the LCHAB was specific to the municipalities and their governing boards/councils. This did create some “disconnect” between the service providers and the elected officials. Developing strategic goals that were able to be specific to the reach of a municipality and not an overstep in attempting to dictate or regulate the service provider was necessary.

Another challenge was the topic is so all-encompassing that there was often not enough time to continue the discussion of the Advisory Board. Balancing data with discussion was challenging.

## **Coordination successes/opportunities:**

By dividing their research into these specialized workgroups, the Lincoln County Homelessness Advisory Board ensured that every facet of homelessness was meticulously explored. Each group dove deep into its domain, providing insights and recommendations that were both in-depth and holistic. This collaborative, multi-pronged approach stands as a model for other counties and cities, showcasing the importance of specialized, collaborative research in crafting impactful, sustainable solutions. The ability for the municipalities to remain engaged and have informed conversations grew each month. They became a cohesive and extremely knowledgeable body informed by data.

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

## HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Additional partners identified in the process that will be incorporated into the next steps include transportation and economics. In addition, the Board is going to review its voting membership and potentially expand with representatives of direct service.

There are pros and cons to the timing of the Executive Orders and the HB5019 funding. First and foremost, our community was grateful for the funding to address specific needs. The process could have been better coordinated with the HB4123 goals/planning groups. In our community, the timing did not allow for integration with the HB4123 Pilot, however it was the lead agency (the Housing Authority) that developed the Community Plan and outreached to the service providers. We did work to braid the two projects together, but ultimately the Community Plan could not support the specific goals of the Strategic Plan because that process was still in research phase. Fortunately, one of the projects for the HB4123 was a discovery of the specific projects that were needing funding (to help identify gaps in the shelter to housing continuum) so we were in a position to respond to the quick HB5019 turnaround. [See attached PDF: Lincoln County Shelter to Housing Continuum.](#)

The Housing Authority met with the Rural Continuum of Care staff on multiple occasions to discuss the overall community projects and ROCC funding streams/opportunities.

There is also a tri-county effort to establish a Lincoln, Benton, Linn Continuum of Care and withdraw from the 26-county Rural Oregon Continuum of Care (ROCC). Pegge McGuire, Community Services Consortium Executive Director, is taking the lead on this effort and has made initial presentations on the concept to all city councils in Lincoln County and to the Lincoln County Board of Commissioners. In many cases, these presentations have been made in coordination with presentations to the same body to provide and LCHAB update. So far, all elected officials seem to be supportive of this initiative.

Draft resolutions of support have been provided to each governing body and will result in formal resolutions of support submitted to HUD, along with other required documentation, to begin the formal process of formation of the CoC. This follows a tri-county stakeholder vote held on July 20th, 2023, in Corvallis, which unanimously moved to begin the process of formation of the tri-county continuum. Presentations by Pegge continue in October and November to all city and county elected representatives in Linn and Benton Counties.

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

The LCHAB Board opted for a consultant to facilitate the Strategic Planning Process (as stated above) and contracted with the Housing Authority to provide the administrative support. The fiscal agent of the Board is Lincoln County.

As mentioned above, two of the key recommendations to the LCHAB Strategic Plan are to stand up and support a navigation system, with a priority to use or develop common data/reporting systems to track each network and community needs and integrate local housing, community services, economic development and transportation efforts to support and provide resources for community organizations. Both of these goals are addressing service barriers (both for organizations and individuals).

One of the challenges that was identified was identifying the service provider roles throughout the region. While it is a time-consuming endeavor, the process did allow us to map our sheltering and affordable housing projects and to inform the municipalities on housing gaps. The information collected was utilized for the HB5019 Community Plan funding request and is now available for the HB4123 next steps. Through that work twelve entities will receive capacity building and direct service financial support for rapid rehousing and sheltering throughout the entire county.

Another success was at the beginning of the process the emergency winter sheltering program was still operating. Lincoln County had outsourced two of the neighborhood navigation & resource centers to provide and manage motel vouchers during temperature triggered evenings. The service providers attended LCHAB meetings and provided a recap of the sheltering season and stated their concern over several aspects of the program, most specifically being the use of cold weather triggers (versus seven nights a week) and motel vouchers (being inefficient, costly, and hard to manage due to the scattered units). While not a direct outcropping from LCHAB, the information led to a partnership between the County Health & Human Services Department, the Housing Authority, and faith groups to open a nightly shelter in Newport. This operations for this effort has been financially supported by the City of Depoe Bay, City of Lincoln City, City of Newport, City of Siletz, and Lincoln County. The Housing Authority is closing on a site for a permanent facility on October 31, 2023. A second facility is being sought out for Lincoln City. [See attached PDF: Lincoln County Oregon Emergency Winter Shelter Program.](#)

The Strategic Plan will stand up and support a navigation system, with a priority to use or develop common data/reporting systems to track each network and community needs.

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Our county covers a lot of territory, and each community has an established resource center (aka neighborhood navigation center). This strategic recommendation will work to link the resource centers, as well as other service providers, to a shared data system so individuals seeking services have a more efficient and effective ability to access them.

## TECHNICAL ASSISTANCE

Through the HB5019 Community Plan, Lincoln County has been included in a REINSTITUTE cohort including Curry and Linn Counties and will be embarking on a 100-Day Challenge on Homelessness. This activity is supported by Oregon Housing and Community Services and will be providing support to help us with our Community Plan goals surrounding the Point in Time count and the Resource Fair. The monthly support meetings hosted by the League of Oregon Cities surrounding HB4123. Additional technical support could be utilized in identifying state or federal funding opportunities.

## DATA

One of the members of the pilot is our community action agency, Community Services Consortium. This agency assists with the coordination of the Point in Time Count and works with HMIS and coordinated entry. With their expertise we have been able to have detailed conversations surrounding what is needed to get a robust PIT count for our region, and how we can strengthen our data systems so we are more collaborative.

There are specific goals/outcomes attached to the HB5019 Community Plan that award recipients will be working towards. Two of the goals include coordination of a successful Point in Time count and the implementation of a Resource Fair for the unhoused community. The Housing Authority will be establishing a workgroup of members from the award recipients and other interested individuals/agencies to begin planning. The first meeting will happen near the end of October.

Through the Community Plan, we have also been included in a REINSTITUTE cohort including Curry and Linn Counties and will be embarking on a 100-Day Challenge on Homelessness. This activity is supported by Oregon Housing and Community Services and will be providing support to help us with our Community Plan goals surrounding the Point in Time count and the Resource Fair.

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

According to the Point In Time (PIT) counts for 2022, Lincoln County had 160 individuals experiencing homelessness. Of those numbers, 75 individuals were sheltered, 32 were in transitional housing and 53 were without shelter. Knowing that the PIT count does not accurately reflect the area’s true homeless population counts for several reasons, we offer the additional data:

Lincoln County continues to have a large number of unhoused or underhoused youth as seen in the McKinney-Vento year over year counts – with 754 of our community’s youth impacted by housing instability in 2021-2022;

## The size of the unhoused population across Lincoln County is believed to be around 2,000 individuals

	ESTIMATES	KEY ASSUMPTIONS	LIMITATIONS
School Data Estimate Method	1,748	There is a relationship between the number of unhoused adults and children that are known via PIT and school district counts.	Individuals without children may be under-represented.
Community Size Estimate Method	1,420	There is a relationship between the size of the unhoused community in Yachats and the size of the unhoused community in the rest of Lincoln County.	Larger cities may be under-represented.
Under & Over 18 Allocation Estimate Method	3,101	The children to adult allocation is consistent between unhoused communities and the rest of the county.	Individuals without children may be under or over-represented. Children under the age of 5 may be under-represented.
Mean	<b>2,090</b>		
Standard Deviation	<b>+/- 891</b>		

According to our recently compiled Shelter to Housing Continuum for Lincoln County, there are currently 118 shelter beds and 100 shelter/transitional housing units. The existing beds/units are consistently at maximum capacity with each organization having a waiting list. In addition, the Housing Authority of Lincoln County has a waiting list for the Housing Choice Vouchers of 330 individuals. These numbers reinforce that the unsheltered population is considerably higher than the point in time count for Lincoln County.

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

## IDENTIFYING, ACCESSING AND ALIGNING FUNDS

One of the Strategic Plan recommendations is to coordinate policy and funding efforts at city, county, regional and state levels. The Board will be working on operationalizing this recommendation in January 2024.

The administrative office will be collecting information on various funding sources and providing a schedule to the LCHAB with shared funding options. This will be reviewed in January 2024 to create a funding plan for the calendar year. Projects will be identified in a similar manner as the HB5019 Community Plan.

As mentioned previously, there are pros and cons to the timing of the Executive Orders and the HB5019 funding. First and foremost, our community was grateful for the funding to address specific needs. The process could have been better coordinated with the HB4123 goals/planning groups. In our community, the timing did not allow for integration with the HB4123 Pilot, however it was the lead agency (the Housing Authority) that developed the Community Plan and outreached to the service providers. We did work to braid the two projects together, but ultimately the Community Plan could not support the specific goals of the Strategic Plan because that process was still in research phase. Fortunately, one of the projects for the HB4123 was a discovery of the specific projects that were needing funding (to help identify gaps in the shelter to housing continuum) so we were in a position to respond to the quick HB5019 turnaround.

Our community was able to capture HB 5019 funding to help kick-start our work. Through the community plan we are wanting to leverage the funds available and will then invest in the second and third year with additional local supports, increased collaboration of resources, and remaining funding from HB4123.

One of the goals identified in the strategic plan is to become a permanent entity (the LCHAB) and to identify sustainable funding through grants, municipality supports, and individual donations or fundraisers.

We have identified rapid rehousing projects for 11 organizations with an estimated financial need of \$500,000 and three shelter projects with a financial need of approximately \$2.5 million.

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

## COMMUNICATIONS

As reported above, community engagement has been a priority – and involving service organizations, individuals with lived experience, and interested citizens was done through a variety of ways including well attended workgroups, unhoused interviews, service provider shadowing, public presentations, and social media. Additional strategies include:

- A website was created for soliciting participation from the community (including the unhoused) and for coordinating the meetings of the Advisory Board. The site is [www.lchab.org](http://www.lchab.org)
- Local newspaper media was also utilized extensively, with several articles printed in the three local papers.
- In addition, the Strategic Consultant team did interviews, focus groups and electronic newsletters for a broader range of community input.
- Presentations were also given to the municipality Councils/Boards.

With the desire to have a broad input across the region, coordinating times for presentations and allowing public input when on a time frame is difficult. In addition, having the space for discussion at the Advisory Board level when there is so much information beginning presented posed a challenge. Major successes are that (despite time being an obstacle) the inclusion of the entire community and the wide spread media attention surrounding the process was very positive. In addition, having all of the municipalities come to the table monthly (often more with the addition of the workgroup meetings) brought a higher level of understanding to the housing and houseless challenges of our region. Additional communications strategies will be considered as part of the operational plan created for 2024.

## ADDRESSING RACIAL DISPARITIES

Every recommendation in the Strategic Plan is developed and reviewed through a diversity, equity and inclusion lens. However, there is one specific recommendation that is at the heart of the discussion: Coordinate policy and funding efforts at city, county, regional and state levels.

The State of Oregon has already identified that equity is lacking in its land use laws, and the state and local municipalities have been making great strides in studying and altering those policies that have been restrictive.



# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

“Zoning and other related local laws have been used since their inception to exclude black Americans, immigrants, and other people of color from white neighborhoods, parks and pools, schools, and, ultimately, from access to wealth, opportunity and safety.”

<https://www.eugene-or.gov/DocumentCenter/View/61750/DISMANTLING-SEGREGATIONIST-LAND-USE-CONTROLS>

As a community, we are only at the beginning of this process and equity correction is a constantly evolving process that takes time and intention.

Oregon has a complex socio-economic problem of “haves” and “have nots.”

According to Anyeley Hallová, Oregon Department of Land Conservation and Development Commission Chair, “It’s shocking how supposedly progressive and forward-thinking we are in this state,” she says, “yet if you look at the numbers, the social inequity is drastic ... So obviously we’re not fulfilling our promise to everyone.”

<https://www.opb.org/article/2022/08/19/oregon-land-use-laws-urban-growth-management-system-portland-conservation/>

In the report Dismantling Segregationist Land Use Controls by Assistant Professor at the University of Oregon School of Law Sarah J. Adams-Schoen, “Good intentions are not enough; we must intervene boldly to change outcomes....Dismantling a segregationist land use system embraced by US cities for more than 100 years requires a bold shift in paradigm, a rejection of the concept of compatible uses of land that has been used and continues to be used throughout the United States to exclude Black, Indigenous, and other People of Color from predominantly white neighborhoods and the myriad privileges that attach to residence and homeownership in those neighborhoods.” <https://www.eugene-or.gov/DocumentCenter/View/61750/DISMANTLING-SEGREGATIONIST-LAND-USE-CONTROLS>

The Confederated Tribes of Siletz Indians has been participating in the strategic plan process and continued forward as an ex-officio member as they elected not to be a signing member of the IGA.

The administrative office also had targeted conversations with the Urban League of Portland, Centro De Ayuda, and the Arcoíris Cultural Center to identify barriers to services for diverse populations experiencing houselessness or housing insecurities.

- July 6, 2023 conversation with Crystalyn Black, Urban League of Portland via Zoom

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

## HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- February 21, 2023 conversation with Debra Jones, Centro de Ayuda in person
- February 21, 2023 conversation with Alex Llumiquinga Pérez, Arcoíris Cultural Program Manager in person

These conversations helped inform the process and identify reasons why certain populations are not utilizing services or are experiencing disproportionate difficulties finding adequate housing.

Unfortunately, the reality is that our rural/coastal area is overrepresented with the number of people experiencing homelessness and does not have adequate local resources to address the critical services and infrastructure necessary to humanely serve this vulnerable population; and our research has informed us that culturally specific services for the following groups are extremely lacking.

The Confederated Tribes of the Siletz Indians, Centro de Ayuda, and the Arcoíris Cultural center are extremely involved in community solutions identifying how all organizations can be more culturally responsive and informed. In addition, entities like Lincoln County Health and Human Services, C.H.A.N.C.E. Coastal Support Services, Grace Wins, NW Coastal Housing, Reconnections and Samaritan House have elevated the training, professionalism and response to individuals with Severe and Chronic Mental Health Issues and substance use disorders. And in our community all of our actions are informed by Samaritan Health Systems and the IHN-CCO.

### CONNECTIONS TO PERMANENT HOUSING

The Homeless Advisory Board Administrator (the Housing Authority of Lincoln County) collected data directly from the service providers and housing providers to develop a shelter to housing continuum “cheat sheet” to illustrate and quantify the different organizations that have shelter beds or housing units, and to categorize them into specific HUD classifications. During this process the office was able to identify projects that were in the pipeline and ones that might need additional supports to reach completion. When the funding for HB5019 became available, the Homeless Advisory Board office distributed through email the Community Planning Project worksheet to all of the area service providers and to organizations that had been identified on the shelter to housing continuum “cheat sheet.” The office then made direct phone calls and held one on one

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

meetings to help inform the potential applicants of the funding goals and how they could participate. The office held a question and answer zoom meeting and also made twelve (12) direct calls to encourage participation.

The Strategic Plan process also led to some key observations found during the collecting of the data including: Economic pressures on those nearing or within poverty press individuals into poverty. Additionally lack of transportation/mobility increases this pressure. The housing inventory and lack of reporting efforts across county organizations make it difficult to create adequate housing opportunities for unhoused individuals. Lastly, the administrative disconnect play a large role in unhoused individuals receiving the services they need. In addition, the lack of a unified approach or procedure is keeping organizations from being as effective as possible in helping the houseless community.

## CONCLUSION

In Lincoln County everything is currently impacting the inability for the unhoused to get and retain housing. Specifically, we have identified as a group some of the most significant being as follows:

- For Individuals with Severe and Chronic Mental Health Issues we are lacking mental health care and services, service providers are constrained in their organizational and staffing capacity (or lack the specific expertise for the SPMI or dual diagnosis client) and we need additional housing development that is built for this specific population that includes permanent supports.
- For individuals with substance use disorders, we are lacking appropriate emergency shelter, need to expand our transitional housing and increase our substance use disorder care and services. This group would also benefit from increased organizational capacity of service providers who have targeted experience/training.
- Seniors (55+) with medical disabilities with benefit from housing navigation services (including housing problem-solving assistance), rental supports that include reasonable accommodation funding for grab bars or ramps, and additional affordable housing developments – especially if they are built with this population in mind.

## APPENDICES

### A. LCHAB IGA

# LINCOLN COUNTY HOMELESS ADVISORY BOARD

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- B. Strategic plan (available in December 2024)**
- C. Organizational Chart**
- D. Lincoln County Shelter to Housing Continuum**
- E. Lincoln County Oregon Emergency Winter Shelter Program**

## **Intergovernmental Agreement Coordinated Office on Homelessness**

This Agreement is entered into by and between Lincoln County, a political subdivision of the State of Oregon ("County"), the Cities of Depoe Bay, Lincoln City, Newport, Siletz, Toledo, Waldport, and Yachats, and the Community Services Consortium.

### **RECITALS**

- A. ORS 190.010 authorizes units of local government to enter into Intergovernmental Agreements ("IGA") for the performance of any or all functions which a Party to the IGA has the authority to perform.
- B. The County has signed a grant agreement with the State of Oregon for \$1,000,000 to establish a coordinated homeless response system. Lincoln County will administer the funding and consulting agreements necessary to meet the requirements of this grant. The grant agreement is entered pursuant to the terms of HB 4123.
- C. Lincoln County, the Cities of Depoe Bay, Lincoln City, Newport, Siletz, Toledo, Waldport and Yachats and the Confederated Tribes of the Siletz Indians (Parties) have entered into a Declaration of Cooperation to implement preliminary steps to develop a Homeless Response System for Lincoln County.
- D. The Declaration of Cooperation established an advisory committee to develop a Coordinated Homeless Response Agreement and advise the County on initial steps to develop a homeless response system for Lincoln County in accordance with HB 4123.
- E. The Parties to this IGA wish to further implement HB 4123 and establish a coordinated homeless response system. The System shall, at a minimum, consist of a homeless response office (the "Office") and a Homeless Response Advisory Board (the "Board") charged with developing a five- year strategic plan for the County on creating pathways to permanent and supportive housing. The Parties wish to create a System that will fulfill all requirements set forth in Exhibit A – Grant Agreement, attached hereto and incorporated by this reference herein.

**NOW, THEREFORE**, in consideration of the mutual covenants contained herein the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1. **RECITALS.** The recitals set forth above are true and correct and are incorporated herein by this reference.
2. **DURATION/ TERM.** [ORS 190.020(1)(e)]. The term of this Agreement shall commence after execution by all nine Parties and shall expire on June 30, 2027, unless extended or earlier terminated in accordance with Section 7.
3. **REAL OR PERSONAL PROPERTY.** [ORS 190.020(1)(d)]. Lincoln County shall physically locate and establish a Homeless Response Office and provide such office space and meeting room space as is needed for Homeless Response Office operations and Homeless Response Advisory Board meetings as contemplated in this Agreement. Other

parties may provide satellite office space for Homeless Response Office operations or may offer meeting rooms for meetings. The Parties may donate personal property to the County for purposes of establishing the office.

**4. FUNCTIONS OR ACTIVITIES. [ORS 190.020(1)].**

A. The Parties jointly agree to the establishment and operation of a Lincoln County Homeless Response Advisory Board (the “Board”) which shall be organized as follows and perform the following functions:

1. A Board, consisting of one representative and an alternate from each Party to this IGA, shall be formed for the purposes of providing advice and general policy guidance to the Parties and to the Office. In addition, the Confederated Tribes of Siletz Indians and the local Continuum of Care will be requested to designate a representative to serve as non-voting members of the Board. The Board is not a separate independent Intergovernmental Entity with contracting powers but is intended to be advisory and function as a liaison between the Office and the individual Parties in this coordinated response. The Board is not intended to manage the Office. Board members shall serve as a liaison between their elected body, the Board and the Office.
2. As an entity authorized by statute and governed by this IGA with the authority to make formal advice and recommendations, the Board is considered a public body for the purposes of Oregon Public Meetings law. The Board shall hold noticed meetings open to the public, and otherwise act in accordance with Oregon Public Meetings Law, Oregon Public Records law and applicable conflict of interest statutes. The Board shall adopt formal Bylaws sufficient to ensure compliance with Oregon Public Meetings Law and the orderly functioning of the Board that are substantially similar to the Bylaws set forth in Exhibit B, attached hereto and incorporated by this reference herein.
3. Administrative support for the Board shall be provided by the Office who shall provide staff support to ensure that public meeting notices for the Advisory Board meetings are properly made.
4. The Board may make recommendations to the County on the hiring of a consultant by Lincoln County to establish and operate a coordinated homeless response office.
5. The Board may make recommendations to the County on the hiring of any consultants to develop a five-year strategic plan that identifies goals and strategies to provide a sustainable partnership to reduce homelessness in Lincoln County.
6. With recommendations from the Office, the Board shall appoint two groups to engage in outreach and provide advice on the operation of a Homeless Response Office and the development of a five-year strategic plan.
  - a. A Homeless Practitioners Panel (“Panel”) shall be comprised of homelessness experts drawn from the community to include representatives with knowledge and experiences in areas of youth services, lived experiences, accessibility, housing, homelessness, land use, public education, public health, law enforcement and philanthropy. The Panel shall advise the Office on establishing a coordinated regional response to address homelessness in the

County and provide input to the Board on the development of a five-year strategic plan to reduce homelessness in the County.

- b. A Lived Experience Homelessness Work Group (“Work Group”) shall advise the Panel on aspects of homelessness relating to the operation of the Office and the development of the five-year Strategic Plan.
7. The Board shall guide, make recommendations, review, approve, and adopt a strategic plan that identifies and sets goals as set forth in HB 4123. Each member Party shall review, approve, and adopt the strategic plan that identifies and sets goals as set forth in HB 4123 in accordance with timetables established by the State of Oregon.
  8. The Board is not the supervisor or Project Manager of the Office staff or consultant. The County shall manage any consultant contract or Office personnel and the Board may only make recommendations to the County regarding such personnel.
  9. The Parties to this Agreement require that the Board members report to their respective jurisdictions on the progress of mandated tasks. Board members have no individual authority and shall make recommendations and communicate with the Office only as a group, that is, through motions adopted at noticed public meetings. Board members shall not coerce or attempt to coerce Office staff or consultants.
- B. The Parties jointly agree to the establishment and operation of a Homeless Response Office (the “Office”) which shall perform the following functions:
1. The Office will be operated through a professional services agreement with a consultant contracted by Lincoln County. The consultant will be any individual or entity duly qualified and willing to serve in the role.
  2. The Office will coordinate with and develop partnerships with local and regional stakeholders as specified in House Bill 4123, including plans for coordination with the local Continuum of Care receiving funding under 24 C.F.R. part 578, and the Confederated Tribes of the Siletz Indians.
  3. The Office will designate a Director who will be charged with the general operation of the office. The Board shall receive progress reports from the Office and shall provide general policy guidance and recommendations to the Office.
  4. The Office shall work to coordinate tasks with the Board to develop a five-year strategic plan conducted under an agreement with a separate consultant.
  5. The Office shall coordinate all meetings of the Panel and Work Group identified in Section 4(A)-(6)(a)(b) of this agreement.
- C. All Parties to this IGA agree to cooperate in good faith to ensure that the goals of the Homeless Response System are achieved. The Parties shall work in good faith to amend this IGA when necessary to achieve the System goals set forth in Exhibit A.

- D. The County shall serve as the fiscal agent responsible for funding the operations of the Office created under this IGA. The County shall be responsible for all contracting, procurement, or other activities necessary to retain consultants with a recommendation from the Advisory Board. The County will retain fiscal and contractual oversight of the Office and shall retain the authority to terminate the contract with the consultants as necessary. In such an event, the County shall seek a new consultant with recommendations from the Advisory Board. This IGA does not create any employment or contractual relationship between the Parties to this IGA or the Office.
- E. The Lincoln County Office of Legal Counsel may be called upon to provide legal advice to the Board and the Office as necessary. Such advice may include, but is not limited to, advice on public meetings law, the requirements of HB 4123, and the formulation of necessary bylaws.
- F. Access to Records/Record Retention. The County shall maintain fiscal records and all other records pertinent to this IGA.
  - 1. All fiscal records shall be maintained pursuant to generally accepted accounting standards, and other records shall be maintained to the extent necessary to clearly reflect actions taken.
  - 2. All records shall be retained and kept accessible for at least three years, or as otherwise required to be retained by Oregon law or as may be required by any grant contract terms.
  - 3. If an audit, litigation, or other action involving this IGA is started before the end of the three-year period, the records shall be retained until all issues arising out of the action are resolved or until the end of the three-year period, whichever is later.
  - 4. All Parties to this IGA and their authorized representatives shall have the right to direct access to all associated books, documents, papers and records related to this IGA for the purpose of conducting audits and examinations and making copies, excerpts and transcripts.

**5. PAYMENTS / REVENUE. [ORS 190.020(1)(a)-(b)].**

- A. The Parties agree that for the first two years, the Office will be funded with a portion of \$1,000,000 grant provided by the State of Oregon.
- B. The Parties do not anticipate any revenues will be derived pursuant to this Agreement. If any unexpected revenues are received, the Parties stipulate and agree that such revenues shall be utilized to run the Office.
- C. The Parties further agree to work together and use best efforts to seek out and obtain grant funding. The Office shall seek funding from other sources. The Board will propose a budget for years three through five of the agreement to operate the Office. Should additional grant or outside funding not be available to fully fund the Office, any proportionate shares of funding from the Parties shall be mutually agreed upon by all Parties and reflected in an amendment to this Agreement. The following disclaimer applies to all future funding derived from the Parties: All obligations of the Parties



pursuant to this Agreement which require the expenditure of funds not yet identified are contingent upon future appropriations by the Parties as part of the Parties local budget processes. The Parties are entering into this Agreement voluntarily in the spirit of cooperation and coordination to facilitate a coordinated homeless response system, including establishment of a Homeless Response Office for Lincoln County. However, nothing in this Agreement makes the individual Parties responsible for the contracts or commitments of the Office. Reimbursement of personnel costs is not contemplated by the County for administering these agreements.

6. **PERSONNEL.** [ORS 190.020(1)(c)]. No employees will be transferred pursuant to this Agreement.

7. **TERMINATION.** [ORS 190.020(1)(f)].

A. Unless extended or earlier terminated in writing signed by a majority of the Parties, this IGA automatically terminates on June 30, 2027.

B. This Agreement may be terminated by mutual consent of a majority of the Parties, provided one hundred eighty (180) days written notice is delivered by certified mail or personal service to every party. Such termination shall be without prejudice to any obligations or liabilities of the Parties accrued prior to such termination.

8. **CONTRIBUTION.**

A. If any third party makes any claim or brings any action, suit or proceeding alleging a tort as now or hereafter defined in ORS 30.260 (a "Third Party Claim") against a Party (the "Notified Party") with respect to which the other Parties (the "Others") may have liability, the Notified Party shall promptly notify the Others in writing of the Third Party Claim and deliver to the Others, along with the written notice, a copy of the claim, process and all legal pleadings with respect to the Third Party Claim that have been received by the Notified Party. Each Party is entitled to participate in the defense of a Third-Party Claim, and to defend a Third-Party Claim with counsel of its own choosing. Receipt by the Others of the notice and copies required in this Section and a meaningful opportunity for the Others to participate in the investigation, defense and settlement of the Third-Party Claim with counsel of its own choosing are conditions precedent to the Others' contribution obligation under this Section with respect to the Third-Party Claim.

B. With respect to a Third Party Claim for which Party is jointly liable with Other Parties (or would be if joined in the Third Party Claim ), the Parties shall contribute to the amount of expenses (including attorneys' fees), judgments, fines and amounts paid in settlement and actually and reasonably incurred and paid or payable by Parties in such proportion as is appropriate to reflect the relative fault of Party on the one hand, and of Other Parties on the other hand, in connection with the events that resulted in such expenses, judgments, fines or settlement amounts, as well as any other relevant equitable considerations. The relative fault of the Party on the one hand, and of Other Parties on the other hand, shall be determined by reference to, among other things, the Party's relative intent, knowledge, access to information and opportunity to correct or prevent the circumstances resulting in such expenses, judgments, fines or settlement amounts. Contribution amount in any instance is capped to the same extent it would have been capped under Oregon law if the Party had sole liability in the proceeding.

9. **METHOD AND PLACE OF GIVING NOTICE, SUBMITTING BILLS, AND MAKING PAYMENTS.** Notices and requests required by and given in connection with this Agreement and all other communications related to this agreement shall be in writing or email and deemed given as of the day they are received by (a) personal delivery, (b) electronic, (c) overnight delivery service, (d) United States mail, certified and return receipt requested, and addressed as follows:

- i. Lincoln County  
Tim Johnson, County Administration  
Phone: 541-265-4100  
Email: [tjohnson@co.lincoln.or.us](mailto:tjohnson@co.lincoln.or.us)
- ii. City of Depoe Bay  
Kimberly Wollenberg, City Recorder  
Phone: 541-765-2361  
Email: [recorder@cityofdepoe.org](mailto:recorder@cityofdepoe.org)
- iii. City of Lincoln City  
Daphnee Legarza, City Manager  
Phone: 541-996-1200  
Email: [dlegarza@lincolncity.org](mailto:dlegarza@lincolncity.org)
- iv. City of Newport  
Spencer Nebel, City Manager  
Phone: 541-574-0603  
Email: [s.nebel@newportoregon.gov](mailto:s.nebel@newportoregon.gov)
- v. City of Siletz  
Mayor Will Worman  
Phone: 541-444-2521  
Email: [mayor@cityofsiletz.org](mailto:mayor@cityofsiletz.org)
- vi. City of Toledo  
Judy Richter, City Manager  
Phone: 541-635-2003  
Email: [judy.richter@cityoftoledo.org](mailto:judy.richter@cityoftoledo.org)
- vii. City of Waldport  
Dann Cutter, City Manager  
Phone: 541-563-3561 X7  
Email: [dann.cutter@waldport.org](mailto:dann.cutter@waldport.org)
- viii. City of Yachats  
City Manager  
Phone: 541-547-3565  
Email: [citymanager@yachatsmail.org](mailto:citymanager@yachatsmail.org)











City of Siletz: Signature Will Date 4.24.2023  
Mayor

City of Toledo: Signature \_\_\_\_\_ Date \_\_\_\_\_  
Mayor

City of Waldport: Signature \_\_\_\_\_ Date \_\_\_\_\_  
Mayor

City of Yachats: Signature \_\_\_\_\_ Date \_\_\_\_\_  
Mayor

Community Services Consortium: Signature \_\_\_\_\_ Date \_\_\_\_\_  
Executive Director



City of Siletz:      Signature \_\_\_\_\_ Date \_\_\_\_\_  
   Mayor

City of Toledo:      Signature  \_\_\_\_\_ Date 5/3/23  
   Mayor

City of Waldport:      Signature \_\_\_\_\_ Date \_\_\_\_\_  
   Mayor

City of Yachats:      Signature \_\_\_\_\_ Date \_\_\_\_\_  
   Mayor

Community Services  
Consortium:      Signature \_\_\_\_\_ Date \_\_\_\_\_  
   Executive Director



City of Siletz: Signature \_\_\_\_\_ Date \_\_\_\_\_  
Mayor

City of Toledo: Signature \_\_\_\_\_ Date \_\_\_\_\_  
Mayor

City of Waldport: Signature *Cory Holden* Date 6-15-2023  
Mayor

City of Yachats: Signature \_\_\_\_\_ Date \_\_\_\_\_  
Mayor

Community Services Consortium: Signature \_\_\_\_\_ Date \_\_\_\_\_  
Executive Director



City of Siletz: Signature \_\_\_\_\_ Date \_\_\_\_\_  
Mayor

City of Toledo: Signature \_\_\_\_\_ Date \_\_\_\_\_  
Mayor

City of Waldport: Signature \_\_\_\_\_ Date \_\_\_\_\_  
Mayor

City of Yachats: Signature \_\_\_\_\_ Date \_\_\_\_\_  
Mayor

Community Services  
Consortium: Signature  \_\_\_\_\_ Date Apr 21, 2023  
Executive Director

## **EXHIBIT A**

### **PROJECT DESCRIPTION**

Pursuant to the Authorization, Recipient shall use Grant funds for the Project as follows:

- (1) Within 90 days of receiving the Grant funds, Recipient shall enter into an agreement among Recipient, the City of Lincoln City, the City of Newport, the City of Toledo and any other parties to the agreement to create a coordinated homeless response system (the “System”) that consists of, at a minimum:
  - (a) The establishment of a coordinated homeless response office;
  - (b) An advisory board with representation from the governing body of each member government;
  - (c) Specific roles of each member to support the advisory board and office;
  - (d) Plans for coordination with any local continuum of care receiving funding under 24 C.F.R. part 578; and
  - (e) The establishment of a centralized point of contact for the office.
- (2) The System, with Recipient’s oversight, shall use the Grant funds to:
  - (a) Hire necessary staff for the office;
  - (b) Support coordinated communications and public engagement;
  - (c) Support community outreach and policy development, including stipends for people with current or recent lived experience of homelessness;
  - (d) Acquire technical assistance and capacity building, including contracting with consultants; and
  - (e) Pay for other expenses reasonably necessary to meet the requirements in this Exhibit A.
- (3) Within one year of receiving the Grant funds, the System, through the advisory board or each member government to the agreement, shall adopt a five-year strategic plan that will identify and set goals for addressing:
  - (a) Funding to support the ongoing operations of the System;
  - (b) Increasing or streamlining resources and services to people at risk of or experiencing homelessness within the participating cities and counties;
  - (c) Incorporating national best practices for ending homelessness;
  - (d) Eliminating racial disparities within homeless services within the service area; and

- (e) Creating pathways to permanent and supportive housing that is affordable to local populations experiencing or at risk of homelessness.
- (4) No later than November 15, 2023, and September 15, 2024, the System shall provide a report to the Housing and Community Services Department, Oregon Housing Stability Council and one or more appropriate interim committees of the Legislative Assembly in the manner provided in ORS 192.245 on:
- (a) The goals adopted in the five-year strategic plan and the progress made in implementing the plan;
  - (b) Other changes in homelessness services, ordinances of member governments relating to homelessness and partnerships or programs established that are specifically related to member government actions arising out of the agreement; and
  - (c) Identified challenges and opportunities relating to:
    - (A) Regional coordination of homelessness services and planning;
    - (B) Needs for technical assistance regarding program development or other programs from the Housing and Community Services Department; and
    - (C) Addressing racial disparities through partnerships with culturally specific and responsive organizations serving populations overrepresented in experiencing homelessness, including Black, Indigenous, People of Color, federally recognized tribes and tribal members and outreach and engagement with these populations.
- (5) In performing the Project tasks identified in this Exhibit A, the System shall coordinate with and develop partnerships with local and regional stakeholders, including, but not limited to:
- (a) Advocates for people experiencing homelessness and for people with lived experience of homelessness;
  - (b) Community action agencies;
  - (c) Housing authorities;
  - (d) Affordable housing providers;
  - (e) Behavioral health providers;
  - (f) Law enforcement;
  - (g) Educational agency liaisons for homeless children as described in 42 U.S.C. 11432;
  - (h) Local Department of Human Services offices;
  - (i) Courts;

- (j) Legal aid;
  - (k) Coordinated care organizations, as described in ORS 414.572;
  - (l) Emergency shelter providers;
  - (m) Homeless service providers;
  - (n) Organizations serving and advocating for veterans, homeless youth, youth exiting the foster care system, individuals exiting the criminal justice system, people with disabilities and aging adults, health care systems, domestic violence and sexual assault survivors, members of lesbian, gay, bisexual, transgender, queer or questioning (LGBTQ) communities, people experiencing behavioral health and substance use disorders, faith communities and business communities; and
  - (o) The Housing and Community Services Department.
- (6) In performing its duties under this section, the System shall coordinate with law enforcement, service providers and governing bodies to implement safe and humane processes to maintain public and environmental health and safety, balancing important individual and community rights.
- (7) The System may use Grant funds in excess of those funds needed by the System to accomplish the requirements of the System under sections (1) to (6) of this Exhibit A to support the delivery of homeless services and shelter consistent with the five-year strategic plan, including through contracts with service providers.

## EXHIBIT B

### LINCOLN COUNTY HOMELESS RESPONSE ADVISORY BOARD BYLAWS

#### SECTION 1. ADVISORY BOARD NAME

**1.1 Name.** The Advisory Board will be called the Lincoln County Homeless Response Advisory Board, hereinafter referred to as the “Board”.

**1.2 Bylaws.** The Board has adopted the following bylaws to act in accordance with the Oregon Public Meetings, Oregon Public Records Law, and applicable conflict of interest statutes.

#### SECTION 2. PURPOSE.

**2.1 The Purpose of the Board.** Purpose and objectives of the Board is to advise the parties to the Intergovernmental Agreement – Coordinated Office on Homelessness, approved by the parties in 2023, on various aspects of utilizing a grant funds pursuant to the terms of HB 4123 to reduce homelessness in Lincoln County. This advisory role includes review of the establishment and operation of Homeless Response Office “Office” that will coordinate with and develop partnerships with local and regional stakeholders as specified in House Bill 4123, and to make recommendations, review and recommend approval of a strategic plan that identifies the set goals as set forth in HB 4123.

#### **2.2 Relationship with the Parties to the Intergovernmental Agreement.**

The Intergovernmental Agreement is between Lincoln County, the Cities of Lincoln County and the Community Services Consortium as outlined in the Intergovernmental Agreement – Coordinated Office on Homeless signed by the parties. The Advisory Board will provide recommendations to parties of the agreement on various issues relating to reducing homelessness in Lincoln County, including the creation of a county wide five-year strategic plan to address the homeless populations, including creating pathways to permanent and supportive housing to address homelessness on a regional basis in Lincoln County.

#### SECTION 3 AUTHORITY.

**3.1 Advisory Function.** The Board is not a separate independent governmental entity with contracting powers, but is intended to be advisory and function as a liaison between the Homeless Response Office and the individual parties to the agreement in a coordinated response to homelessness. The goal is not intended to manage the office. Board members shall serve as a liaison between their elected body, the Board and the Office.

**3.2 Advisory Role for Lincoln County.** The Board may make recommendations to the County on hiring a consultant to establish and operate a Coordinated Homeless Response Office, the hiring of any consultants to develop a five-year strategic plan that identifies

goals and strategies to create sustainable partnerships to reduce homelessness in Lincoln County.

**3.3 Committee Appointments.** The Board is tasked with appointing members to two groups, after consultation with the Office, to engage in outreach and provide advice on the operation of the Office in the development of a five-year strategic plan.

**3.4 Homeless Response Office.** The Office shall provide support services to the Board as provided in the agreement and bylaws. The Board does not manage the Office, but provides advice to the Office and County on services and operations of the Office. The Board shall offer advice to the County on contracting for services to create and maintain a Homeless Response Office.

## **SECTION 4 MEMBERSHIP.**

**4.1 Appointments to the Board.** The governing body of the County and Cities shall each appoint one representative and an alternate from their elected body to serve on the Board. The Community Services Consortium will elect a representative and an alternate representative from the Consortium to serve on the Board. Notification of the appointments will be provided to the Office upon action of each of the parties.

**4.2 Term.** All members will serve at the pleasure of their appointed Commission/Council/Board during the duration of the intergovernmental agreement.

**4.3 Change of Representatives.** The parties Commission/Councils/Board shall notify the Office when a change in representatives is made by that body. The parties shall forward the name and contact information to the Office and the new representative will be seated immediately upon notification by that party.

## **SECTION 5 Meetings.**

**5.1 Public Meetings.** The Board is a public body subject to the public meetings laws as stated in ORS 192.640. All meetings, other than executive sessions allowed by law, will be open to the public.

**5.2 Administrative Support for Public Meetings.** The Office shall establish a venue for the meetings, provide proper notice to members of the public, and prepare appropriate agenda background materials for the Board.

**5.3 Notice.** In addition to Board members and alternate Board members, the Office will give notice of any meetings to interested persons and news media that have requested notice and general public notice, of the time and place for holding meetings.

**5.4 Regular Meetings.** The Board will meet monthly. Regular meetings may be canceled or changed to another specific place, date and time as provided in the notices given for the meeting.



**5.5 Special Meetings.** Special Board meetings may be called by the Chair or any three members to the intergovernmental agreement when business needs to be transacted outside of the regular meeting schedule. Special meetings require public notice of not less than 24 hours prior to the commencement of the meeting.

**5.6 Voting Members.** The Chair will ask for the roll call of each party to the agreement at the beginning of the meeting to determine whether the representative, or alternate representative, will be a voting member for that party. In the event that both the representative and alternate representative are present, the representative will be the voting member.

**5.7 Quorum.** The majority of members to the Board will constitute a quorum for the transaction of all business at meetings.

**5.8 Minutes.** The Office will cause minutes to be prepared and distributed to the members for review and approval. Minutes will include the voting members present, other parties present, and will include motions, resolutions, and orders acted on by the Board during that meeting. The results of all votes shall be listed by each member of voting.

**5.9 Agendas.** Items may be placed on a meeting agenda by the Chair or any Board member. The agenda will be distributed by the Office to members 72 hours in advance of a regular meeting.

**5.10. Public Comment.** Each regular meeting will end with an opportunity for public comment, discussion, and input by guests and the general public.

## **SECTION 6 OFFICERS.**

**6.1 Chair.** The Board Chair will act as the leader of the convened meeting and as a parliamentarian. The Chair will enforce Board directives, guidelines and ensure that the meetings are held in accordance with the bylaws adopted by the Board.

**6.2 Vice Chair.** In the absence of the Chair the Vice Chair will assume the Chair's responsibilities. If neither the Chair nor Vice Chair is available for a publicly convened meeting, then the assembled quorum of the meeting shall select a temporary person to conduct the meeting.

**6.3 Secretary.** The Office shall serve as the Secretary for the Board.

**6.4 Election of Officers.** The Chair and Vice Chair shall be elected by the Board to serve in that capacity upon approval of the bylaws and serve until the last meeting of the calendar year. At the first meeting of each subsequent calendar year, the Chair and Vice Chair will be elected by the Board to serve in those capacities. The Office holds the responsibility of Secretary based on their role as a contractor for Lincoln County to provide services to the Board.

## **SECTION 7 PANELS and WORK GROUPS.**

**7.1 Homeless Practitioner's Panel.** A panel of individuals involved in various aspects of homelessness will be appointed by the Board, after consultation with the Office, to work as subgroups on various aspects of the development of a five-year strategic plan to establish a coordinated regional response to homelessness in Lincoln County.

**7.2 Lived Experience Homelessness Work Group.** This work group shall be appointed by the Board, after consultation with the Office, to advise the panel on aspects of homelessness relating to the operation of the Office and the development of a five-year strategic plan. This group is to be made up of individuals who have, or, experiencing homelessness. A stipend may be paid to these members as determined by the Board.

**7.3 Meetings.** The Office will coordinate all meetings of either of these groups. These meetings are informal and the groups will not vote on issues, but will provide their expertise related to the development of the plan and operation of the Office through the term of the Intergovernmental Agreement.

**7.4. Quorum.,** A quorum of the Board shall be 50% of the appointed members. When a quorum is expected to be present, at a Panel or work group, the meeting will be posted in accordance with the rules of the Board outlined in Section 5.3 Notice. Members to the Panel and work group will be appointed for terms that will expire at the end of the calendar year. Members may be reappointed for subsequent one-year terms.

## **SECTION 8 FISCAL RESPONSIBILITIES.**

**8.1 Funds Granted through House Bill 4123.** These funds will be managed by Lincoln County.

**8.2 Budget.** The Board will recommend to the County a budget for the consultants to the Strategic Plan and to stand up an Office. It will also recommend a budget to continue to operate the Office and provide funding for various projects in accordance with the five-year plan adopted by the Board.

**8.3 Recommendations for Financial Support.** The Board may make recommendations to the members of this agreement for continued financial support of various initiatives identified in the five-year plan beyond the state provided funding. This may include additional grants, direct support from local units of government, or other financial ways to support homelessness initiatives in Lincoln County. The Board cannot bind any parties to any financial obligations.

**8.4 Contractual Relationships.** The Board is not empowered to make any contractual relationships with any parties. Lincoln County will manage the contractual relationship between the Office and any consultants utilized to develop the five-year strategic plan. The Board may recommend to the parties, any future agreements for services to meet the needs to reduce homelessness in Lincoln County.

**8.5 Fiscal Responsibility.** The Board is not responsible for any personnel, contracts or any fiscal responsibilities related to the Board's purpose.

## **SECTION 9 CONFLICT of INTEREST.**

**9.1 Statutory Authority.** The Board, Panel, and work group members will adhere to ORS 244.020, 244.040(1), and 244.120-130 defining conflict of interest and establishing protocols for members of public bodies in Oregon. Board, Panel and work group members are expected to declare a conflict of interest prior to consideration of any matter causing a potential or actual conflict.

**9.2 Potential Conflict Definition.** As defined in Oregon law, a potential conflict of interest exists when a member takes an action that reasonably could be expected to have a financial impact on that member, a relative, or a business with which the member or member's relative is associated.

**9.3 Actual Conflict Definition.** As defined in Oregon law, an actual conflict of interest when an action is reasonably certain to result in a special benefit or detriment to the member, a relative, or a business with which the member or the member's relative is associated.

**9.4 Potential Conflict Protocol.** With a potential conflict, the member may participate in an action after declaring the conflict and announcing its nature.

**9.5 Actual Conflict Protocol.** With an actual conflict, the member will declare the conflict and announce its nature. The member must then refrain from taking any official action, except when the member's vote is necessary to achieve a quorum. When a vote is necessary to achieve a quorum, the member may vote, but may not participate in any discussion or debate on the issue out of which the actual conflict arises.

## **SECTION 10. APPROVAL OF THE BYLAWS.**

**10.1 Bylaw Amendments.** The bylaws will be provided to the parties for any comments 45 days prior to adoption by the Board. These bylaws may be adopted, amended, or new bylaws may be adopted by the Board after written notice of the proposed amendments are made to each of the parties 30 days prior to the date of the meeting in which the amendments are to be considered for approval.

## **SECTION 11 TERMINATION.**

**11.1 Termination.** These bylaws will terminate upon the conclusion or termination of the Intergovernmental Agreement – Coordinated Office on Homelessness.

Adopted by the Lincoln County Homeless Response Advisory Board this \_\_\_\_\_(day) of \_\_\_\_\_(month), 2023.

# **Lincoln County Homeless Advisory Board**

## **A HB4123 Pilot Organization**

[www.lchab.org](http://www.lchab.org)

***Mission: Committed to ensuring that every member of our community has access to the resources they need, while also working to prevent the circumstances that lead to homelessness.***

### **Board Representatives**

Lincoln County: Claire Hall, Commissioner (Chair)  
City of Depoe Bay: Kathy Short, Mayor  
City of Lincoln City: Judy Casper, Council President  
City of Newport: Jan Kaplan, Councilor  
City of Siletz: Susan Trachsel, Council President  
City of Toledo: Rod Cross, Mayor (Vice Chair)  
City of Waldport: Rick Booth, Councilor  
City of Yachats: Mary Ellen O'Shaughnessey, Councilor  
Community Services Consortium: Pegge McGuire, Executive Director  
Confederated Tribes of Siletz Indians: Sami Jo Difuntorum, Housing Executive Director (ex officio)

### **Municipality Administrators**

Lincoln County: Tim Johnson, County Administrator  
City of Depoe Bay: Kimberly Wollenburg, City Recorder  
City of Lincoln City: Daphnee Legarza, City Manager  
City of Newport: Spencer Nebel, City Manager  
City of Siletz: Barbara Chester, City Recorder  
City of Toledo: Doug Wiggins, City Manager  
City of Waldport: Dann Cutter, City Manager  
City of Yachats: Rick Sant, Interim City Manager

### **Strategic Consultant**

Morant McLeod: Ernest Stephens II, Partner

### **Board Administrator**

Housing Authority of Lincoln County  
Karen Rockwell, Executive Director  
PO Box 1470, 1039 NW Nye Street  
Newport, Oregon 97365  
(971) 304-9418 mobile  
(541) 265-5326 office  
[www.lchab.org](http://www.lchab.org)

Business meetings for the Lincoln County Homeless Advisory Board are held the second Tuesday of the month from 1 p.m. – 3 p.m. Details of the meetings (including location, agenda, minutes and public links) can be found online at [www.lchab.org](http://www.lchab.org).

# Lincoln County Shelter to Housing Continuum



HOUSELESS	EMERGENCY SHELTER and/or WINTER SHELTER	TRANSITIONAL and/or TRANSFORMATIONAL HOUSING	SUPPORTIVE HOUSING/ PERMANENT SUPPORTIVE HOUSING	AFFORDABLE RENTAL	AFFORDABLE HOME OWNERSHIP	PRIVATE MARKET RENTAL & HOME OWNERSHIP
People who are living in a place not meant for human habitation.	Any facility, the primary purpose of which is to provide a temporary shelter for the homeless in general or for specific populations of the homeless and which does not require occupants to sign leases or occupancy agreements.	Provides temporary housing with supportive services to individuals and families experiencing homelessness with the goal of interim stability and support to successfully move to and maintain permanent housing.	Permanent housing in which housing assistance (e.g., long-term leasing or rental assistance) and supportive services are provided to assist households with at least one member (adult or child) with a disability in achieving housing stability.	Affordable housing is generally defined as housing on which the occupant is paying no more than 30 percent of gross income for housing costs, including utilities.	Affordable homeownership is generally defined as housing on which the occupant is paying no more than 30 percent of gross income towards the purchase of the home.	A market-rate property is a non-subsidized property, for which residents pay market rates.

Definitions from the U.S. Department of Housing and Urban Development (HUD.gov)

DIRECT SHELTERING/HOUSING PROVIDERS						
HOUSELESS	EMERGENCY SHELTER and/or WINTER SHELTER	TRANSITIONAL and/or TRANSFORMATIONAL HOUSING	SUPPORTIVE HOUSING/ PERMANENT SUPPORTIVE HOUSING	AFFORDABLE RENTAL	AFFORDABLE HOME OWNERSHIP	PRIVATE MARKET RENTAL & HOME OWNERSHIP
<a href="#">Arcoiris Cultural</a> <a href="#">Centro de Ayuda</a> <a href="#">Coastal Support Services</a> *Agape Respite Center <a href="#">Project Bravery</a> <a href="#">Reconnections Counseling</a> <a href="#">South Lincoln Resources</a> <a href="#">The HUB?</a>	<a href="#">Family Promise</a> 3 CPR contract units <b>Faith Based Shelter Rotations</b> *variable <a href="#">HelpingHands</a> Lincoln City Hope Center variable <a href="#">Lincoln County Corrections Youth TIDES</a> 12 beds <a href="#">Health- &amp; Human-Services &amp; Housing Authority of Lincoln County</a> *Winter Shelter 30-40 beds <a href="#">My Sisters Place</a> <a href="#">Yachats Community Presbyterian Church</a> *Don's Place 5 units of 2 beds <a href="#">ReConnections Counseling</a> FUSE 3 CPR contract units	<a href="#">C.H.A.N.C.E.</a> 12 CPR contract units <a href="#">Helping Hands Reentry</a> Lincoln City Hope Center ~70 beds <a href="#">Lincoln County Parole &amp; Probation</a> Tides 1 & 2 24 beds Women's Shelter 6 beds Honors House 6 beds <a href="#">NW Coastal Housing</a> Coastal Phoenix Rising (CPR) 38 units *Nate's Place ~35 units <a href="#">ReConnections Counseling</a> Bold 5 units Women's Home 7 units 3 CPR contract beds <b>Samaritan Health Services</b> 4 CPR contract beds <a href="#">Samaritan House</a> 11 units * <a href="#">St. Luke by the Sea - Conestoga Program</a> 2 units <a href="#">St. Stephen Episcopal Church</a> *Tiny Home Village 12 units	<a href="#">Community Services Consortium</a> Pelican Place 12 units Tern House 6 units <a href="#">First Presbyterian Church of Newport &amp; Habitat for Humanity of Lincoln County</a> *Hope Rises Village 5 units <b>Lincoln County Mental Health</b> 9 Yaquina Breeze contract units <b>Lincoln County Mental Health &amp; Housing Authority of Lincoln County</b> *Lighthouse Village 28 units <a href="#">NW Coastal Housing</a> Yaquina Breeze 9 units *Blackberry Hill 3 units *Project Turnkey 2.0 ~8 units <a href="#">Oxford House</a> Yaquina Bay 6 units <a href="#">Siletz Tribal Housing Department</a> Elder Cottages 6 units	<a href="#">Housing Authority of Lincoln County</a> Agate Heights 44 units Coast & High 4 units Depoe Bay 6 units Fircrest Way 30 units Fistera Gardens 25 units Gladys 4 units Mariner Heights 16 units Oceanspray I & II 55 units Salmon Run 40 units Vandehaven 18 units *Depoe Bay Townhomes 12 units *Wecoma Place 44 units <a href="#">Housing Authority of Lincoln County</a> Housing Choice Vouchers (Sec. 8) 570 vouchers <a href="#">Innovative Housing</a> *25th Street Apartments 107 units <a href="#">NW Coastal Housing</a> The Ridge 80 units *Blackberry Hill 8 units *Coast Vineyard Tiny Home Village 12 units *Nates Place 8 units <a href="#">Siletz Tribal Housing Department</a> 151 units	<a href="#">Confederated Tribes of Siletz Indians</a> 100 homes <a href="#">Habitat for Humanity of Lincoln County</a> 16 homes sold Otis: 2 DR homes Lincoln City: 2 DR homes *Garden Estates, 2 land lease homes Salmon River Hwy, 1 land lease home *Waldport: 2 land lease homes <a href="#">NW Coastal Housing</a> *Garden Estates 1 home <a href="#">Proud Ground</a> 10 CLT homes	More Words Coming in a Later Draft
<b>Unsheltered: 71</b>	<b>Total:</b> 12 beds <b>Pending:</b> 5 units + 50 - 60 beds	<b>Total:</b> 61 units + 106 beds <b>Pending:</b> 49 units	<b>Total:</b> 39 units <b>Pending:</b> 44 units	<b>Total:</b> 473 units 570 vouchers <b>Pending:</b> 188 units	<b>Total:</b> 31 homes <b>Pending:</b> 4 homes	<b>Total:</b> Data coming in a later draft

**Commented [KS1]: Dan Logue**  
 Director  
**The HUB**  
[jet458@yahoo.com](mailto:jet458@yahoo.com)  
 (541) 999-5613

## Lincoln County Oregon Emergency Winter Shelter Program

**Backbone Organization:** Lincoln County Health and Human Services

**Primary Contact:** Jayne Romero

**Partnering Organizations:** Housing Authority of Lincoln County

**Billing Address:** 36 SW Nye Street, Newport, Oregon 97365

**Site(s):** Newport & Lincoln City (Site Control Underway)

**County(s):** Lincoln

**Priority Area(s):** Houseless, Unsheltered Population

### Project Description/Approach:

The purpose of this proposal is to request support from the community to contribute towards the development and operation of a daily no barrier/extremely low barrier, emergency/walk in winter shelter program. There is a critical need to develop consistent, emergency overnight shelter for people experiencing houselessness in Lincoln County.

In the recent past, temperature-triggered warming shelters have operated during extreme conditions in both Newport and Lincoln City by non-profit organizations and the faith communities. Representatives from these groups have identified challenges including, but not limited to, the unpredictable nature of the weather resulting in scheduling/volunteer commitment challenges, drug use/sales in the shelter, security issues stemming from conflicts among participants, problems reported by facility sponsors, and lack of overall funding. Further, given the often-severe nature of winter weather on the central coast that includes nighttime temperatures in the 30s and 40s range, pelting rain and gale force winds, freezing temperature alone is an inadequate measure on which to base decisions about opening a warming shelter. According to the Center for Disease Control, hypothermia can occur even at temperatures above 40 degrees Fahrenheit, and victims are often people who remain outdoors for long periods of time, including those who are unhoused.

The proposed winter shelter program will be operated by Lincoln County, through its Health and Human Services (HHS) Department, and be available October 1 through March 31, ideally in two locations in the county (Newport and Lincoln City). The proposed hours of operation will be nightly from 6:00 p.m. to 7:00 a.m. During the hours of operation, the shelter will be managed and supervised by paid employees. Two employees will always be present. Through partnerships with churches, non-profit organizations and interested citizens, volunteers will be recruited to provide additional support and oversee specific services that will be made available to participants (e.g.,

showers, food/snack preparation and distribution, recreational activities). Support from community organizations will also be solicited to secure needed supplies (e.g., shampoo, laundry detergent, snacks, towels, paper products, food from the food banks, etc.). Partnerships with other government agencies will be developed, such as with the County Jail (for food preparation support), County Probation and Parole (shelter cleaning and laundry by community service workers), Lincoln County Transit, local law enforcement (for referrals of unhoused individuals to the shelters, immediate response to disruptive/threat of violence situations, and ongoing safety sweeps of the perimeter), and the Health and Human Services Mental Health Crisis Response Team (for mental health crisis situations). The Shelter Coordinator position is currently posted and includes a preference for an applicant that is bi-lingual. Translation and interpretation support will be provided as needed.

If funding is sufficient, two permanent facilities will be operated, one in Newport and one in Lincoln City. Ideally, each facility will have the capacity to support up to 50 people on any given night. A search is ongoing to identify and secure facilities in both cities that meet ADA standards, have adequate bathrooms, showers, community space, kitchen facilities, storage, and parking space. When possible, the facilities will also be available for day shelter support at least two days per week. This will depend upon whether the county has full time control of the site, or if the county must partner with a church to access nighttime use. As of the writing of this proposal, a facility has been located in Newport, while the search continues for Lincoln City. Until the permanent facilities are renovated, temporary rotating shelters will be coordinated and staffed by HHS.

Regarding personnel, it is proposed to have a permanent, full-time Shelter Coordinator that manages all shelter activities. Primary responsibilities will focus on operating the winter shelter facilities between the months of October and through the end of March. April through September the work will be focused on volunteer recruitment, developing community partnerships, generating supply donations, grant writing, and developing operational policies and procedures. As of the writing of this proposal, the position has been posted by the county and interviews have started for the selection of the Shelter Coordinator.

Additionally, the Shelter Coordinator will coordinate the facility personnel. This will include the need for eight (8) additional part-time staff per facility (at two per shift, two shifts per evening, seven days/week, with each person working three to four shifts per week). They will be comprised of "Shelter Hosts," who oversee the shelter operations and act as hosts to greet guests at the door and provide facility information and security. Others, along with volunteers, will act as "Meal Coordinators," arranging for meals for shelter guests and/or "Logistic Coordinators" assigned the task of providing services in support of the shelter operations from shopping for shelter necessities, arranging transportation, etc. When possible, part-time staff will be hired from among the

unhoused individuals who would otherwise access the shelter for support. This will provide members of the unhoused community with a modest income while building a resume leading to more permanent employment.

In addition to addressing the urgent need for emergency shelter, the program will also provide hands-on referrals to supportive services. The County HHS Department directly provides primary healthcare (through its Federally Qualified Health Centers), behavioral health treatment and crisis response, harm reduction, medication assisted treatment, and a variety of health education programs. HHS also coordinates one of the County's two Behavioral Health Resource Networks (BHRNs) and has strong referral ties to the organizations that make up both BHRNs. Referrals pathways to these existing services will be developed and offered to shelter guests. And, as noted above, HHS is a sister department to other County departments that can bring supports and resources to those that access the shelters as well. In addition to service supports, shelter participants will also be referred to transitional shelters and other housing related supports to carve a pathway from unhoused to permanently/sustainably housed. Furthermore, information and linkages to employment opportunities will be made, including (as noted above) hiring shelter guests to serve as part time staff for the operation of the shelter program.

As mentioned earlier, the shelter will provide no barrier/extremely low barrier access to the program. Individuals will not be excluded because of substance use but will be prohibited from using or selling substances on site at the shelter. Recent reports suggest that houseless individuals who are found deceased on the streets often have substances in their systems. Additionally, the shelter will not discriminate based on race, gender identity, sexual orientation and/or religion.

In the day-to-day operation of HHS services, translation and interpretation support is standard practice. This support will also be integrated into the winter shelter program.

Creating an emergency shelter is a key (and missing) link in the Lincoln County housing and service support continuum and will transform our systems by building our capacity to offer shelter and connect the unhoused to supportive services. Developing this shelter program will include establishing new connections and referral pathways among non-profit organizations, government entities, the faith based community, health care, housing and other providers in our community and encourage increased coordination among the many entities that serve our unhoused population.

It should be noted that Lincoln County is a HB4123 pilot (see below) and through this process is recognized as having a need for a holistic approach to addressing the needs of the houseless community.

Population/Community to be Served:



The program will serve unhoused and unsheltered adults. Depending upon the facilities that are secured, families with children may be served in shelter facilities if dedicated entrances are available and safety can be assured. Otherwise the program will offer hotel vouchers to families with children.

According to the Point in Time (PIT) counts for 2022, Lincoln County had 160 individuals experiencing homelessness. Of those numbers, 75 individuals were sheltered, 32 were in transitional housing and 53 were without shelter. Knowing that the PIT count does not accurately reflect the area’s true homeless population counts for several reasons, we offer the additional data:

Lincoln County continues to have many unhoused or underhoused youth as seen in the McKinney-Vento year over year counts – with 754 of our community’s youth impacted by housing instability in 2021-2022.

According to a recently compiled Shelter to Housing Continuum for Lincoln County, there are currently 100 shelter/transitional housing units. The existing beds/units are consistently at maximum capacity with each organization having a waiting list. In addition, the Housing Authority of Lincoln County has a waiting list of 330 individuals for the Housing Choice Vouchers. These numbers reinforce that the unsheltered population is considerably higher than the point in time count for Lincoln County.

In addition, the research done by the strategic consultant Morant McLeod for the HB4123 consolidated plan estimates that the number of unhoused individuals in Lincoln County is around or exceeding 2,000 (see graphic below).

**The size of the unhoused population across Lincoln County is believed to be around 2,000 individuals**

	ESTIMATES	KEY ASSUMPTIONS	LIMITATIONS
School Data Estimate Method	1,748	There is a relationship between the number of unhoused adults and children that are known via PIT and school district counts.	Individuals without children may be under-represented.
Community Size Estimate Method	1,420	There is a relationship between the size of the unhoused community in Yachats and the size of the unhoused community in the rest of Lincoln County.	Larger cities may be under-represented.
Under & Over 18 Allocation Estimate Method	3,101	The children to adult allocation is consistent between unhoused communities and the rest of the county.	Individuals without children may be under- or over-represented. Children under the age of 5 may be under-represented.
Mean	<b>2,090</b>		
Standard Deviation	<b>+/- 891</b>		

Morant McLeod has done extensive in-person interviews with 37 individuals experiencing homelessness in Lincoln County during the last two months. Their data is

also informed by in person visits to the area service providers. According to a presentation to the Lincoln County Homeless Advisory Board on July 12, 2023, the firm demonstrated that “Many within the unhoused community are currently working, recently without permanent housing, or actively searching for both housing and gainful employment. It’s common for them to reach dead-ends in their pursuit.”

Based on Morant McLeod’s field research, the average age of the unhoused community is 46 years (with a range of 19 to 72 sampled), it’s been an average of two years and eight months since the most recent date of employment, and an average of three years and seven months since the most recent date of permanent housing.

In addition, the research also shows that at least 48% of those interviewed report they have had difficulty receiving local housing services. Alarming, 86.5% suffer from one or more serious health concerns, including 46% with a mental health condition and 58% percent with a history of anxiety, depression or bipolar disorder.

On average, research participants have gone 2.7 years since their last medical visit, report having vision concerns for an average of 4.8 years and have had dental concerns for 4.1 years.

#### Community Partners:

The problem of houselessness is a community wide problem, and a community wide response is needed in order to bring compassion and support to fragile individuals living on the edge of society. This Winter Shelter effort truly has broad-based community support ranging from traditional service providers to the faith-based community to municipalities to local businesses. As noted, the program will be run by the County HHS department, which includes the service divisions of behavioral health (treatment, skill building, case management and peer support), primary care/community health centers (including medication assisted treatment), public health (harm reduction, maternal/child family support, communicable disease prevention and health education) and developmental disabilities. Additionally, through the Behavioral Health Resource Network (BHRN)/Measure 110, the County has strong collaborative relationships and referral pathways with agencies that include: Northwest Coastal Housing (Project Turnkey housing in both Lincoln City and Newport), C.H.A.N.C.E. Recovery (peer support), Community Services Consortium (training and employment), Phoenix Wellness Center (substance abuse treatment), Reconnections (substance abuse treatment and project turnkey housing), the Confederated Tribes of the Siletz and more.

Outside of HHS, the County has a strong partner in the Housing Authority of Lincoln County (HALC). HALC is taking the lead in locating and securing shelter sites and working to engage a broad range of community partners. And, through their

management of HUD funded Housing Choice Vouchers (formerly the Section 8 program), HALC can offer a pathway to affordable housing. Other non-profits that have supported the unhoused in the past have indicated an interest in providing day shelter services in the emergency shelter settings (space permitting) and/or have indicated an interest in providing housing navigation services.

The faith-based community has opened their doors for temperature triggered shelters in the past. In a meeting held on July 31, 2023, churches including the following agreed to consider transitional space, provide volunteer support, and/or assist with cooking and supply drives: St Stephens Episcopal Church, Sacred Heart Catholic Church, Atonement Lutheran Church, and Newport Presbyterian Church.

Beyond the service delivery related partners, efforts are underway to secure financial partners as well. The County Board of Commissioners has approached the region's municipalities for funding support, and efforts are underway to approach local businesses as well as national chains to solicit help for funding or supplies to support the operation of the winter shelter program.

Providing emergency shelter addresses both immediate and long-term health outcomes for unhoused individuals. In the short term, shelter provides a safe, warm space where people can rest, stabilize and tend to immediate survival needs like food and shelter. With these basic needs met, people are then better positioned to address more complex, long term needs like health and stable housing. A more targeted list of outcomes and goals are as follows:

- Outcome 1:** Unhoused individuals do not die on the streets.
- Outcome 2:** Permanent emergency no barrier/extremely low barrier shelter is available in two accessible locations in Lincoln County.
- Outcome 3:** Shelter participants are linked to housing and support services.
- Outcome 4:** Community support is mobilized to provide volunteers and supply resources for the Emergency Winter Shelter Program.
- Outcome 5:** Programmatic aspects of the winter shelter are defined, written and implemented.

#### Health Equity Focus:

It is well known that people experiencing houselessness are at increased risk for developing and leaving untreated any number of serious health conditions. As noted earlier in this proposal, 86.5% of the Lincoln County houselessness community suffer from one or more serious health problems, with 68% having three or more conditions

(Morant McLeod). As noted above, Morant McLeod field research suggests that, on average, unhoused individuals have not had a medical appointment for 2.7 years. Yet, 78% have medical insurance, mostly from the Oregon Health Plan. Additionally, based on the 2022 Point in Time (PIT) counts and current U.S. Census data, Hispanic, Black and Native American populations are overrepresented in people experiencing houselessness in Lincoln County.

A no-low barrier shelter for our unhoused individuals will provide a starting point for this vulnerable population to access services. It is common for people experiencing houselessness to be hesitant to engage with institutions and other “official” systems, especially the Hispanic/Latino population. Creating a safe, trusted shelter space can encourage connection with and service to people who are ready to seek support.

Providing emergency shelter addresses both immediate and long-term health outcomes. In the short term, shelter provides a safe, warm space where people can rest and stabilize, tending to immediate survival needs like food and shelter. With these basic needs met, people are then better positioned to address more complex, long-term needs like health and stable housing and access the service and supports that will enable them to do so.

Also, it should be restated that this program will be operated by the County HHS Department. HHS offers directly, or through partnerships, a wide range of health-related services and supports, which will be available to shelter participants.

In the past year HHS staff have all had four hours of Diversity Equity and Inclusion (DEI) training and the department has participated in a nearly nine-month DEI assessment. This has been facilitated by a national DEI-focused consulting group (Health Resources in Action) with a focus on bringing health equity to diverse, disabled and disenfranchised populations. Recommendations identified in the assessment are being incorporated into a new HHS three-year strategic plan.

#### Tie to Social Determinants of Health:

According to Healthy People 2030, the Social Determinants of Health (SDOH) “...are the conditions in the environments where people are born, live, learn, work, play, worship, and age that effect a wide range of health, funding, and quality-of-life outcomes and risks.” Examples of determinants of health, well-being and quality of life provided by Healthy People include, but are not limited to, safe housing, transportation, racism, discrimination, violence, education, job opportunities, income and access to nutritious foods. Unhoused individuals do not have easy access to these things and, as a result, they experience significant health disparities and other inequities.

Providing emergency, no- low barrier shelter to unhoused individuals ties to each of the SDOH determinants listed above. Not only does this address people’s immediate need for safe reliable shelter (and essential needs like access to phones and a physical mailing address) but is also provides a “door” to connect to the Oregon Health Plan (OHP), primary care and behavioral health, and other services and supports that will improve their housing stability and overall health. As noted previously, HHS operates many of the key services needed by individuals experiencing houselessness and has strong partnerships with our service providers that offer other services/supports needed by his population. Through this new program, HHS will bring full access to its services and align the systems in our community those offered by its partners.

Data collection procedures will be developed to assess and catalog service needs reported by shelter participants. Additionally, data collection regarding number and type of referrals made with and on behalf of participants will be tracked and recorded. The intent will be twofold: 1) to identify the needs of the people accessing emergency shelter for future planning and collaboration, and 2) to track the efforts provided by the program to link people to the services they need.

#### Relationship to Organizational Strategic Plan(s):

The operation of a no/extremely low barrier emergency winter shelter ties to efforts taking place county-wide to develop a coordinated strategic plan to address homelessness. Lincoln County is one of eight pilot counties created by Oregon HB4123. As part of this legislation, Lincoln County received a \$1 million dollar planning grant to develop and implement a coordinated plan to strengthen the county’s response to homelessness. The County, along with representatives from the Cities, have formed the Lincoln County Homeless Advisory Board ( [LCHAB.org](http://LCHAB.org) ). The Board is chaired by Commissioner Claire Hall and the office is administered by the Housing Authority of Lincoln County. Through a competitive process the Board selected a consulting firm, Morant McLeod, to study the situation, collect and analyze the available information/data, and develop a consolidated strategic plan. On July 12, 2023, this strategic plan was presented to the Advisory Board. The plan calls for an approach that includes development of a continuum of housing options (e.g., emergency shelter, transitional housing, supportive housing, affordable rental/subsidized housing, affordable home ownership, and private market rental/home ownership), economic supports (ranging from skills development, to education, to industry certifications, to career and professional development), and service supports (e.g., emergency services, medical care, access to food and clothing, legal services, rent and utility support).

On a seven-phase housing continuum, the first step out of houselessness is “Emergency Shelter and/or Winter Shelter” progressing to “private Market Rental \$

Home Ownership." A major identified gap is the absence of no/extremely low barrier emergency winter shelters in the County. Funding for this proposal would support the County's efforts to stand up a permanent winter shelter, which is critical to helping unhoused individuals move towards stable and sustainable housing.

In addition to the tie this program has to a county wide strategic planning effort, it also ties to planning underway in the County. The County and partners like the Housing Authority of Lincoln County are currently developing more than 75 units of affordable housing; a referral-only transitional shelter, Hope House, has just opened; and additional Project Turnkey with 38 transitional housing units, are coming online in Newport. Creating a no-low barrier emergency shelter leverages this increase in our housing capacity as a first step in accessing housing and other stabilizing services. It is an important piece of the shelter to housing continuum that will be added to our community.

# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

## INTRODUCTION

Our House Bill 4123 pilot is led by Mid-Columbia Community Action Council (MCCAC) and our HB 4123 Advisory Board, which includes one member apiece from Wasco County, Hood River County, Sherman County, City of The Dalles, and City of Hood River. The MOU between MCCAC and these five local governments was executed in August, 2022.

In addition to serving as the lead organization coordinating HB 4123 efforts in our region, Mid-Columbia Community Action serves as the lead convener for the recently established Mid-Columbia Houseless Collaborative. The Collaborative is comprised of approximately 40 local governments, social service providers, health care entities, culturally specific and responsive organizations, and individuals with lived experience from Wasco, Sherman, and Hood River County on the Oregon side of the Mid-Columbia River Gorge and from Klickitat and Skamania Counties on the Washington side. The Houseless Collaborative's website can be found at [www.midcolumbiahouselesscollaborative.org](http://www.midcolumbiahouselesscollaborative.org) and a full list of Houseless Collaborative members can be found in the Collaborative's strategic plan that is posted on that site.

Since the Mid-Columbia Houseless Collaborative was founded shortly before the passage of HB 4123, and all of the member governments reflected in our region's HB 4123 MOU had already agreed to participate in the process of developing the Collaborative's regional strategic plan for addressing houselessness, our HB 4123 Advisory Board adopted the Collaborative's strategic plan and our Office of Housing Stabilization is using HB 4123 funds to carry out the work happening in Oregon to implement that plan. Washington Gorge Action Programs is leading and funding the work of the Collaborative in Washington's Klickitat and Skamania Counties.

## ORGANIZATIONAL STRUCTURE

MCCAC serves as the fiscal lead for our region's HB 4123 work and has developed an Office of Housing Stabilization to carry out our pilot's coordinated efforts. MCCAC already has representatives from 4 of our MOU's 5 participating local governments on our organizational board, so we invite the 5<sup>th</sup> participant to MCCAC board meetings regularly

# MID-COLUMBIA HOUSELESS COLLABORATIVE

## HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

when we need to have a HB 4123 Advisory Board meeting. MCCAC and our 5 partner local governments in our HB 4123 pilot also convene for quarterly, full Mid-Columbia Houseless Collaborative meetings, and for smaller task force and workgroup meetings aligned with work areas within our five-year strategic plan. This structure makes sense for our region because of the nature of houseless services in a rural area where there is less staffing and capacity and streamlining existing efforts helps maximize limited capacity.

Even prior to the passage of HB 4123, MCCAC has served as the lead houseless services provider for Wasco, Sherman, and Hood River Counties. With the support of HB 4123, we shifted some staff structures and expanded capacity in order to focus more on regional coordination of houseless services efforts. Now, our coordinated Office of Housing Stabilization is led by a director who oversees three divisions: Shelter and Emergency Services, Housing Access and Retention, and Care Coordination and Administration. This design built on the existing structure at MCCAC, which was already providing shelter services and housing access/retention services to Wasco, Sherman, and Hood River County residents before the passage of HB 4123. The main shifts that have taken place since we created the Office of Housing Stabilization in 2022 included:

- 1) The creation of the Director position, which is now tasked with:
  - a. supporting the managers of our shelter and housing access/retention divisions with running their programs and improving coordination with local partners to ensure better outcomes for clients;
  - b. overseeing the office's care coordination and administration division, which includes one existing position and two new positions that have received HB 4123 funding due to their alignment with our region's HB 4123 strategic plan.

Those positions are:

- i. our Resource Development and Community Engagement Coordinator, who is tasked with raising funds to support the long-term sustainability of the services, goals, and strategies outlined in our region's HB 4123 plan;
- ii. our Houselessness Data Management and Technical Assistance Specialist, who is tasked with helping MCCAC staff and Houseless Collaborative partner organizations to develop and implement quality



# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- data entry, reporting, and analysis practices so we can ensure resources are being used wisely and in the most targeted way possible to ensure alignment with our equity and other values;
- iii. our Housing Intake and Referral Coordinator, who has implemented a new coordinated referral system for use by MCCAC and our partner agencies in the Mid-Columbia Houseless Collaborative, and who ensures better implementation of prioritization processes for limited houseless services resources, such as coordinated entry.
  - c. Facilitating HB 4123 Advisory Board meetings and Mid-Columbia Houseless Collaborative meetings, and coordinating implementation of the HB 4123/Houseless Collaborative strategic plan.

## STRATEGIC PLAN PROCESS

Our strategic plan was developed over the course of 9 months in 2022 with our HB 4123 MOU partners and our broader network of the 40 organizations and local governments within the Mid-Columbia Houseless Collaborative, so community engagement was infused in the entire process. A grant MCCAC received from Providence Health and Services supported us to hire a consulting team to help facilitate strategic planning sessions, during which HB 4123 Advisory Board members and other Collaborative members developed a mission, vision, and values, equity statement, and strategic plan for the Mid-Columbia Houseless Collaborative. Strategic planning participants also divided into four groups to develop the four distinct sections of our strategic plan, which are focused on shelter, services, housing, and advocacy. During the strategic planning process, a workgroup of people with current or previous lived experience with houselessness was also assembled with the support of MCCAC, our partner organizations, and strategic planning consulting team; that workgroup advised on the creation of the strategic plan before it was finalized through workgroup meetings and participation in larger Collaborative meetings. Our strategic plan was finalized by the Houseless Collaborative and adopted by our HB 4123 Advisory Board in October 2022, at which time we began a 4-month community “road show” to share the finalized plan with elected officials and community members across the Mid-Columbia region. A link to our strategic plan can be found [here](#).

# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

## STRATEGIC PLAN OUTCOMES

Our strategic plan sets shared outcomes by outlining strategic priorities, strategies, and actions in each of the four key work areas of Shelter, Services, Housing, and Advocacy. During the planning process, we did multiple rounds of review with planning participants to assess if the outcomes and goals we were setting were “SMART” goals so that we could ensure they were specific, measurable, achievable, relevant, and time-bound.

In the area of Shelter, our central objective is to stabilize the region’s shelter system and improve coordination between shelters and service providers. We are working toward this objective by uniting agencies to better coordinate shelter placement and supportive services and by prioritizing stable shelter funding, rapid re-housing funding, and staff support.

In the area of Services, our primary objective is to ensure the region’s supportive services meet client needs in a culturally responsive manner. Our work toward this objective focuses on increasing accessibility of services with a focus on needs identified by clients, addressing gaps in services for houseless clients, and strengthening communication between service providers.

In the area of Housing, our main objective is to preserve and expand affordable, accessible housing across the Mid-Columbia region. We are working toward this objective by: increasing the supply of housing units that low-income households at or below 80% AMI can afford to rent; using preservation, acquisition, and rehabilitation to protect the region’s existing supply of affordable, accessible housing; prioritizing access to affordable, accessible housing units for communities of color and other traditionally underserved populations; and educating elected officials, community leaders, and the public about why our region needs more affordable and accessible housing.

In the area of Advocacy, our primary objective is to advocate, engage the community, and build support for the region’s efforts to address houselessness. Our work toward this objective focuses on: communicating to build awareness and support; using accurate data to inform people of the realities of houselessness and to address opposition; and advocating for funding and policies that support the Collaborative’s strategic investments.

# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

One of the biggest challenges we faced in setting shared outcomes included the decision of whether or not to list a specific number of affordable housing units that we wanted to help develop in our region within the next five years. Given the complex and often unpredictable process of securing the patchwork of funding needed to make projects like this a reality, and the reality of NIMBYism, Collaborative members had to have a lot of conversations to find the right number of units they were comfortable publishing as a goal of the HB 4123 Advisory Board and larger Houseless Collaborative. We also found it difficult to set shared outcomes related to other strategic priorities in the “housing” section of our plan because of the limited capacity of our housing authority and their development arm, and the reality of staffing challenges at other partner organizations focused on this priority in our rural area.

Despite these types of challenges, we found that there were more opportunities for successful setting of shared outcomes during our strategic planning process. For instance, the process provided a regular and structured opportunity for our lead houseless service providers in the region to communicate with culturally specific and responsive partners about what types of actions they thought would help move the needle on making houseless services and housing more accessible for the diverse communities in our region who experience houselessness at disproportionately high rates. The planning process also allowed shelter and services providers to envision structures that will eventually help make staff and clients’ lives easier through enhanced coordination, better training and technology, and smarter systems.

We are measuring success by convening regularly to continue our work together, and by making quarterly updates to a progress tracker that corresponds with each strategic priority, strategy, and action outlined in our strategic plan. We review that tracker with our full Collaborative each quarter and also plan to publish an annual report highlighting successes.

Our pilot’s approach to regional coordination of homeless services and planning was to establish the Office of Housing Stabilization based at MCCAC and build out a staff team there to help enhance coordination among houseless service providers and planning entities in the region. The largest coordination challenges we have faced since publishing our strategic plan include the reality that many of our partner agencies have limited

# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

staffing and capacity to engage in coordinated work, but a highlight of working in our region is that we have a strong foundation of good relationships with partners, which helps ensure the sustainability of our coordinated efforts despite those types of challenges.

Beyond the formal pilot in our region, which includes MCCAC and our five partner local governments in MCCAC's three-county service territory, our partners include the remainder of the 40 partner organizations and jurisdictions who participated in the creation of the Mid-Columbia Houseless Collaborative and its strategic plan. This network has been key to our ability to be successful because the houseless services realm represents a complex web not just of local governments and the region's lead houseless services providers, but also culturally specific and responsive providers, hospitals and federally qualified health centers, behavioral health providers, transportation agencies, state agencies, domestic violence organizations, shelters, local food banks, libraries, faith partners, people with lived experience, and more.

Our region has not yet felt a significant impact as a result of the Governor's Executive Orders and the 2023 legislative funding awards; unfortunately, the Governor's office used Point in Time Count data that put the Rural Oregon Continuum of Care at a disadvantage given changes in our continuum's membership during the five-year period for which her office pulled data to determine which communities would be targeted for resources. However, we are appreciative of the emergency order funding that all counties received to support continued eviction prevention efforts, and we have prevented nearly 50 households from becoming houseless with the support of that funding since we received that funding in the spring of 2023. We are also glad the legislature allocated \$26 million to the Rural Oregon Continuum of Care for houseless services to address the initial shortcomings of the Executive Orders; however, we have not yet received a final contract or been able to begin spending that funding as of mid-October 2023. This is a challenge we hope the legislature is aware of; even when there is an emergency designated, we are repeatedly told by Oregon Housing and Community Services that there are delays (oftentimes for months and months) to delivering funding on the ground because of the contracting process and other issues at the state level.

# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Our pilot coordinates with our continuum of care because we have a MCCAC staff member who sits on the continuum's board. Our pilot was also the only project besides the continuum itself that received funding from HUD's recent Special NOFO to Address Rural and Unsheltered Homelessness, so we are coordinating closely with them on implementation of that grant over the next three years. Additionally, our Office of Housing Stabilization has coordinated meetings for the continuum's program staff to get to know other partner agencies in our region and learn more about how we are blending health care and housing funding to support and sustain our work.

Recruiting staff to scale up the work of our Office of Housing Stabilization has been an ongoing effort and we have made the decision to hire in-house staff rather than consultants in most cases. Occasionally we have used some HB 4123 funds to hire consultants, such as when we developed our strategic communications plan for our HB 4123/Houseless Collaborative priorities this year, but otherwise we have agreed that having dedicated, full-time staff who are in-house will allow for better local coordination, relationship-building, and execution of priorities in our rural community.

Our pilot is creating a more equitable, accessible, and responsive system for our residents experiencing houselessness in a few different ways.

Highlights include working quite successfully to expand and sustain shelter resources and strongly coordinated services in our region. We have had major success in this area already based on the progress we have made on two key action items in our HB 4123 strategic plan: 1) securing Project Turnkey resources for the region to enhance transitional housing/shelter offerings and improve shelter infrastructure, and 2) constructing the first ever navigation center and corresponding emergency shelter in our region. On October 12<sup>th</sup>, 2023, less than a year after we secured Project Turnkey 2.0 funds from the Oregon Community Foundation and purchased the Oregon Motor Motel in The Dalles, we held a grand opening ceremony for our region's new, primary shelter there (now called "The Annex"), which can accommodate up to 100 people. This shelter will, for the first time in our region, offer shelter for all types of households, including families with children, in

# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

addition to including set-aside units for culturally specific and responsive partner organizations' clients and behavioral health providers' clients.

We are also in the midst of constructing our region's Navigation Center, "The Gloria," which is on track to open by mid-2024. That center will co-locate services from various agencies involved in our HB 4123 and Houseless Collaborative work so it can serve as a "one-stop-shop" for the emergency shelter, social services, and health care that houseless community members need to stabilize and get back into permanent housing as quickly as possible. The biggest challenge was fundraising to get both of these projects across the finish line, but we were grateful to have HB 4123 funds to support us to hire our Resource Development and Community Engagement Coordinator, who played a key role alongside MCCAC's Executive Director and Director of the Office of Housing Stabilization in securing the hundreds of thousands of dollars to make both projects a reality.

As we strengthen our physical infrastructure for shelter and coordinated services, we are also making headway on ensuring these services are accessible and equitable by implementing improved technology to ensure clients seeking services experience smooth hand-offs between various partner organizations in our region. Aligned with goals in our strategic plan we are in the final phase of implementing a shared referral system, and have decided to use the Unite Us/Connect Oregon platform to accomplish this goal. This will ensure that MCCAC and our partners in the region can make more seamless referrals for different types of services houseless clients need, and allow us to keep better track of whether or not those referrals have been accepted or advanced through the system.

As of October 2023, we are also making progress on key strategic plan action items such as providing trainings on trauma-informed and culturally responsive care to houseless service and other providers in the region to ensure clients have a better experience and a greater likelihood of having good outcomes. Additionally, in coordination with our lived experience workgroup, we've published a toolkit to help organizations working with our HB 4123 Advisory Board and Houseless Collaborative to implement stronger client feedback and data analysis practices so they can improve their programs and strengthen client outcomes.

# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Importantly, we are looking at the systemic and structural barriers that affect culturally specific and responsive service providers' ability to serve our region's traditionally underserved, diverse populations as well. Through a series of conversations with these stakeholders, we recently accomplished our strategic plan goal of developing an annual strategy for resource development to support and expand culturally responsive and specific housing stabilization services; we are now beginning the process of supporting those partners to implement that strategy by doing things such as submitting collaborative grant applications to sustain funding for our Federally Qualified Health Center's mobile medical unit.

## TECHNICAL ASSISTANCE

We did not receive technical assistance from OHCS to help develop our strategic plan, but we invited one of our partner organizations in the Mid-Columbia Houseless Collaborative, Nch'i Wana Housing, to take advantage of the TA resources being offered by OHCS to HB 4123 coalitions. Nch'i Wana is a culturally specific organization focused on housing stabilization for Native community members in the Mid-Columbia region, and they just secured their official 501(c)(3) status in the spring of 2023. They needed help with their own organizational strategic planning; given the equity values in our HB 4123 strategic plan, supporting them to get this type of technical assistance was aligned with our priorities.

The biggest area where we could use more technical assistance, or just additional capacity, is in the housing realm. Our local housing authority and their development/property management arm are participating in our efforts to implement our HB 4123/Houseless Collaborative strategic plan. However, their capacity is very limited and expertise in housing development and preservation in a rural area like ours is limited overall to a small handful of people who already have too many priorities on their plates.



# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

## DATA

Our pilot has begun working on improving our coordination of data collection and analysis in a few different ways. Within our equity statement, we have agreed to use data to drive decisions and focus resources so equity is not just a concept, but a practice.

We have partnered with the Providence Center for Outcomes, Research, and Evaluation (CORE) to ensure that tools our pilot is producing in alignment with our strategic plan goals, such as our Houseless Client Feedback Toolkit, have strong but user-friendly guidance about quality data practices as well.

Our pilot has also committed to collecting and sharing data and personal stories to educate people about houselessness and highlight the need for more housing, including by expanding the annual Point in Time Count through better involvement of providers who offer culturally specific and behavioral health services to underserved communities in our region. We coordinated extensively with partners to achieve this goal during our January 2023 PIT Count and published the informal (not yet verified by HUD) results of that count earlier this summer.

In late 2023 we published the annual report we committed to in our strategic plan by combining stories from people in our area who have been houseless with data on regional housing needs from the Corporation for Supportive Housing, Oregon Affordable Housing Inventory and other reports.

Perhaps most importantly, we have secured stable, long-term funding to make the temporary Houselessness Data Management and Technical Assistance Specialist position on our team (which was initially created in 2021 through temporary federal COVID relief funding) a permanent position. We have used some HB 4123 funding for this position, but have also included the position in our budget for some of the funds we're receiving from OHCS for the 23-25 biennium. We will continue working with our Resource Development and Community Engagement Coordinator to ensure longer-term sustainability of this position after 2025, regardless of the realities of the state houseless services budget landscape at that point.



# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

One of the biggest barriers to our pilot's data work is the antiquated nature of the Homelessness Management Information System (HMIS) software that we are required by to use since we receive public funds from the state and federal governments. Our understanding is that the state of Oregon and the Rural Oregon Continuum of Care are currently under contract with Wellsky to administer and provide agency access to the HMIS (where we are required to report houseless client data). As a local pilot and collaborative discussing how to improve not only data collection/analysis, but also case management, we have learned that this version of HMIS, while apparently more advanced than other offerings when it comes to reporting capabilities, falls very short when it comes to usability and case management capabilities as compared to other software platforms that administer HMIS.

From the conversations we have had with OHCS and the ROCC, it sounds like there are discussions about whether or not the state should continue its contract with Wellsky or change to another software company that administers HMIS, such as Bitfocus/Clarity Human Services within the next couple of years. We have learned from the state and our own pilot's initial research on this topic that Bitfocus/Clarity Human Services may be more user-friendly for caseworkers and include more referral and case management capabilities than Wellsky; we are inclined to think that shifting to an HMIS platform like this would ensure higher quality data is being put into the system in the first place, even if it would be an adjustment for local agency staff and the state to work with the different reporting capabilities of this type of platform. It could also ensure less duplication of efforts; currently, our region's houseless services agencies are not alone in the experience of needing to use several different software platforms to adhere to our public data reporting requirements, while simultaneously doing duplicative data entry into other, more user-friendly and capable software platforms that meet client and partner organizations' referral and case management needs. Within the next few years our pilot has committed, through goals in our strategic plan, to determining if there is a better shared case management system that can also help us ensure better data is going into the publicly mandated reports that can provide insight into who we are serving and whether or not we need to adjust our programs in order to align with our equity and access values (and strengthen our clients' outcomes). We acknowledge that this is a

# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

challenging prospect depending on if and how much the state coordinates with HB 4123 pilots as they determine whether or not to renew their contract with Wellsky though. We also acknowledge this is a complex process given the work that the state is doing through other agencies, such as OHA, to improve coordination of client care through new Community Information Exchange systems. We would urge the legislature to help make sure these efforts are coordinated and streamlined, and to make sure houseless services providers have a meaningful seat at the table as decisions are made at the statewide level about Community Information Exchange requirements that are meant to promote better coordination of resources focused on social determinants of health such as housing.

## IDENTIFYING, ACCESSING AND ALIGNING FUNDS

Our strategic plan outlines specific funding sources that we are currently or planning to pursue to support work in our four focus areas of Shelter, Services, Housing, and Advocacy, and we are actively working to coordinate and align multiple funding sources to achieve our goals. Our plan also identifies the need for 1) on-going collaboration with partner agencies and elected officials to apply and advocate for needed funds, 2) the hiring of MCCAC's Resource Development and Community Engagement Coordinator to lead fundraising efforts to support the Collaborative's priorities and 3) creation of a Collaborative-wide fundraising strategy to support and expand culturally responsive services that promote housing stabilization.

Funds explicitly outlined in our strategic plan that we have secured include:

- Project Turnkey funding through OCF and OHCS to support The Annex transitional housing and shelter facility which just opened in The Dalles.
- Approximately \$1 million through HUD's federally competitive Special NOFO to Address Rural and Unsheltered Homelessness to provide rapid rehousing financial assistance to houseless clients at The Annex over the next three years.
- A braided funding package to fully fund The Gloria Navigation Center Capital Project, including local and state governmental funds, land donated by a local individual, and a grant from The Ford Family Foundation. The Gloria Navigation Center is currently under construction and is expected to open in the first quarter of 2024.

# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- A recently-finalized contract with PacificSource that allows us to bill for Medicaid reimbursement to support Traditional Health Workers in our region who can provide housing, behavioral health, and other navigation services to houseless clients.
- A recently-finalized grant agreement with our region’s primary behavioral health provider, Mid-Columbia Center for Living, to infuse more than \$3 million of behavioral health funds that were recently awarded to the region into housing-related behavioral health needs, including operations of our region’s two main shelters and the eventual development of permanent supportive housing.
- Private foundation funding to support projects prioritized in the strategic plan, including from The Roundhouse Foundation, The Ford Family Foundation, PacificSource Foundation, and multiple family foundations that wish to remain anonymous.
- Individual, business, and faith-based donations as a result of a coordinated effort to build a base of supporters.

Funds that we are currently pursuing or planning to pursue to support priorities from our strategic plan include:

- Additional private foundation funds including Oregon Community Foundation Community Grant funds to support our Federally Qualified Health Clinic’s mobile medical unit services to shelter and transitional housing locations and Meyer Memorial Trust funds to support Nch’l Wana Housing’s supports to Native community members living along the Columbia River.
- General Housing Account’s Capacity Building (GHAP-CB) funds to support increased capacity at Columbia Cascades Housing Corporation – increased capacity will help support access to additional potential funding supports for affordable housing development including construction excise taxes and urban renewal funds among multiple other potential funding sources.
- State and/or federal funds to support Permanent Support Housing Development following our Collaborative’s team participation in the 2023 Permanent Supportive Housing Institute offered by OHCS and the Corporation for Supportive Housing.

# MID-COLUMBIA HOUSELESS COLLABORATIVE

## HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

As stated earlier in this report, our region’s houseless service providers have not yet felt a significant impact from the Governor’s Executive Orders and the 2023 legislative funding awards because of the disadvantaged scoring received by the Rural Oregon Continuum of Care. However, we are appreciative of the emergency order funding that all counties received to support continued eviction prevention efforts, and we are glad the legislature allocated \$26 million to the Rural Oregon Continuum of Care for houseless services to address the shortcomings of the data approach to the Executive Orders, although we have not yet received a final contract or been able to begin spending that funding as of mid-October 2023, which has unfortunately kept our region’s new rapid rehousing program enrollments “on pause” for the time being.

The HB 4123 Pilot fills significant gaps in the areas of funding, leadership, coordination, and organizational capacity. Although MCCAC had already taken on the role as lead agency addressing houselessness in the Mid-Columbia region prior to the passage of HB 4123, participation in the pilot has allowed us to reconfigure and scale up our staffing structure to better lead this regional coordination effort. HB 4123 funds are currently supporting the Director of Housing Stabilization, Resource Development and Community Engagement Coordinator, and Housing Intake and Referral Coordinator positions and various contracts and other costs associated with priorities outlined in our strategic plan.

We are working on multiple fronts to plan and make progress toward securing continued funding for the work of the Mid-Columbia Houseless Collaborative, including the following components:

- An initial resource development plan has been drafted with the goal of identifying – and securing – sustained funding to continue the coordinated response beyond the first 2 years of the pilot. This plan will be reviewed and updated annually.
- MCCAC’s Resource Development and Community Engagement Coordinator is focused on raising funds to support the long-term sustainability of the work of the Collaborative and works collaboratively both internally with the MCCAC leadership team as well as externally with partner members of the Collaborative.

# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- We are building a base of supporters and recognize the value of fostering community-based donations from individuals, businesses, and faith communities as these diversify our funding streams and are flexible.
- Several of the Collaborative’s key projects have or are poised to receive operational funding from government, health and social service partners that will extend beyond the 2-year timeframe of the pilot, including a mental and behavioral health-focused outreach team that will be funded through braided funds from multiple agencies and local governments.
- MCCAC’s recently executed contract with PacificSource to bill Medicaid for Community Health Worker services will provide continued funding to support staffing for our shelter and housing programs for the foreseeable future and well beyond the 2-year pilot period.

Even with the Governor’s orders and the support of HB 4123, our pilot community has identified several funding gaps remaining for shelter or other homeless services for the 23-25 biennium. We have domestic violence providers and youth shelter providers who have budget gaps that we are working to help fill through a request we recently put in to OHCS. We have had several culturally specific and responsive service providers struggle to retain staff due to funding constraints or in one case lay off staff because of difficulties managing the administrative and budget requirements attached to all their different funding streams. Ultimately, we are still in a position where we need to prioritize our limited rapid rehousing and other financial assistance programs for the clients who need them most, which leaves many households that need assistance still struggling.

## COMMUNICATIONS

Community engagement and communication are priorities identified in our strategic plan. The Mid-Columbia Houseless Collaborative was founded, and continues to work, through active engagement of community partners including local government entities, social and health service agencies, culturally specific and culturally responsive organizations, and people with lived experience of poverty and homelessness.

# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

We recognize the importance of communication to build awareness and support. To move our work forward in this area we have worked with a contractor to develop a strategic communications plan with accompanying key messages which was adopted by the Collaborative in October 2023. Our communications plan articulates the goals of increasing awareness of coordinated services, reaching a wider audience, and shifting the perception of houseless people in the community. We are working to communicate proactively and effectively with volunteers and donors, elected leaders, community partners, and current and prospective clients through a variety of strategies including our website, quarterly e-newsletter, social media, regular email updates to community partners, press releases, and in-person and virtual meetings with key stakeholders.

A primary challenge we have faced in the area of engagement and communication is the limited capacity of partner organizations to lend staff time and expertise to this work. We recognize that building capacity of partner members of the Collaborative is needed in the mid to long term; in the short term, we have brought in capacity by contracting with a communications firm to support development of our communications plan and with another local contractor for translation of our materials into Spanish.

We understand the importance of sharing the stories of people who have experienced houselessness and are able to share some initial success in that area. We published an initial set of print version stories alongside our first Affordable Housing and Houselessness Report and are currently working with our Lived Experience Work Group to create a series of video stories that will highlight a diverse range of stories of houselessness from members of our community. We also plan for these video stories to dovetail with A Day in The Life event which we plan to hold mid-2024 and which is articulated in our strategic plan as an opportunity for community leaders, service providers, and law enforcement officers to be informed about the realities of houselessness, and to build awareness and support for our work in the region.

## ADDRESSING RACIAL DISPARITIES

Mid-Columbia Houseless Collaborative was founded with a focus on equity and justice. Before engaging in strategic planning, we took time to draft an equity statement, to own

# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

our history, and to commit to equity. We recognize that housing inequities are rooted in our country's history, and that when colonizers displaced the first people of these lands, a base of racial and other inequities was built for future generations. We are committed to working with partners in our region to engage fully in efforts to end poverty and houselessness, to finding and address root causes of inequity, to improving housing systems where personal identities predict inequitable outcomes, to using data to drive decisions and focus resources so that equity is not just a concept, but a practice, and to including the voices of people who are or have been houseless, with a focus on communities of Black, Indigenous, and other People of Color.

The Collaborative's vision, mission, and values each call out equity as well. Our vision is a region with equitable opportunities and support, where everyone who needs stable housing can find and afford it – especially communities who have faced disproportionate barriers to housing – so everyone can achieve the best quality of life possible. Our mission commits to expanding housing capacity and ensuring supportive services are provided in culturally affirming ways that uphold human dignity, and our values include diversity, equity, and lived experience.

Key culturally specific and culturally responsive partnerships of the Collaborative include with Nch'i Wana Housing, The Next Door Inc., Oregon Human Development Corporation, and One Community Health, our Federally Qualified Health Clinic. We approach these partnerships with respect, with an attitude of listening to learn, and with a goal of identifying and implementing creative and collaborative solutions to address the complex challenges of houselessness and to provide culturally responsive supportive services.

Some initial successes in the Collaborative's culturally specific and responsive partnerships are:

- Ensuring these organizations are involved as key partners in our priority projects, with dedicated office space for Nch'i Wana and Oregon Human Development Corporation at The Gloria Navigation Center, set aside rooms for clients of Nch'i Wana Housing and The Next Door at The Annex, and coordination of medical



# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

supportive services and access to Oregon Health Plan enrollment with One Community Health.

- Supporting outreach by Native people to Native people living at in lieu sites along the Columbia River – with our partners at Nch’i Wana and The Next Door, through their Neighbors Along the Big River (NABR) Program.
- Working with these partners to address technical assistance needs either by providing direct technical assistance (for example around HMIS) or by connecting these partners with TA resources through OHCS.
- Holding meetings with these partners to identify supports needed to maintain and expand culturally responsive services that promote housing stabilization.
- Identifying priority placement for Native community members in our planned Permanent Supportive Housing Development at The Gloria Center site.

Addressing racial disparities through partnering with our culturally specific and responsive partners will require on-going and sustained commitment and attention. This work requires us to examine ourselves and be open to transformational change.

## CONNECTIONS TO PERMANENT HOUSING

Our strategic plan includes goals for enhancing and sustaining funding for rapid rehousing and landlord incentives, and improving promotion of these resources in order to strengthen partnerships with area landlords. We have already made significant progress on these goals, including by placing 115 houseless people in permanent housing in Wasco, Sherman, and Hood River Counties in 2022, and by becoming the only rural region in Oregon to receive funding through HUD’s federally competitive Special NOFO to Address Rural and Unsheltered Homelessness. Through this grant, we received approximately \$1 million to provide rapid rehousing financial assistance to houseless clients at The Annex over the next three years. On October 31<sup>st</sup> we are also hosting a housing stabilization summit where we will promote our landlord incentives and rapid rehousing offerings to area landlords and service providers, another goal that is outlined in our strategic plan to ensure we continue building on these types of key community relationships that help houseless clients get into permanent housing.



# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Our strategic plan also includes construction of more affordable housing units, and alignment of long-term rent assistance vouchers and other resources with new housing units as they are developed. Our plan commits us to ensuring that traditionally underserved communities have equitable access to being placed in these units and taking advantage of these resources as well. We are working closely with our housing authority, their development arm, culturally specific and responsive partners, and our main behavioral health provider in the region to accomplish these goals. We collaborated as a pilot to succeed in getting competitive state funding for the Rand Road project in Hood River County, which is one of the key affordable housing projects that we articulated in our strategic plan as a priority so we can add more units to our region’s affordable housing inventory. We also partnered with the Mid-Columbia Housing Authority and their affiliated Columbia Cascade Housing Corporation, and the Mid-Columbia Center for Living, to successfully compete for a spot in the 2023 Permanent Supportive Housing Institute offered by OHCS and the Corporation for Supportive Housing. By completing that institute this year, we are setting ourselves up for more access to permanent supportive housing development and rent assistance resources over the next several years which will support our goal of developing at least 40 units of Permanent Supportive Housing in the Dalles in the near future.

## CONCLUSION

We appreciate the legislature’s interest in our pilot’s experience thus far.

In terms of key successes and potentially replicable templates/models for the state, we would like to highlight our work to build a navigation center with so many co-located partner agencies on-site, and our work to secure and quickly rehabilitate a Project Turnkey site in a rural community. We hope the legislature will consider siting legislation for permanent supportive housing and other types of housing because of how challenging those projects can be. We know that without the shelter and Project Turnkey siting legislation the legislature passed shortly before we received our Project Turnkey 2.0 funding in the gorge, these projects likely would not have been possible in our community. We believe the legislature should use these types of lessons, and take into account the challenging landscape for affordable housing development, and pass similar

# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

siting legislation to pave the way for the construction of more desperately needed affordable and permanent supportive housing in our communities.

We also believe that our work with PacificSource’s programmatic payment model, which is allowing us and some of our partner organizations to begin billing some of our staff’s time to Medicaid once certified as Community Health Workers under OHA’s guidelines, is a potentially replicable model that should be explored in other areas around the state as we grapple with questions about funding sustainability for shelter operations and houseless services, and as we learn more and more about what a key social determinant of health housing can be. Our close partnership with our region’s designated behavioral health provider and the major grant agreement that we recent negotiated with them to help support our operations is another one that may be worth considering replicating in other rural areas around Oregon.

We urge the legislature to closely track and encourage adequate coordination around the continued work in the health care realm on implementing new Community Information Exchange technologies. We also hope the legislature does not lose track of the work OHCS is doing to implement data entry requirements for the Homelessness Management Information System—organizations on the ground ideally need a better, more user-friendly administrator for HMIS that ensures the data that is put into that system is higher quality, and for the sake of avoiding duplication of data entry and staff efforts given the current shortcomings of our HMIS system we outlined earlier in our report.

Finally, we hope the legislature works with pilots to consolidate homeless services programs and budgets as much as possible. Our administrative and financial burdens are a real barrier to getting Oregonians in urgent situations the care and coordination they need, and in many cases the amount of formula funding a rural community like ours gets from some of the state’s smaller homeless services grant programs are so small that we either opt not to accept the funds because of the different set of requirements and workload attached to them, or we accept them but can only use them to support a small handful of a few clients. Streamlining the state’s homeless services budgets and programs so that providers on the ground have more flexibility to identify needs and deploy

# MID-COLUMBIA HOUSELESS COLLABORATIVE

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

resources in the most efficient way possible would make it easier for us to continue putting other systems in place, like CHW certifications and Medicaid billing, when we have limited administrative capacity. Most importantly it would allow us to deliver services more quickly and more effectively to clients who desperately need them to avoid or get out of houselessness.

## APPENDICES

- A. MCHC MOU**
- B. MCHC Strategic plan**
- C. Organizational Chart**
- D. Timeline for major project deliverables**
- E. Any other relevant info/data you'd like to share with the Legislature.**



**Mid-Columbia  
Community  
Action Council**

**Mid-Columbia Community Action Council**  
Serving Hood River, Wasco, and Sherman Counties  
312 E. 4th St, The Dalles, OR 97058  
606 State St, Suite 1B, Hood River, OR 97031  
Tel: (541) 298-5131  
[www.MCCAC.com](http://www.MCCAC.com)

## MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (**MOU**) has been created and entered into on July 31, 2022 between  
Mid-Columbia Community Action Council (**MCCAC**), 312 E Fourth St., The Dalles, OR 97058 and  
The City of The Dalles, The City of Hood River, Hood River County, Wasco County and Sherman County

### INTRODUCTION AND GOALS

1. MCCAC entered Agreement Number 107-2022-4123-05 (**Grant Agreement**) with the State of Oregon awarding MCCAC \$1,000,000 to establish a coordinated homeless response system consisting of the City of The Dalles, the City of Hood River, Hood River County, Wasco County, and Sherman County. The Grant Agreement was entered pursuant to the terms of House Bill 4123 from the 2022 Oregon Legislative Session (Oregon Laws 2022, chapter 70, section 3).
2. The Parties to this MOU wish to implement HB 4123 and establish a coordinated homeless response system consisting of the City of The Dalles, the City of Hood River, Hood River County, Wasco County and Sherman County (collectively, **System**). The System shall, at a minimum, consist of an Office of Housing Stabilization/Homeless Response Office (**Office**) and a Housing Stabilization Advisory Board (**Board**). The Parties specifically intend this MOU to establish a coordinated homeless response system satisfying all requirements set forth in the Grant Agreement, attached to and made part of this MOU as Exhibit "A".

### AGREEMENT

1. **Effective Date/Duration.** This MOU shall be effective when signed by all six of its Parties. Unless extended or earlier terminated in a writing signed by a majority of the Parties, this MOU automatically terminates on June 30, 2027.
2. **The Office of Housing Stabilization.** The Parties agree the Office shall be organized and perform the following functions:
  - a. The Office shall operate under the general policy guidance of the Board.
  - b. The Office shall be a division of MCCAC and consist of the Director of the Office of Housing Stabilization (**Director**), selected by the MCCAC Executive Director in consultation with the Board, and other staff members as outlined by the System's five-year strategic plan (**Strategic Plan**). The Director and other Office staff members shall be MCCAC employees.
  - c. The Office shall coordinate and develop partnerships with local and regional stakeholders as specified in House Bill 4123, including plans for coordination

with any local continuum of care receiving funding under 24 C.F.R. part 578.

- d. The Office shall also include the Mid-Columbia Houseless Collaborative (**MCHC**) as its Advisory Panel, comprising houselessness experts drawn from the community to include representatives with knowledge and experience in the areas of shelter, youth services, lived experience, affordable housing, houselessness, behavioral health, physical health, education, and philanthropy. The Advisory Panel supports development and implementation of the System's strategic plan.
- e. The Office shall be managed by the Director who, in coordination with the MCCAC Executive Director, will provide updates and reports to the Board. The Director shall be charged with the Office's general operation and shall work to coordinate with the Board, MCHC, and all Parties to this MOU to develop the Strategic Plan and otherwise ensure the System meets the project goals set forth in Exhibit "A".
- f. For the first two fiscal years, beginning July 1, 2022, the Office will be financed with pilot funding of \$1,000,000 awarded to MCCAC by the Grant Agreement. As outlined in the Grant Agreement, within one year of receiving the Grant Agreement funds, the System, through the Board or member government, shall adopt a five-year Strategic Plan that will identify and set goals for addressing funding to support ongoing operations of the System. The Office will hire a Development Coordinator to lead these fundraising efforts, in coordination with the Director, MCCAC, the Board, and member governments.

**3. Housing Stabilization Advisory Board.** The Parties agree the Board shall be organized and perform the following functions:

- a. The Board, consisting of one representative from the governing body of each Party to this MOU, shall be formed for the purposes of providing general guidance to the Office.
- b. Initial Board members shall have the opportunity to make important decisions at the inception of the System, including approval authority over the Strategic Plan developed by MCHC and providing policy direction to the Office.
  - i. The initial Board shall consist of the following appointed members:
    1. Gladys Rivera, City Councilor, City of Hood River
    2. Rich Mays, Mayor, City of The Dalles
    3. Arthur Babitz, County Commissioner, Hood River County
    4. Kathy Schwartz, County Commissioner, Wasco County
    5. Joan Bird, County Commissioner, Sherman County
  - ii. If one of the initial Board members listed above, or any subsequent Board member, resigns from the Board or is not re-elected to office, their member government agrees to work with the Director and MCCAC Executive Director to appoint

another member of their governing body to the Board in a timely fashion.

- c. By December 31, 2022, the Board shall review, approve, and adopt the Strategic Plan identifying and setting goals pursuant to HB 4123 and the Grant Agreement.
- d. Each Board member shall serve as a liaison between their respective governing body and the Office.

#### **4. Obligations of the Parties.**

- a. Commitment of Support. The Parties commit to their obligations under this MOU for a total of not less than five (5) fiscal years commencing on July 1, 2022. The Parties further agree to work together and use best efforts to seek out and obtain funding to further this objective, as outlined in the Grant Agreement and the System's Strategic Plan.
- b. The Parties agree to cooperate in good faith to ensure the goals of the System are achieved. The Parties shall work in good faith to amend this MOU as necessary to achieve the System's goals set forth in Exhibit "A".
- c. MCCAC shall serve as the fiscal agent responsible for funding the operations of the Office created under this MOU. MCCAC shall be responsible for all contracting, procurement, or other activities necessary to establish the Office. MCCAC shall retain fiscal and managerial oversight of the Office, the Director, and any other staff as outlined in the Strategic Plan and shall retain the authority to terminate the contractual and/or employment relationship with the Director and staff as necessary. In the event the Director's employment ends, MCCAC's Executive Director shall select a new Director with the Board's input. This MOU does not create any employment or contractual relationship between the Parties to this MOU or the Office, Director, or staff.

### **GENERAL PROVISIONS**

**1. Indemnification.** Each Party agrees, to the fullest extent permitted by law, to defend, indemnify, and hold harmless each other, their officers, directors, trustees, employees and agents, from and against any and all claims, liabilities, losses, and expenses (including reasonable attorneys' fees) directly, indirectly, wholly, or partially arising from or in connection with any act or omission of that Party, its employees, or agents in the performance of this MOU; provided, however, in no event shall a Party indemnify or hold harmless another Party for the other Party's sole negligence.

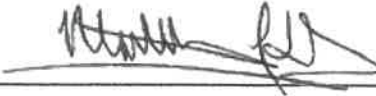
**2. Termination, Withdrawal, and Amendment.** This MOU may be terminated by a writing executed by a majority of the Parties. Any Party may withdraw from this MOU upon delivery of written notice to all other Parties. This MOU may be amended by a writing executed by all Parties.

**3. Disputes.** In the event a dispute arises under this MOU, the Parties shall make a good faith effort to resolve conflicts cooperatively. In the event the dispute cannot be resolved, the parties retain all remedies available to them by law.


4. **Laws.** The Parties agree to abide by all local, Oregon, and federal laws and regulations in this MOU's performance. This MOU is subject to and shall be interpreted in accordance with Oregon law.

  
\_\_\_\_\_  
Executive Director, Mid -Columbia Community Action Council      Date

08/11/2022

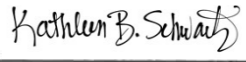
  
\_\_\_\_\_  
Authorized Signer, City of The Dalles      Date

8/2/22

  
\_\_\_\_\_  
Authorized Signer, City of The Hood River      Date

7/27/2022

DocuSigned by:  
  
Michael J. Oates      7/25/2022  
\_\_\_\_\_  
Michael J. Oates, Hood River County      Date

  
\_\_\_\_\_  
Kathleen B. Schwartz, Board Chair Wasco County      Date

8.3.2022

  
\_\_\_\_\_  
Authorized Signer, Sherman County      Date

8-3-2022

# Destination: Home

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A COORDINATED APPROACH TO HOUSING AND  
HOUSELESSNESS IN THE MID-COLUMBIA REGION

Five-Year  
Strategic Plan

2022-2027





# Contents

## Background

Introduction.....	2
Words and Phrases to Know .....	4
Mid-Columbia Houseless Collaborative Vision, Mission, and Values.....	8
Mid-Columbia Houseless Collaborative Equity Statement.....	9
Mid-Columbia Houseless Collaborative Planning Participants.....	10

## Strategic Plan

Goal Area #1: Shelter .....	12
Goal Area #2: Services.....	14
Goal Area #3: Housing.....	17
Goal Area #4: Advocacy.....	20

## Implementation

Next Steps.....	22
Change Log.....	23

## Contact

Next Steps.....	24
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# Introduction

Across Oregon and Washington, communities are facing rising rates of housing insecurity and homelessness. For too many families, staying in housing has become increasingly difficult, if not impossible. Housing supply has lagged while demand has grown. Investors have begun buying up more and more single-family homes. Rents have sky-rocketed. As a result, the idea of being just one illness or car repair away from eviction has become all too familiar to our friends, families, and neighbors.

The issue of homelessness has also become more complex than it used to be. Increasing numbers of unhoused individuals are chronically homeless, meaning they have experienced homelessness for at least a year, or multiple times throughout their lives. Additionally, a growing portion of the homeless population has untreated mental illnesses or substance use disorders that make rehousing more difficult without intensive case management and other supports.

Like with any crisis, homelessness hits some communities harder than others. People of color, LGBTQ+ people, and other historically underserved communities are overrepresented in the homeless population. Families experiencing homelessness are typically headed by women, many of whom are young parents with children, and some of whom are fleeing domestic or sexual violence. People who have been incarcerated are more likely to experience homelessness and struggle to access housing stabilization resources than the general public due to their criminal records.

The Mid-Columbia region is unfortunately not immune from these trends. Preventing and ending homelessness in our area requires urgent, thoughtful work—and most importantly, partnership. Although this is a daunting task, our communities are up to the challenge. To date, there have been multiple, localized efforts to collaborate on work to prevent and end homelessness. However, this work has yet to be thoroughly coordinated across the five-county Mid-Columbia region, resulting in fragmentation across communities. That's why the Mid-Columbia Homeless Collaborative was founded.

In early 2022, Mid-Columbia Community Action Council (MCCAC) hired a consulting team, Sarah Kellems and Heidi Venture, to develop and convene a Collaborative of organizations and local governments from Hood River, Wasco, Sherman, Skamania, and Klickitat Counties working to address homelessness. With supportive leadership from Washington Gorge Action Programs (WAGAP) and generous funding from Providence, the consultants and MCCAC guided members of the Collaborative through a strategic planning process over the next nine months.

The plan included here represents the work members of the Mid-Columbia Houseless Collaborative will do over the next five years to develop a more strongly connected regional houselessness response system that provides the highest level of service to our most vulnerable community members. It explains how we will leverage and coordinate existing efforts throughout the region, and how we'll partner to enhance sorely needed services that will help our communities prevent and respond to houselessness more effectively.

This document also serves as the official work plan for MCCAC's Office of Housing Stabilization. This office was established in July, 2022 with funding from the Oregon Legislature following the passage of House Bill 4123, which allocated resources to a handful of communities across Oregon, including in Hood River, Wasco, and Sherman Counties, to strengthen their regional houselessness response systems.

As we begin the work of implementing this plan, we need support from the entire, five-county Mid-Columbia community. Growing houselessness is not simply an individual problem with individual solutions. This issue affects the families and children who are unhoused. It impacts our neighborhoods and divides our communities. And it costs our local and statewide economies significant resources that could be saved if we implemented more proactive interventions. At the end of the day, preventing and ending houselessness is our collective responsibility. It requires a unified, systems-level commitment from key community leaders, local governments, housing developers, tribal leaders, social service agencies, landlords, organizations that provide culturally responsive services to underserved populations, private sector partners, and people who have been or are houseless.

Members of the Mid-Columbia Houseless Collaborative have already demonstrated they are ready to make that commitment by writing this plan, and we look forward to the next phase of our efforts together to implement it. As we work to address one of the most complex challenges of our time, we invite you to join us so we can make the Mid-Columbia region the most vibrant community possible for everyone who calls this place home.

Onward,

Kelli Horvath  
Director of the Office of Housing Stabilization  
Mid-Columbia Community Action Council

September, 2022

# Words and Phrases to Know

**In an effort to make our strategic plan as accessible as possible to all audiences, Mid-Columbia Houseless Collaborative planning participants requested the inclusion of the following definitions:**

## **Affordable and Accessible Housing**

Affordable and accessible housing includes features that make it usable for people with disabilities or limited mobility and allows residents to spend no more than 30% of their income to live there. In this strategic plan, we also define “affordable” housing to mean housing that is reserved for households making 80% or less of the Area Median Income.

## **Area Median Income (AMI)**

The household income for the “middle” household in a geographic region. Half of the families in a region earn more than the AMI, and half earn less. The U.S. Department of Housing and Urban Development calculates and defines the AMI for specific geographic areas across the country every year. Housing providers then use this number as a reference point when setting local income and affordability requirements for available housing units.

## **Acquisition and Rehabilitation/Rehab**

The process of gaining ownership and management rights over a real estate property and renovating existing units rather than developing new units. Acquisition and rehab are valuable tools used by proponents of affordable housing and preservation.

## **BIPOC**

An acronym that stands for “Black, Indigenous, and people of color.” This is a term used to describe communities of color, while centering the experience of Black and Indigenous people, who experience disproportionately high institutional barriers.

## **Chronically Houseless**

Experiencing houselessness for at least a year, or repeatedly over time, while struggling with a disabling condition like a serious mental illness, substance use disorder, or physical disability.

## **Construction Excise Taxes**

A charge placed on new construction (except for affordable and accessible housing projects) or additions to existing structures, the revenue from which can be used to fund incentives for building affordable housing and other housing-related programs.

## **Coordinated Entry**

A process developed to ensure that all people experiencing a housing crisis have fair and equal access to resources and are quickly assessed for, referred, and connected to housing and other assistance based on their vulnerabilities and strengths.

## **Culturally Responsive/Culturally Specific Services**

Being able to understand and consider the different cultural backgrounds of clients, and respecting clients' customs, experiences, perspectives, and language when assisting them to access resources.

## **Equity/Equitable**

While an equal approach means giving everyone the same resources, an equitable approach acknowledges that each person has different circumstances, needs, and institutional barriers they have faced. Equity means allocating resources and opportunities in a way that creates equal outcomes.

## **General Obligation Bonds**

Municipal bonds (debt obligations issued by government entities) that provide a way for state and local governments to raise money for public projects that may not yield revenue. General obligation bonds are backed by the state or local government's ability to use taxes to pay bondholders.

## **Houseless/Houselessness**

Lacking a place to live. Many housing and social service providers have begun using this term instead of "homeless," because many people who are or have been unhoused prefer it. This is because "home" is more than a building where a person lives; it represents community, social connections, memories, friends, family, or more. People who lack a physical house often still identify strongly with a place they call home.

## **Housing Stabilization**

The process of connecting to a wide range of individualized services—not just those that are directly related to housing—that help facilitate a person's ability to find and/or stay in housing.

## **Impact Fees**

Fees charged to property developers by local governments for the new infrastructure that must be built to accommodate new development.

## **Jail Diversion**

Community-based services that are designed to keep individuals, especially those with behavioral health issues, from becoming incarcerated by connecting them to other community-based resources like mental health support, substance abuse services,

employment services, and housing. Jail diversion aims to minimize the contact individuals have with law enforcement and help them avoid or reduce jail time.

### **LGBTQ+**

An abbreviation for lesbian, gay, bisexual, transgender, queer or questioning, and more. These terms are used to describe a person's sexual orientation or gender identity.

### **Lived Experience (With Houselessness)**

Personal knowledge about houselessness that has been gained because of going through houselessness first-hand rather than through representations constructed by others.

### **Medical Respite**

Medical respite care is short-term residential care for people experiencing houselessness who are too ill or frail to recover from an illness or injury on the streets, but not ill enough to be in a hospital. Medical respite care helps people rest and recover in a safe environment while accessing medical care and other supportive services.

### **Point in Time Count**

Also known as the PIT Count, this is the annual count of sheltered and unsheltered people experiencing houselessness across the U.S. during the last ten days of January.

### **Preservation**

The process of retaining existing affordable housing, whether subsidized or market-rent, and protecting its affordability for current and future tenants.

### **Rapid Re-Housing**

A type of housing assistance that quickly helps people experiencing houselessness to get into housing with the help of application fees, security deposit funding, time-limited rent assistance, incentives to encourage landlords to place clients in their units, and case management services.

### **Reintegration After Incarceration**

The process a person goes through to re-enter society and become a productive member of the community after serving time in jail or prison.

### **Services/Supportive Services**

Aid that makes it easier for someone to get into and stay in housing long-term by enhancing their overall way of living. Examples include help directly related to housing—such as rent assistance—or other resources, such as reliable transportation, affordable childcare, food assistance, training in budgeting and money management, health care, job training, mental health services, or substance abuse treatment.

## **Supportive Housing**

The combination of ongoing affordable housing assistance, such as rent subsidies, with flexible and supportive services for people experiencing homelessness. The goal of supportive housing is to help people stay housed and live a more productive life in the community. There are multiple models of supportive housing: it could include the construction or renovation of new housing, setting aside units in privately-owned buildings, or leasing individual apartments throughout a specific geographic area where clients can receive services from supportive case managers.

## **System Development Charges**

Fees charged on new development, and in some cases on redevelopment. Revenue raised by these fees can help fund new infrastructure or upgrades to existing infrastructure.

## **Traditional Health Workers**

Frontline public health workers who work in health care clinic or community to assist individuals to achieve positive, health-related outcomes. Examples of traditional health workers include community health workers, personal health navigators, peer support specialists, and peer wellness specialists. Traditional health workers may have a particular specialty area or background, such as being a peer support specialist who uses their personal experience recovering from addiction to support a client struggling with a substance use disorder. Or they may promote health on a more holistic level by helping clients navigate multiple supportive services, including those that are not related to health care but contribute to overall well-being and stability.

## **Urban Renewal**

A set of plans and activities, often attached to public financing mechanisms, to upgrade neighborhoods that are in a state of disrepair or decay.

# Vision, Mission, and Values

## Vision

The Mid-Columbia Houseless Collaborative envisions a region with equitable opportunities and support, where everyone who needs stable housing can find and afford it—especially communities who have faced disproportionate barriers to housing—so everyone can achieve the best quality of life possible.

## Mission

Through collaboration and advocacy, we work to reduce houselessness in the Gorge by expanding housing capacity and ensuring supportive services are provided in culturally affirming ways that uphold human dignity.

## Values

Compassion and humanity are at the core of our work. As a collaborative, we recognize the hardships that houseless community members experience and the common humanity we all share, regardless of our housing status.

We value collaboration and partnership; working together helps us provide greater support to houseless and unstably housed community members.

Advocacy allows us to do more to support the vulnerable populations we serve when we champion strategic investments, projects, and policy changes.

We elevate diversity, equity, and lived experience. We cannot do this work without acknowledging the disproportionate barriers the housing crisis has created for communities of color and other traditionally marginalized populations. We cannot effectively advocate for solutions without lifting up the voices of those who are or have been houseless.

We value tenacity and perseverance. Houselessness is a complex issue that cannot be solved overnight; we acknowledge that this work requires visionary leadership and resilience.



# Equity Statement

## Owning our History

The Mid-Columbia Houseless Collaborative is aware that housing inequities are rooted in our country's history. When colonizers displaced the first people of these lands, a base of racial and other inequities was built for future generations who call this place home.

Our Collaborative recognizes not every person is born with the same opportunities to succeed, and because we care about people and our human rights, we must adjust our work to help solve these disparities. Further, we know each of us holds onto beliefs about people that are biased, flawed, and need to be challenged in a healthy and just way.

## Committing to Equity

We know our differences in race, ethnicity, national origin, ancestry, language, skin color, disability, family or marital status, gender identity, sexual orientation, language, physical or mental ability, traumas, politics, religion, socio-economic status, veteran status, and other identities make each of us unique and valuable members of our community.

We believe basic human rights include equitable access to safe and easy to afford housing, and other tools that help people get into and stay in housing: health care, education, living wage jobs, social services, and more. We also believe inclusion is key to helping all people in our community to feel valued and have a sense they belong.

As a Collaborative, we commit to equity by working with partners in our region to engage fully in efforts to end poverty and houselessness. To achieve equity in our housing work, we will:

- Find and address root cause(s) of inequity, in our work and our own lives
- Improve housing systems where personal identities predict inequitable outcomes
- Use data to drive decisions and focus resources so equity is not just a concept, but a practice
- Include the voices of people who are or have been houseless, with a focus on communities of Black, Indigenous, and other People of Color (BIPOC)

# Collaborative Planning Participants

- City of Bingen
- City of Goldendale
- City of Hood River and Hood River Homeless Stakeholders Coalition
- City of Stevenson
- City of The Dalles and The Dalles Unhoused Taskforce
- City of White Salmon
- Columbia Cascade Housing Corporation
- Columbia Gorge Education Service District
- Columbia Gorge Health Council/Bridges to Health Pathways Program
- Father's House
- GEM Immigrant Relief Fund
- Gorge Native American Collaborative
- Guided Path Shelter
- HAVEN from Domestic and Sexual Violence
- Helping Hands Against Violence
- Hood River County
- Hood River County Library District
- Hood River Shelter Services
- Klickitat County Homeless Housing Council
- Mid-Columbia Community Action Council
- Mid-Columbia Center for Living
- Mid-Columbia Housing Authority/Columbia Gorge Housing Authority
- Mid-Columbia Economic Development District
- Mid-Columbia Medical Center
- Nch' i Wana Housing
- One Community Health
- Oregon Human Development Corporation
- PacificSource/Columbia Gorge Coordinated Care Organization
- Providence Hood River Memorial Hospital
- Sherman County and Sherman County Sheriff's Office
- Skamania County Homeless Housing Council
- St. Paul's Episcopal Church (The Dalles)
- The Next Door, Inc.
- Wasco County and Wasco County Sheriff's Office
- Washington Gorge Action Programs
- White Salmon Valley Community Library
- White Salmon Valley School District
- Youth Empowerment Shelter

The Collaborative also includes volunteers and people who are or have been houseless.

# Strategic Plan



**Goal Area #1: Shelter**

**Goal Area #2: Services**

**Goal Area #3: Housing**

**Goal Area #4: Advocacy**

# Goal Area #1: Shelter

**Objective: Stabilize the region’s shelter system and improve coordination between shelters and service providers**

## Strategic Priorities

**1: Unite agencies in the 5-county Mid-Columbia region to better coordinate shelter placement and supportive services**

**Strategy: Shelter and re-house people more quickly by creating a shared system for tracking shelter openings and aligning referral and intake processes**

Actions:

- ❑ Convene subcommittee of shelter staff and service providers to review existing coordinated entry procedures, develop a common intake process and improved tracking of shelter openings, and explore options for shared referral and case management platforms
- ❑ By late 2023, choose and begin implementing improved system to track shelter openings and coordinate intake and referrals
- ❑ By late 2025, choose and begin implementing improved system to enhance coordination of case management for houseless clients
- ❑ By mid- 2023, research shelter and houseless services hotlines in other rural areas and write report to outline resources that would be needed for our region to create one

**2: Prioritize stable shelter funding, rapid re-housing funding, and staff support**

**Strategy: Stabilize shelter system and rapid re-housing program funding**

Actions:

- ❑ Partner with domestic violence survivor advocacy organizations, other shelter service providers, and local elected officials in the region to apply and advocate for shelter and rapid re-housing funding
- ❑ By late 2022, hire a staff member based in MCCAC’s Office of Housing Stabilization to lead fundraising efforts for the Collaborative’s shelter, rapid-re-housing, and other priorities; secure position funding for the duration of this plan
- ❑ Pursue Project Turnkey funds in Oregon in 2022 to increase the number of shelter and transitional housing units in the Mid-Columbia region; pursue similar funding opportunities in Washington at the local and state levels when possible

- ❑ Secure funding to complete construction of The Gloria Navigation Center in The Dalles and fund ongoing, on-site emergency shelter operations and service coordination

**Strategy: Enhance training and support for shelter staff and caseworkers**

Actions:

- ❑ Convene subcommittee and conduct survey to address supports needed for shelter staff and caseworkers
- ❑ Publish annual report on the region's shelter and housing casework staff compensation and benefits; include suggestions on how to improve staff support
- ❑ At least once a year, host trauma-informed convenings for shelter and casework staff to attend trainings and share best practices

# Goal Area #2: Services

**Objective: Ensure the region’s supportive services meet client needs in a culturally responsive way**

## Strategic Priorities

### **1: Increase accessibility of services with a focus on needs identified by clients**

#### **Strategy: Provide culturally responsive and bilingual services**

Actions:

- Regularly work with The Next Door, Inc. and use online readability tools to screen regional housing assistance forms for accessible, plain language
- Hire local interpreters to translate housing assistance and other services enrollment documents into English and Spanish, and pair houseless clients with caseworkers who speak their native language whenever possible
- Support Collaborative partner organizations to use tools such as bilingual pay differentials to diversify shelter and casework staff
- At least once per year, provide trainings about culturally responsive care to help service providers better serve the region’s diverse houseless population
- Coordinate to create annual, Collaborative-wide fundraising strategy to support and expand culturally responsive services that promote housing stabilization

#### **Strategy: Elevate the voices of people with lived experience and use client feedback to improve services**

Actions:

- By late 2022, establish a workgroup of people with lived experience with houselessness to advise on the Collaborative’s work and share feedback on services
- By mid-2023, support lived experience workgroup to publish a conversation template that caseworkers and shelter staff can use to create more client-led housing stabilization plans
- By mid-2023, publish a toolkit to help Collaborative partner organizations collect feedback from houseless clients about improving services
- Coordinate with lived experience workgroup to organize annual opportunities for community leaders, service providers, and law enforcement officers to experience a day in the life of a houseless person

- ❑ Support Collaborative partner organizations to identify people with lived experience with houselessness to serve on hiring panels for shelter and casework staff
- ❑ Secure funding to provide stipends for lived experience workgroup members
- ❑ Encourage policymakers to provide opportunities for houseless individuals and frontline caseworkers to give policy input

## 2: Address gaps in services for houseless clients

### **Strategy: Improve access to existing services in the region that promote housing stabilization**

Actions:

- ❑ By mid-2023, create and distribute a bilingual (English and Spanish) flowchart or other user-friendly document to depict key services in the region and how to access them
- ❑ Update supportive services document at least annually and re-distribute to regional partner organizations for use by caseworkers and clients
- ❑ Coordinate at least two informational sessions about rapid re-housing program and long term rent assistance offerings in the region to area social service agencies, property management companies, and independent landlords per year
- ❑ Coordinate with transportation stakeholders and local jurisdictions to identify ways to enhance transportation options for houseless clients who need caseworkers to accompany them to enroll in services and implement solutions according to the needs and resources of each county represented within the Collaborative
- ❑ Find flexible resources to pay for gift cards and other incentives to help build trust and help houseless clients feel more comfortable accessing services

### **Strategy: Secure resources for services that need to be created or enhanced to improve support for the region's houseless community**

Actions:

- ❑ Regularly seek funding to sustain and improve services houseless people reliably connect to like shelter, street outreach services, emergency medical care, and law enforcement
- ❑ Advocate to remove barriers within systems and improve services houseless people struggle to connect to reliably, such as supportive housing, safe and appropriate medical respite care following a serious health event or discharge from the hospital, jail diversion and reintegration after incarceration, and wraparound case management

- ❑ Involve Collaborative members in regional plans focused on expanding behavioral health and substance use disorder support services, and other Houseless Collaborative priorities
- ❑ Support behavioral health providers to advocate for expansion of the region's behavioral health programs, including enhanced crisis response services that will be made available upon completion of the Columbia Gorge Resolution Center in The Dalles
- ❑ Support Providence Hood River to ensure strong coordination of services during and after their launch of the [Better Outcomes thru Bridges Program](#) in the Mid-Columbia region
- ❑ Pursue funding to increase the number of Traditional Health Workers—especially Peer Support Specialists—in our region who can provide housing, behavioral health, and other navigation services to houseless clients
- ❑ Develop plan and resources to provide more educational opportunities for houseless clients, such as renter education classes and know your rights trainings focused on interactions with law enforcement
- ❑ Invest in making resources such as those offered by the [PCC CLEAR Clinic](#) more accessible to houseless clients in our region to help them clear criminal and eviction records

### 3: Strengthen communication between service providers

**Strategy: Decrease barriers to services by enhancing coordination of client intake processes, referrals, and case management**

Actions:

- ❑ Include service providers in the subcommittee that assesses technology platforms before choosing and implementing a shared intake, referral, and case management system for houseless clients
- ❑ Support subcommittee to propose and test case conferencing models to improve coordination of care, especially for chronically houseless clients and those with significant behavioral health or substance abuse needs



# Goal Area #3: Housing

**Objective: Preserve and expand affordable, accessible housing**

## Strategic Priorities

### **1: Increase the supply of housing units that low-income households (80% Area Median Income or below) can afford to rent**

**Strategy: Advocate to increase funding, lower costs, and remove policy barriers to affordable and accessible housing development**

Actions:

- By mid-2023, convene subcommittee to conduct research on the best ways to enhance funding for and remove barriers to the construction and preservation of affordable housing in the region, especially in rural and unincorporated areas
- By late 2023, publish report about subcommittee's research and recommendations, including any about how to align the region's work with statewide work, such as the priorities of Governor Kotek's Housing Production Advisory Council
- Advocate with relevant local governments to waive system development charges and impact fees
- Advocate with relevant Oregon local governments to establish and use construction excise taxes
- Engage Collaborative members in urban renewal funding discussions and encourage use of urban renewal funds to build affordable, accessible housing
- Work with service providers and local elected officials to secure adequate supportive services and rent assistance to align with funding used to construct affordable housing

**Strategy: Take public actions to support Columbia Cascade Housing Corporation, tribal housing authorities, local governments, and other partners to build at least 262 affordable, accessible housing units in the region by 2027**

Actions:

- Support completion of the [Rand Road project](#) in Hood River (129 units total, 39 of which will be for households at or below 30% AMI and 90 of which will be for households at or below 60% AMI)
- Help complete the Westgate Market project in The Dalles (75 units total, all of which will be for households at or below 80% AMI and a portion of which will be reserved specifically for low-income veterans)

- ❑ Support completion of the White Salmon Assisted Living Facility project (52 units total with 13 at or below 50% AMI and the rest at or below 120% AMI with a potential for some below 80% AMI pending future funding)
- ❑ Support completion of the Wishram Project (45 units total, all of which will be for households at or below 50% AMI and 23 of which will be reserved for houseless applicants)
- ❑ Explore and foster private land donations for affordable, accessible housing development

## 2: Use preservation, acquisition, and rehabilitation to protect the region’s existing supply of affordable, accessible housing

### Strategy: Advocate for relevant funding, policies, and projects

#### Actions:

- ❑ Support completion of the Rhine Village acquisition and rehab project in White Salmon (36 units total, 35 units for households at or below 60% AMI)
- ❑ Support completion of the Columbia View acquisition and rehab project in Cascade Locks (12 units total, all of which will be for households at or below 60% AMI)
- ❑ By early 2024, work with the Columbia Cascade Housing Corporation to write regional report on affordable, accessible housing preservation opportunities; include advice about new acquisition and rehabilitation projects to pursue
- ❑ In coordination with local elected officials, governments, and agencies, apply for funding to support eligible projects
- ❑ Work with local governments to pass policies that promote affordable and accessible housing preservation, such as preserving mobile home parks and regulating/embracing short-term apartment rentals
- ❑ Find and work with local supportive governments and organizations to advocate for the Community Development Block Grant program and housing rehabilitation loan programs

## 3: Prioritize access to affordable, accessible housing units for communities of color and other traditionally underserved populations

### Strategy: Partner with organizations who serve culturally specific populations to ensure equitable access to affordable housing

#### Actions:

- ❑ By mid-2023, convene subcommittee to identify strategies to make access to affordable housing more equitable, such as preference policies for applicants referred by providers serving culturally specific populations

- ❑ Seek additional funding for tools to enhance the ability of organizations who provide culturally specific services to place client in vacant housing units, such as housing placement service fees
- ❑ Ensure robust marketing to traditionally underserved communities when units are made available, including through creation and use of a language access plan

#### **4: Educate elected officials, community leaders, and the public about why our region needs more affordable and accessible housing**

##### **Strategy: Collect and share data and personal stories to educate people about houselessness and highlight the need for more housing**

###### Actions:

- ❑ Support MCCAC and WAGAP to expand the annual Point in Time Count, including by involving providers who provide culturally specific services to underserved populations, and those who support clients with behavioral health needs
- ❑ Publish annual, local report with personal stories from people in our area who have been houseless and data on regional housing needs from the Corporation for Supportive Housing, Oregon Affordable Housing Inventory, recent regional studies on land and affordable housing inventory, and the National Low Income Housing Coalition’s “Out of Reach” or other reports
- ❑ Have meetings with local and state elected officials in our region to share the report, highlight its impact on our communities, and ask them to support the Collaborative’s housing goals; also engage regularly with elected officials in the region and at the statewide level to advocate for Houseless Collaborative priorities when relevant advocacy opportunities arise

# Goal Area #4: Advocacy

## Objective #4: Advocate, engage the community, and build support for the region's efforts to address houselessness

### Strategic Priorities

#### 1: Communicate to build awareness and support

##### **Strategy: Develop and implement a strategic communications plan**

Actions:

- By mid-2023, hire staff or contractor to support the Office of Housing Stabilization to write and begin implementing a strategic communications plan
- Regularly collect and publicly share real stories of people who have experienced houselessness or struggled to access services

#### 2: Use accurate data to inform people of the realities of houselessness and to address opposition to the Collaborative's priorities

##### **Strategy: Collect and share data about regional houselessness and housing**

Actions:

- Secure stable, long-term funding to pay at least one staff member to support the Collaborative's data collection and reporting needs
- Coordinate with local hospitals, law enforcement, employers, and organizations who provide culturally specific services to collect and share data about the impact of houselessness—and of houselessness prevention and response services—on the community
- Publish annual press release in English and Spanish to highlight regional houselessness statistics, emphasize success stories, dispel myths about affordable housing and houselessness, and share progress on the Collaborative's equity commitments

#### 3: Advocate for funding and policies that support the Collaborative's strategic investments

##### **Strategy: Participate in statewide, regional, and local task forces focused on houselessness**

Actions:

- Advocate to secure appointments on task forces for members of the Collaborative

- ❑ Provide opportunities at quarterly Collaborative meetings for task force members to report on their work and ensure institutional memory is not lost when their time on task forces end and new members are appointed
- ❑ Leverage policy tools and resources for the region

### **Strategy: Pursue public funding at the federal, state, and local level**

Actions:

- ❑ Work closely with local elected officials and governments to identify and secure additional government funding to support the Collaborative's long-term priorities
- ❑ Every year, coordinate a delegation of local leaders to meet with their representatives and advocate for funding at the state and federal level
- ❑ By mid-2023, develop and begin training an advocacy team made up of people who are or have experienced homelessness to publicly share their stories and lobby decision-makers
- ❑ Meet at least quarterly with state or federal agency staff to nurture relationships and strengthen applications for grants they administer

### **Strategy: Seek foundation and other private funding opportunities**

Actions:

- ❑ On an annual basis, create and update a region-wide grant pipeline and direct the Collaborative's fundraising staff to coordinate its implementation
- ❑ Include strategy for cultivating foundation relationships in grant pipeline and regularly engage Collaborative members in meetings with potential funders

### **Strategy: Build a committed base of donors to support the Collaborative's objectives**

Actions:

- ❑ Direct the Collaborative's fundraising staff to develop and begin implementing a major donor strategy by late 2023
- ❑ By mid-2023, launch a small donor fundraising program to enhance flexible resources for the Collaborative's work and build community support for the region's homelessness response and prevention efforts
- ❑ On an annual basis, host at least one Mid-Columbia Houseless Collaborative fundraising event in Oregon and one in Washington to raise money for the Collaborative's priorities, highlight the impact of our work, and publicly thank supporters

# Implementation

**The completion of this strategic plan represents the first step of the Mid-Columbia Houseless Collaborative’s work together over the next five years. The only way we can accomplish the goals we have outlined is by building on the momentum we have created.**

## **Next Steps:**

**We will continue to convene regularly to execute detailed work plans in each of our strategic goal areas, evaluate our progress, and make updates to the plan as new challenges and opportunities arise.**

## **In practice, this means:**

- ❑ Presenting our plan and providing updates as needed to local government bodies and relevant organizations in the Mid-Columbia region
- ❑ Appointing and convening subcommittees comprised of Collaborative planning participants to begin acting on specific goal areas and strategic priorities
- ❑ Coordinating with Mid-Columbia Community Action Council and Washington Gorge Action Programs to fully staff the Mid-Columbia Office of Housing Stabilization and develop detailed workplans to execute strategic plan initiatives
- ❑ Directing staff to coordinate work on specific goal areas with relevant partner organizations/governments on an individual or small group basis as needed
- ❑ Providing the full group of Collaborative planning participants, including the lived experience workgroup and House Bill 4123 Advisory Board members, with quarterly reports linked to the goals and strategies outlined in the strategic plan
- ❑ Conducting annual listening sessions to get feedback from community leaders and partners about headway made on the Collaborative’s strategic plan and equity commitments
- ❑ Reviewing the strategic plan annually with the full group of Collaborative planning participants to evaluate progress, update established metrics if needed, and revise the plan to ensure it continues to be responsive to the community’s needs

# Change Log

**Collaborative members are committed to ensuring this document is relevant to the needs of the community. On this basis, the Collaborative periodically makes updates to this strategic plan.**

## **Revisions have been made:**

- September 13<sup>th</sup>, 2022 (original adoption of strategic plan)
- April 11<sup>th</sup>, 2023

# Contact

The Mid-Columbia Houseless Collaborative website is updated regularly with reports, press releases, and involvement opportunities. Those interested in learning more about the Collaborative or our latest work can visit the website or contact Mid-Columbia Action Council's Office of Housing Stabilization.

## Website:

- ❑ [www.midcolumbiahouselesscollaborative.org](http://www.midcolumbiahouselesscollaborative.org)

## Contact:

- ❑ Kelli Horvath, Director of the Office of Housing Stabilization, [khorvath@mccac.com](mailto:khorvath@mccac.com)
- ❑ Sarah Kellems, Resource Development and Community Engagement Coordinator, [skellems@mccac.com](mailto:skellems@mccac.com)



# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

### INTRODUCTION

Rural Polk County is pleased to be a Rural Homelessness Coordination Pilot (funded by House Bill 4123 in 2022). The Confederated Tribes of Grand Ronde, Polk County, Monmouth, Dallas, Independence, Willamina, and Falls City are committed to working together in a shared, strengths-based manner to address housing and homelessness issues in our region. Coordination of rural homelessness efforts will continue between Marion/Polk through the Mid-Willamette Valley Homeless Alliance.

Rural areas of Polk County are encompassed by a diverse population of roughly 56,000 residents. The Confederated Tribes of Grand Ronde include 5,400 enrolled tribal members located mainly in Polk and Yamhill counties, and membership expands throughout its ancestral lands. Demographic racial and economic intersections within rural Polk County will require localized, representative governance and intentional strategic planning to adequately address the unique nature of rural housing scarcity, homelessness prevention, and approaches to transitioning people to permanent housing.

The nature of rural poverty presents unique challenges and opportunities for meaningful interventions. For example, Falls City suffers from the highest rate of youth homelessness in the state, and 20% of preschoolers in Grand Ronde are homeless. However, there is a strong and growing commitment to addressing local challenges in each of our partner jurisdictions. Planning for the coordination of services across agencies and geographic areas, transportation barriers, addiction resources, and more sheltering have been identified as a collective need. The resiliency of institutional ecosystems in rural areas suffers compared to our urban neighbors, but there is strength in our relationships, community connectivity, and resourcefulness amidst scarcity.

Partners Aligned Toward Housing Solutions (PATHS) Advisory Committee: An advisory committee, called Partners Aligned Toward Housing Solutions (PATHS), first met in October 2022. Members are from Polk County, the cities of Dallas, Falls City, Independence, Monmouth and Willamina and the Confederated Tribes of Grand Ronde, Mid-Willamette Valley Community Action Agency, Polk County Behavioral Health and any other interested parties. These partners coordinated efforts across communities to begin work on developing this 5-year strategic plan to prevent and address homelessness in rural Polk County.

# POLK COUNTY

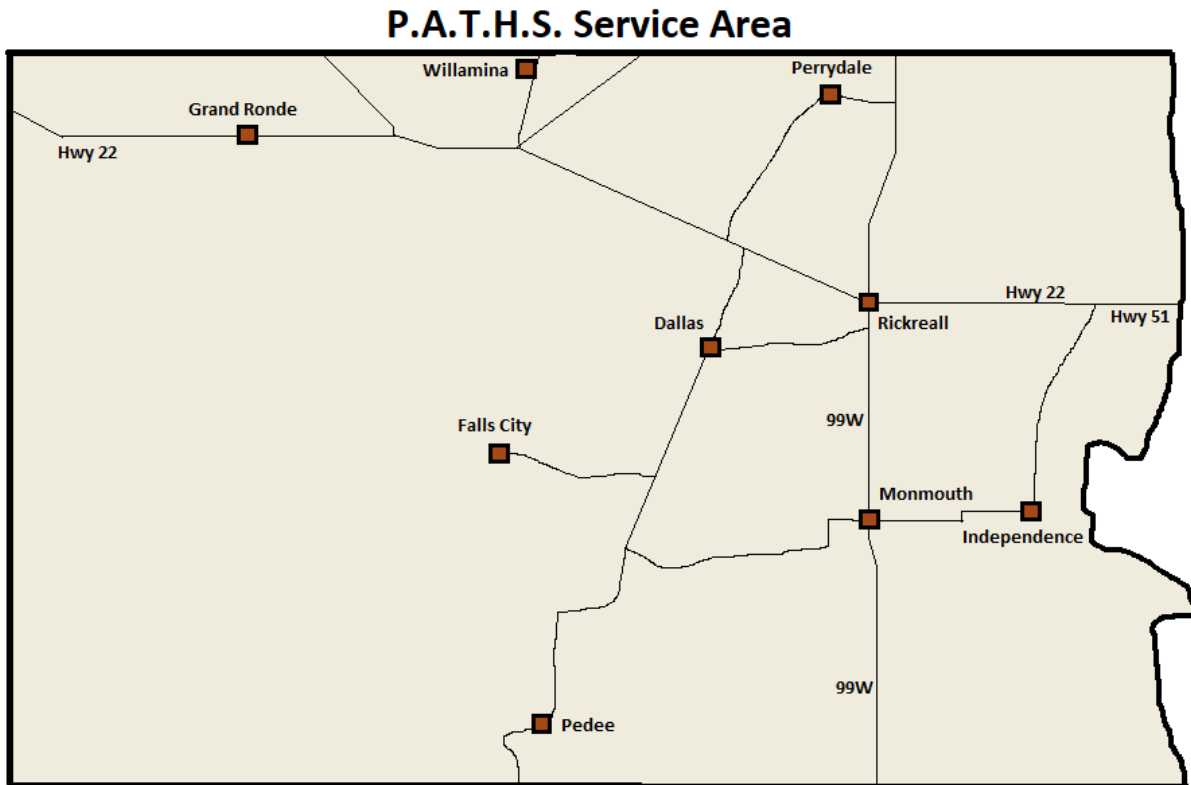
## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

“Rural Polk County” Region: “Rural Polk County” throughout this project and this strategic plan refers to all of Polk County, excluding West Salem, and including Grand Ronde and all of Willamina.

Rural Polk County or PATHS Service Area =  
Most of Polk County - West Salem + All of Grand Ronde + All of Willamina

Partners in rural Polk County convened to discuss preventing and addressing homelessness in rural areas. It quickly became evident that addressing homelessness in rural areas requires a vastly different approach than in urban areas. Partners across the region, including the City of Salem, agreed that the rural Polk County strategy would not directly include West Salem/urban areas. The main reason for this is the difference in approaches. West Salem is included in the efforts of the City of Salem and also the Marion-Polk regional response. The PATHS Service Area includes most of Polk County. The Confederated Tribes of Grand Ronde are full participants. Also, all of Willamina, which straddles the border of Polk and Yamhill Counties, is included in the service area and is a full participant. This map shows the geographic region referred to as “rural Polk County” and that makes up the PATHS service area:



# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Memorandum of Understanding (MOU): The participating communities and organizations signed a Memorandum of Understanding on 8/26/2022.

Website: PATHS developed and published a website: <https://pc-paths.com/>

### ORGANIZATIONAL STRUCTURE

The Rural Polk County Pilot is housed within the Polk County Family & Community Outreach Department (Polk County FCO), a department within the overall government structure in Polk County. The Polk County Homeless Prevention & Outreach office is staffed by two full time positions which include a Homeless Prevention & Outreach Coordinator, a Homeless Prevention & Outreach Resource Connector, and a consultant. All of these positions were created following the award of pilot funding.

Oversight for this office is provided by the Director and Program Manager within the FCO department. This office is also supported by an advisory committee called P.A.T.H.S. (Partners Aligned Towards Housing Solutions). As described above, this committee consists of representatives from the Confederated Tribes of Grand Ronde, the cities of Monmouth, Independence, Dallas, Falls City, and Willamina, Polk County, and the Mid-Willamette Valley Community Action Agency.

Other roles of this office include coordinating Landlord Luncheons, By Name Case Conferencing meetings, creating new partnerships, strengthening current partnerships, and connecting clients to local resources. Staff also maintain the Homeless Prevention and Outreach database to make sure client information is up to date and accurate data is being pulled. In addition to working with partners to build community capacity to address homelessness, staff also work directly with those who are experiencing homelessness to overcome barriers to housing and find paths to permanent housing placements. Below is an overview of the Homeless Prevention & Outreach Program.

# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

<b>Polk County Family &amp; Community Outreach – Homeless Prevention &amp; Outreach</b>	
<b>Director</b> Brent DeMoe	
<b>Program Manager</b> Stephanie Gilbert	
<b>Homeless Prevention &amp; Outreach Coordinator</b> Ryan Pollard	<b>Homeless Prevention &amp; Outreach Resource Connector</b> Grace Akin

The Polk County Family & Community Outreach department posted two open recruitments and hired successful candidates in each position within one month. Successful candidates met all qualifications, completed training, and now successfully perform their job duties. Polk County Family & Community Outreach has coordinated with other community partners to help address and prevent homelessness. One main partner is the Mid-Willamette Valley Community Action Agency, ARCHES program. The ARCHES program currently has 5 full-time staff members stationed at Polk County Family & Community Outreach locations - 4 in Dallas and 1 in Monmouth. This partnership is vital to the success of getting clients into the Rapid Rehousing program and reaching out goals.

### STRATEGIC PLAN PROCESS

[Rural Polk County's Five-Year Strategic Plan to Prevent and Address Homelessness](#) includes the following sections:

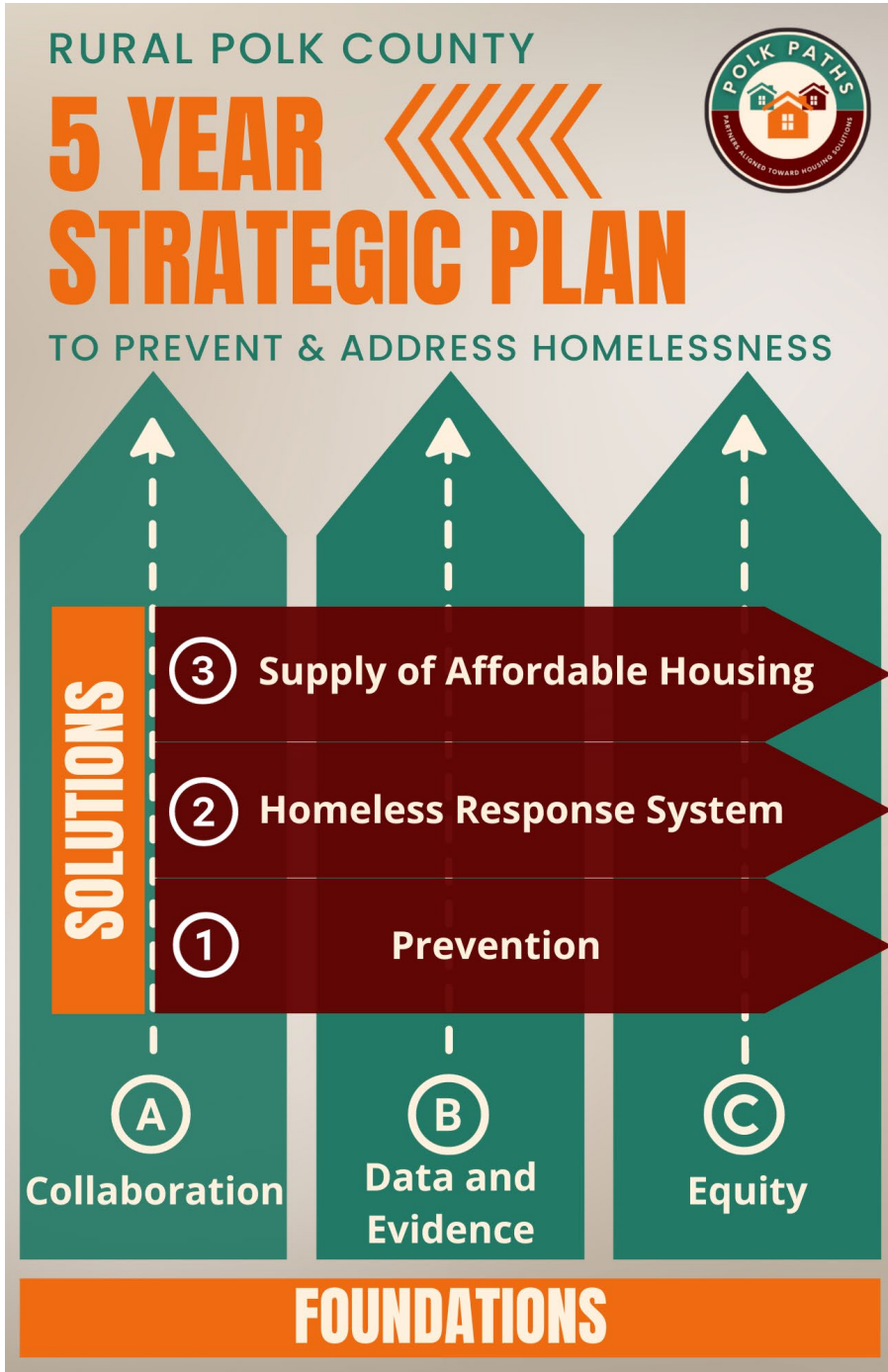
- Introduction
- Statement of Need
- Mapping Assets and Gaps
- Goals/Strategies
- Conclusion
- Appendices

# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

It outlines the total need, examines the programs and work already in place, highlights gaps in the system, and outlines goals and strategies to fill those gaps. The plan is organized around 3 foundations and 3 solutions:



# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

We began the process to develop our strategic plan with a series of listening sessions. Each session was designed with a particular perspective in mind. For example, tribal/city leadership, public safety, service providers, education. During an 8-hour Community Connect event, we used a dot survey tool to foster conversations with 171 community members including those with lived experience. These listening sessions laid the foundation for the plan:

Group	Presenters
4/11/22 Tribal/City Leadership Perspective	Dana Ainan (Social Services Department, Grand Ronde), Kenna West (City Manager, Willamina), Marty Wine (City Manager, Monmouth), Amy Houghtaling (Council President, Falls City), TJ Bailey (Mayor, Falls City), Brian Latta (City Manager, Dallas)
4/25/22 Public Safety Perspective	Sergeant Todd Fenk (Polk County Sheriff's Office), Jodi Merritt (Polk County Community Corrections Director), Aaron Felton (Polk County District Attorney), Ben Stange (Chief, Polk County Fire District 1), AJ Foscoli (City Manager, Falls City), Derek Trombla (Community Support and Code Enforcement Officer, Willamina), Charlie Mitchell (Economic & Community Development Director, Dallas), Sergeant David King (Dallas Police Department), Lieutenant Matt Olafson (Monmouth Police Department), Chief Lyle Gilbert (Independence Police Department), Jake McKnight (Grand Ronde Police Chief), Steve Warden (Grand Ronde Chief of Emergency Management)
5/9/22 Service Providers Perspective	Trisha Vickers (Northwest Human Services, Jennifer Broadus/Jennifer Von Derahe/Denyc Boles (West Valley Hospital), Breezy Aguirre and Robert Marshall (Mid-Willamette Valley Community Action Agency)
5/23/22 Service Providers Perspective (cont.)	Kerry Hammerschmith (Polk County Behavioral Health), Ben Smith (Polk County Resource Center), Family Promise (TJ Putman), Dana Goodale (Polk County School Based Mental Health Program)

# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

6/6/22 School District and West Valley Housing Authority Perspective	Ryan Sticka (McKinney/Vento Liaison, Dallas School District), Amy Houghtaling (Falls City School District), Ana Gil (McKinney/Vento Liaison, Central School District), Lynne Shore (McKinney/Vento Liaison, Willamina School District), Tammy Luker (Family Self-Sufficiency Coordinator, West Valley Housing Authority)
1/24/23 Community Members including Voices of Lived Experience, Community Connect	Dot survey conducted to invite conversation among attendees at the Community Connect around the following questions: "How serious of a problem do you think homelessness is in Polk County?" And "Which of the following resources would be helpful to you?" 171 people (community members including voices of lived experience, service providers, elected officials, etc.) participated in the dot survey and the conversations.
Feb 2023 Survey among service providers	18 Rural Polk County service providers responded to a survey asking about 2022 activities, impacts and unmet needs.

Building on the listening sessions and looking at goal categories and priorities at the federal, state, and region levels, we identified our framework of 3 foundations and 3 solutions. The PATHS board approved that framework. A small team of PATHS board members and staff then began the process of writing the plan.

PATHS Board members and service providers were invited to provide input and feedback to various drafts of the plan. In September, a series of meetings were held. Each meeting had a focus on a piece of the plan (i.e. foundations goals, prevention, homelessness response, affordable housing). Comments and feedback were incorporated into the plan.

One-on-one interviews were conducted by staff with 7 community members who have past or current experience with lived experience to invite feedback on the plan. We asked about top priorities from their perspective to prevent and address homelessness. We shared the goals in the plan and invited input. These interviews confirmed that we are on the right track and highlighted in particular the urgency of adding local transitional housing.

# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

The Strategic Plan was approved by the PATHS team on 10/11/23. It did take longer than anticipated to compile and get approved. We began the process of developing the plan and then the Emergency Order came out. We paused our process to allow the regional plan to be developed together first. Then we could align our plan with that one.

### STRATEGIC PLAN OUTCOMES

PATHS identified goals and action items for all 3 foundations and all 3 solutions. We established specific targets and outcomes for some of those goal areas as follows:

- Prevent homelessness for 120 households in 2023 facing eviction and plan for 100 per year 2024-2027 (as needed per annual review)
- Meet the need for transitional housing / shelter by adding 80 beds in 2023 with a target of 50 beds (to be adjusted per annual data review including data from local service providers and PIT Count data) per year 2024-2027
- Meet the need for rapid rehousing with a target of 75 households in 2023 and a target (to be adjusted per annual data review) of 50 households per year in 2024-2027
- Open 100 affordable housing units by the end of 2027. Add an additional 100 affordable housing units to the housing production pipeline by the end of 2027.

We engaged in energetic conversations about these targets. Some were hesitant to target a number. Others felt that having measurable goals would be the best way to track success. This strategic plan was built over the span of quite a few months. We identified goal areas early on and then were able to do work in our communities before finalizing our targets. We also set goal areas in alignment with the Executive Order funding. With funding allocated to rural Polk County programs and goals specifically set in conjunction with that funding, we were able to refine goals knowing that we had service providers and funds in place to work towards them. We will measure success with an annual review.

### **Regional Coordination**

An early step in our process was to review strategic plans for organizations in our region. For example, the CoC's strategic plan, the Sequential Intercept Model Mapping Report, the Marion/Polk Community Health Improvement Plan, and Polk Community Development Corporation's 5-Year Plan. Part of our process was to observe the work currently being done as well as goals already outlined and priorities identified. An advantage in our region is that there is alignment across these plans. For example, the Community Health Improvement Plan identifies "Housing" as one of the three priority areas.



# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

The Governor's Executive Order and the 2023 legislative funding have impacted our efforts. As a result of the Executive Order, our CoC developed a regional plan that highlighted specific priority populations. We have highlighted efforts to serve those priority populations in this plan. In addition, the Executive Order allocated funding for prevention, transitional housing, and rapid rehousing. We included those specific goal areas in our plan. We also included projects funded by the Executive Order funds as part of our plan.

Rural Polk County has participated more in the CoC and CoC meetings this year than in previous years. Polk County Commissioner Jeremy Gordon and the PATHS board chair became the CoC Board Chair in Dec 2022. This year, rural Polk County has added members to the HMIS Work Group and the Performance & Evaluation Committee. We will be presenting our 5-year plan at the CoC Collaborative Committee meeting on 11/15 and to the CoC Board on 12/14 (or 1/11, agenda pending).

In terms of staffing, we have embraced a multi-prong approach. Our Homeless Response Office is housed within the Polk County Family & Community Outreach (FCO) Department. Brent DeMoe and Stephanie Gilbert have provided leadership and coordination in that department for years and they have extended their efforts to support the PATHS team and the homeless response office. Marianne Bradshaw is an outside consultant who is under contract to meet needs this year. She has coordinated efforts to develop the 5-year strategic plan and also has provided support to the PATHS project (website, youth/young adult video project, etc.). Ryan Pollard was hired in May 2023 as an FCO employee who works as the Homeless Prevention Liaison doing outreach and client work as well as providing staff support to the PATHS team. Grace Akin joined the homeless response office team in June 2023 focused on homelessness prevention and outreach.

### **Equitable, Accessible and Responsive System**

The rural Polk County strategic plan elevates equity as one of the foundations. It highlights equity in terms of race/ethnicity, sexual orientation, and geography. This includes strategies such as:

- Increase understanding of the experiences and needs of members of marginalized groups as they navigate the housing continuum
- Amplify voices of lived experience
- Develop a plan for data analysis/reporting with an equity lens
- Then develop a plan to rectify any inequities identified

# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- Strive for geographic equity in providing services across the various communities in rural Polk County
- Support employment practices among service providers to honor diversity

We see success across service providers who are providing materials in languages beyond just English. We see an opportunity to better understand LGBTQIA+ experiences and to develop ways to track and measure inclusion in that regard.

We see success in supporting tribal members experiencing homelessness as CTGR has opened transitional housing in 2023. We see success at the FCO Resource Centers in being able to serve Spanish-speaking community members. We recognize that members of marginalized populations may not be as comfortable engaging with the system and see an opportunity for outreach to marginalized populations.

### TECHNICAL ASSISTANCE

On 1/26/23, Jeremy Gordon, Brent DeMoe and Marianne Bradshaw met with Joshua Fleming of OHCS to discuss technical assistance needs for this project. We received useful advice on several questions, including questions about data sources and data integration. The OHCS data dashboard was a valuable resource in putting together the Statement of Need portion of the strategic plan.

Marion-Polk Counties were awarded a \$3.7 million Youth Homelessness Demonstration Program (YHDP) grant in Sept 2021. About 75% of the funding is allocated to projects in rural Polk County. The technical assistance provided in conjunction with that program was robust, and the YHDP TAs have given meaningful input to the programs in this plan focused on preventing and addressing homelessness among youth and young adults.

Future technical assistance in support of the following action items will be useful:

- Develop a data analysis plan with an equity lens
- Explore permanent supportive housing in rural areas
- Coordinate rural efforts to increase the supply of affordable housing with legislative initiatives

# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

### DATA

Our plan includes a section called “Statement of Need.” It outlines data from a variety of sources including PIT Count, HMIS, Coordinated entry, by name lists, McKinney-Vento, Warming Centers, Housing Needs Analysis, OHCS, etc. We recognize that different data sources have different definitions and different timelines. People ask, “How many people are experiencing homelessness in rural Polk County?” And because we have many different data sources that tell part of the story but no single source that can tell the whole story, the answer to that question is complex. Our plan includes data integration using By-Name lists that will help us deduplicate across data sources and get to a clearer picture of current needs.

We have made progress on data integration. The FCO Resource Centers have added the PIT Count questions to their intake interview so we essentially are doing PIT Count year round. We have developed a process by which people experiencing homelessness can authorize communication between service providers which allows us to do By Name Case Conferencing and also allows us to look across data sources and deduplicate lists.

One of the Foundations of our plan is “Use Data and Evidence to Make Decisions” and includes the following strategies:

- Develop plans to report (regional) data split to show rural Polk County
- Improve quality/completeness of data gathering in rural Polk County
- Integrate rural Polk county data into regional data
- Develop a plan for data analysis/reporting with an equity lens
- Report data broadly to community partners and community members

### IDENTIFYING, ACCESSING AND ALIGNING FUNDS

Our strategic plan commits to aligning homelessness funding sources by braiding and blending funds to support the needs of homelessness initiatives in rural Polk County. All funds distributed from the HB4123 Pilot are first vetted by the FCO department and then voted on by voting members of the PATHS Committee to ensure that funds are being spent on projects that align with the 5 year strategic plan. In addition to the HB4123 pilot funding, FCO was awarded funding through the Governor’s Emergency order to provide both prevention and Rapid Rehousing support directly to those experiencing homelessness. Rapid Rehousing funds were awarded to

# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

FCO through the local CoC, these funds are used to address barriers to housing, support rental application fees, and Landlord incentive funds.

Additionally, FCO contracts with Mid-Willamette Valley Community Action Agency to administer the prevention funding awarded to the region through the governor's emergency order. The goal for these funds is to prevent 200 households, currently facing eviction, from experiencing homelessness. FCO is on track to reach this goal in the next 30 days.

It is important to note that all of these funding sources are braided and blended with a multitude of funding opportunities that are available through the FCO department and its partners. This funding has also given our clients and Landlords in our community the ability to maintain positive relationships, grow new relationships, prevent homelessness, and work together.

### COMMUNICATIONS

One of the Foundations of our plan is to "Collaborate at All Levels." That is split between partnering with organizations and engaging community members.

- Community facing website kept current with "Community News" [www.pc-paths.com](http://www.pc-paths.com)
- Meetings/events for community members such as 1/24 Community Connect, 2/16 panel about youth/young adult homelessness, 6/21 Community Information Session, 9/19 Virtual Community Information Session

The website has been successful. We have received positive feedback that it is informative and helpful. One of the challenges that we have faced is opposition from community members. The stigma and assumptions that some people make about experiencing homelessness and the harsh comments they post online and state in City Council meetings engenders fear and anxiety. We hope to continue to counter misinformation with current and local information.

We have future plans to amplify voices of lived experience in ways that will help community members understand the variety of causes and experiences of homelessness. For example, the strategic plan includes a video project to give a platform to youth/young adults who have experienced homelessness in rural Polk County to tell their stories. We also have scheduled on 11/15 a "Humanity of Homelessness Storytelling Event" at Western Oregon University in Monmouth where local folks who have experienced homelessness will share their stories. We will continue to elevate voices of lived experience.

# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

### ADDRESSING RACIAL DISPARITIES

In the Foundations section of the 5 year strategic plan, Foundation C, “Elevate Equity,” outlines a strategy being “Increase understanding of the experiences and needs of members of marginalized groups as they navigate the housing continuum.” Through this strategy, FCO will continue to partner with organizations who work with culturally specific populations, focusing on Latino and Native American populations.

Under Foundation C in the strategic plan, data collection and analysis on culturally specific populations, including Latino/Hispanic, Black, Indigenous, People of Color, federally recognized tribes and tribal members will be collected. Once data is collected, specific goals to support these populations and identify solutions for housing and supportive services will be developed.

Collaboration within the community is an overarching goal of the 5-year strategic plan. This will be accomplished by creating new partnerships and strengthening current partnerships. One partnership that FCO plans to strengthen is with the Central School District Homeless Liaison, who serves Latino/Hispanic youth populations. Reaching this group is crucial as more than 40% of Central High School is Latino/Hispanic.

Another partnership that FCO plans to strengthen is with the Confederate Tribes of Grand Ronde. As outlined in the plan, the Confederate Tribe of the Grand Ronde have two micro-shelters for tribal members in Grand Ronde. A challenge in this partnership has been distance - the Confederate Tribe of the Grand Ronde is in the outskirts of Rural Polk County - pretty isolated from the other cities in Rural Polk County. By being present in this community on a monthly basis to provide support for the immediate needs of those in the community, FCO hopes to strengthen this partnership.

### CONNECTIONS TO PERMANENT HOUSING

The rural Polk County 5-year strategic plan outlines strategies to connect residents to permanent housing. Most of them are specific to rapid rehousing and include the following:

- Support the Rapid Rehousing projects funded by the state’s Emergency Order funding to rapidly rehouse ~75 Polk County Households by 1/31/2024
- Support the Rapid Rehousing project funded by YHDP for young adults 18-24
- Support Rapid Rehousing projects in 2024-2027
- Deliver wrap-around services to those in rapid rehousing programs

# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

- Facilitate people exiting homelessness in getting and using a voucher
- Communicate regularly with landlords to facilitate rapid rehousing
- Seek to add Permanent Supportive Housing (PSH) in rural Polk County

We are making progress with rapid rehousing but also encountering some hurdles. Sable House (service provider supporting survivors of DV) received Emergency Order funding with a goal of connecting 20 households with rapid rehousing in 2023. Once the funding was awarded, they were prepared to hit the ground running and have already met their goal. MWVCAA (Community Action) is partnering with FCO with a goal of connecting 50 households with rapid rehousing in 2023. It took some months to lay the foundation for this work but it is now up and running. As of 10/13/23, 6 households have been successfully connected to rapid rehousing and about 25 are in the queue. The team is encountering a major challenge in the lack of available affordable rentals.

A noteworthy success is with landlord communication. In June 2023, we began hosting quarterly landlord luncheons. Fostering communication and building relationships with local landlords has played a key role in our rehousing successes.

### CONCLUSION

One key lesson learned is that preventing and addressing homelessness is complex. Our plan has 3 foundations and 3 solutions. They each have multiple parts and elements. They all are interrelated. We had conversations about streamlining or simplifying but making progress on a complex challenge will require a multi-faceted solution. And making progress on a complex challenge in a way that honors individual choices and individual goals will require options and choice. When the board sat down to choose its name, we discussed a variety of options and a variety of acronyms. We landed on PATHS which stands for “Partners Aligned Toward Housing Solutions.” We liked the acronym PATHS because it is plural. We are not creating a plan for a single path that everyone must trod. But rather we are creating solutions with a variety of paths with choices and options. Where we have resources to offer various prevention solutions and various housing solutions and people can choose depending on their needs and goals. So our lesson is this is complex and the solution is not “one path fits all.”

Ediger Hall is a success we’d like to highlight and a model we’d recommend to other rural communities. A church in Dallas had a stand-alone building on its property. It was an old schoolhouse that they’d used for a variety of purposes over the years. They decided to make it a

# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

single-family home where they could house one family at a time. With some renovations, it became a 3 bedroom, 2 bath home with a lovely kitchen, laundry room and a fenced backyard. PATHS was prepared to help cover the costs, but labor was donated and United Way contributed the needed funds totaling \$50,000. The Polk County Family & Community Outreach team places an appropriate family there and provides needed services such as housing navigation and case management. The church congregation provides friendship and support and stands ready to help with items like meals or diapers. The first family (a mom who had graduated from Dallas High School and her 3 kids) moved in this summer with a housing voucher in hand but nowhere to go. After 6 weeks, they moved into their own place. Now a new family has moved in. It is a beautiful partnership between faith-based leaders, county employees, and community members.

### APPENDICES

- A. Organizational Charts**
- B. Timeline for major project deliverables**
- C. Polk County PATHS MOU**
- D. Rural Polk County 5-year Strategic Plan**

# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

### A. Organizational Charts

<b>P.A.T.H.S. (Partners Aligned Towards Housing Solutions)</b>			
<b>Board Chair</b> Commissioner Jeremy Gordon			
<b>Board Vice Chair</b> Kenna West – City of Independence			
<b>Voting Member</b> Michael Chery – Tribal Council of Confederate Tribes of Grand Ronde	<b>Voting Member</b> Brian Latta – City Manager of Dallas	<b>Voting Member</b> Amy Houghtaling – Falls City City Council	<b>Voting Member</b> Jennifer Lief – Polk County Behavioral Health
<b>Voting Member</b> Mardette Cook – Code Enforcement of Willamina	<b>Voting Member</b> Ashley Hamilton – CPO Mid- Willamette Valley Community Action Agency	<b>Voting Member</b> Marty Wine – City Manager of Monmouth	
<b>Staff Support</b> Marianne Bradshaw - Consultant	<b>Staff Support</b> Brent DeMoe – Director of Polk FCO	<b>Staff Support</b> Ryan Pollard – Homeless Prevention & Outreach Coordinator of Polk FCO	<b>Staff Support</b> Grace Akin – Homeless Prevention & Outreach Resource Connector of Polk FCO
<b>Staff Support</b> Stephanie Gilbert – Program Manager of Polk FCO			

<b>Polk County Family &amp; Community Outreach – Homeless Prevention &amp; Outreach</b>	
<b>Director</b> Brent DeMoe	
<b>Program Manager</b> Stephanie Gilbert	
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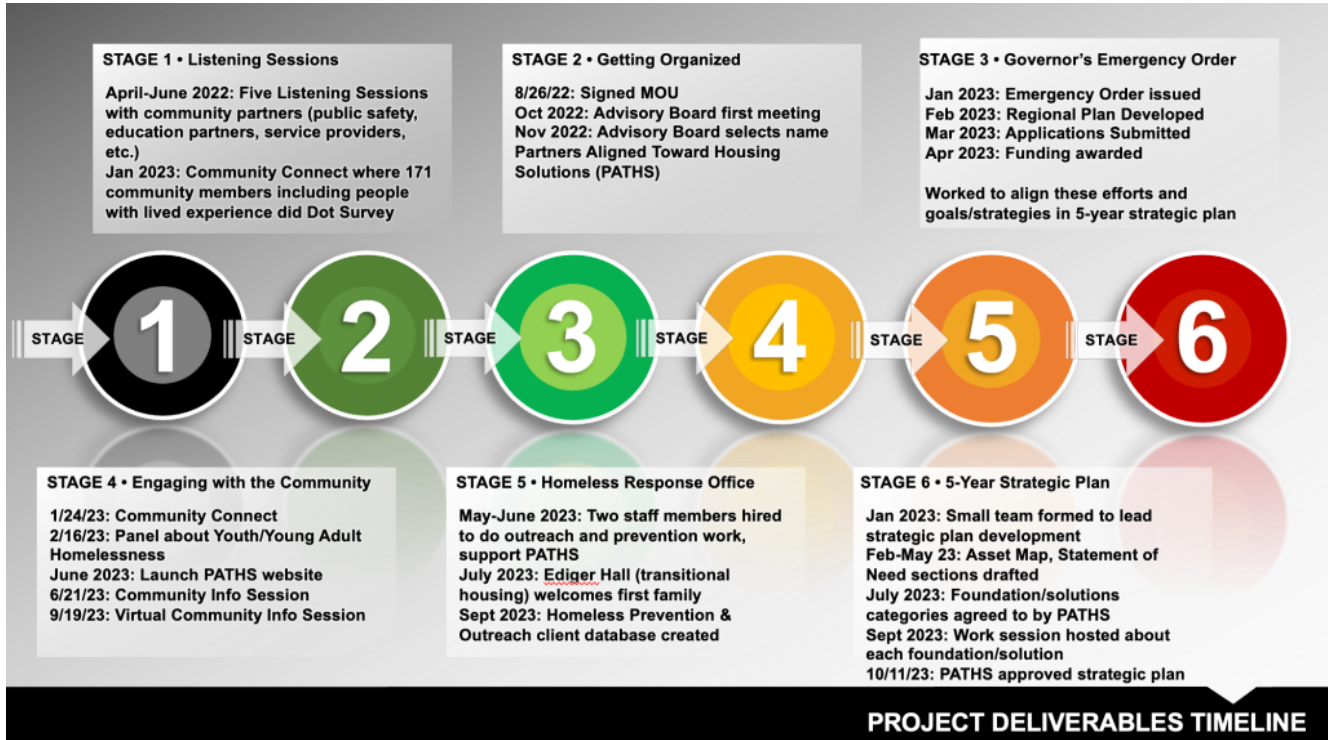


# POLK COUNTY

## PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

### B. Timeline of Project Deliverables



## **Memorandum of Understanding Establishing the Polk County Coordinated Homeless Response System**

WHEREAS, House Bill 4123 (2022) provides grants to local governments to create and establish a coordinated homeless response system, office, and advisory board; and

WHEREAS, Polk County, with input from the other parties to this Agreement, has applied for and received a grant (“the Grant”) to create a coordinated homeless response system, office and advisory board; and

WHEREAS, County, city, tribal members, and non-profit entities participating in this project are required to create an agreement establishing a coordinated homeless response system, office, and advisory board that has representation from all participating entities and establishes participating entities’ roles to support the coordinated homeless response system; an Advisory Board now therefore,

IT IS AGREED AS FOLLOWS:

1. **Effective Date:** This Agreement shall take effect on August 26, 2022, or whenever all participating entities sign this Agreement, whichever occurs last.
2. **Participating Entities:** The following entities are Parties to and Participating Entities in this Agreement: the cities of Dallas, Monmouth, Independence, Willamina, and Falls City; the Confederated Tribes of Grand Ronde; the Mid-Valley Community Action Agency; and Polk County.
3. **Purpose:** The purpose of this Agreement is to establish a coordinated homeless response system that consists of a coordinated homeless response office (“Response Office”) with a centralized point of contact; establish an advisory board comprised of individuals appointed to the advisory board by each Participating Entity; establish roles for each Participating Entity to support the coordinated homeless response office; and coordinate with any local continuum of care receiving funding under 24 C.F.R. part 578.
4. **The Grant Recipient and Administrative Agency:** Polk County Advisory Board shall be known as the Grant recipient, administer the Polk County Homeless Response System (“Response System”), and establish a Response Office and central point of contact. Any employees or contractors retained for the Response System or Response Office shall be employees or contractors of Polk County Advisory Board (“Advisory Board”).
5. **Advisory Board Composition:** The Advisory Board (“Advisory Board”) shall have eight-members consisting of one representative, each, from the Participating Entities. The Participating Entities shall independently select a representative from their entity to serve on the Advisory Board. These representatives shall be either an employee or elected official from each Participating Entity.
6. **The Advisory Roles and Responsibility:** The Advisory Board shall be an advisory body to the Polk County Board of Commissioners. The role of the Advisory Board shall be to:

- a. Establish specific roles for each Participating Entity to support the Advisory Board and Response Office.
- b. Provide input regarding the operations of the Response System.
- c. Review and approve the Polk County Homelessness Strategic Plan and review and make recommendations to the coordinated homeless response system annual budget.
- d. Within one year of receiving the Grant, develop and adopt a five-year strategic plan that identifies and sets goals for addressing:
  - i. Funding to support the ongoing operations of the Response System;
  - ii. Increasing or streamlining resources and support to people at risk of or experiencing homelessness within the Participating Entities;
  - iii. Incorporating national best practices for ending homelessness;
  - iv. Eliminating racial disparities within homeless services within the service area; and
  - v. Creating pathways to permanent and supportive housing that is affordable to local populations experiencing or at risk of homelessness.
- e. No later than November 15, 2023, and September 15, 2024, provide the reports required by House Bill 4123 (2022).

- 7. The Advisory Board Chair and Vice Chair:** The Advisory Board shall elect a Chair and a Vice Chair in accordance with its bylaws. The Chair shall establish the agenda for Advisory Board meetings and convene all necessary meetings. The Vice Chair shall perform the Chair's responsibilities when the Chair is absent.
- 8. Advisory Board Decisions:** Each of the eight Advisory Board members shall have one vote. A quorum shall consist of five or more Advisory Board members. Decisions shall require the approval of five or more Advisory Board members. Advisory Board members may attend meetings in person or electronically as permitted by Oregon laws.
- 9. Bylaws:** The Advisory Board shall establish bylaws to govern elections of Advisory Board officers; appointment of Advisory Board members; Advisory Board meeting procedures; and other matters the Advisory Board deems appropriate.
- 10. Advisory Board, Term, and Termination:** This Agreement may be executed in one or more counterparts which, when combined, shall constitute the entire agreement. This Agreement shall terminate on January 1, 2025. If a Participating Entity wishes to withdraw from this Agreement and Polk County's Homeless Response System, it may do so by a majority vote of its governing body. In the event a Participating Entity's governing body elects to withdraw from this Agreement, the remaining Participating Entities may renegotiate the terms of this Agreement as needed.

- 11. Mutual Indemnity:** To the extent permitted by the Oregon Constitution and by the Oregon Tort Claims Act, each Party to this Agreement shall indemnify the other Parties against liability for damage to life or property arising from the indemnifying Party's own activities under this Agreement, provided that a Party will not be required to indemnify other Parties for any such liability arising out of the wrongful acts of employees or agents of the other Parties.
- 12. Compliance with HB 4123 and Grant Agreement.** All actions of the Advisory Board and the participating entities in carrying out this Agreement will be in compliance with the provisions of HB 4123 and any administrative rules, orders or regulations adopted thereunder, and with the Grant Agreement as well as all other applicable provisions of law.
- 13. Amendment:** This Agreement may only be amended by a writing approved by a majority of the Participating Entities' governing bodies.

**The Parties agree to all the terms of this Intergovernmental Agreement by signing below:**

\_\_\_\_\_  
City of Dallas

\_\_\_\_\_  
City of Falls City

\_\_\_\_\_  
City of Monmouth

\_\_\_\_\_  
Confederated Tribes of Grand Ronde

\_\_\_\_\_  
City of Independence

  
\_\_\_\_\_  
Mid-Valley Community Action Agency

\_\_\_\_\_  
City of Willamina

\_\_\_\_\_  
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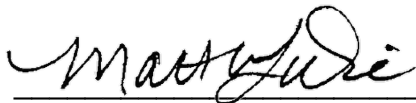
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Polk County



***RURAL POLK COUNTY***

# ***5-YEAR STRATEGIC PLAN***

***2023-2027***

**TO PREVENT AND ADDRESS  
HOMELESSNESS**

***PUBLISHED OCTOBER 2023***



# ***Contact Information***

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This plan was created by the Polk County Family & Community Outreach Department with input from the partners who represent the PATHS Committee and service providers in rural Polk County.

**FOR QUESTIONS ABOUT THIS PLAN, PLEASE CONTACT THE  
POLK COUNTY FAMILY & COMMUNITY OUTREACH DIRECTOR,  
BRENT DEMOE AT: [DEMOE.BRENT@CO.POLK.OR.US](mailto:DEMOE.BRENT@CO.POLK.OR.US)**





# ***Message from PATHS Board Chair***

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Polk County PATHS (Partners Aligned Toward Housing Solutions) is a local partnership between the Confederated Tribes of Grand Ronde, the cities of Dallas, Monmouth, Independence, Falls City, and Willamina, Polk County, and the Mid-Willamette Valley Community Action Agency. Together, we established a rural homelessness response office within Polk County Family and Community Outreach and worked in collaboration to develop this 5-year strategic plan to prevent and solve homelessness for rural Polk County households.

This has been important and timely work as housing affordability, housing availability, and other challenges are felt by an increasing number of Polk County residents. Our neighbors are spending more of their income on housing as average rents and home prices have increased dramatically since 2016, and especially since 2020. There are simply fewer affordable housing options for people who fall on hard times and less opportunity to achieve home ownership. And as a county commissioner, I hear a call to action from community members, county departments, and local partners.

Struggling community members could include the check-out person at the grocery store, the people you volunteer to serve at the local food bank, your favorite barista making your coffee in the morning, or your child's classmate. These are our community members and neighbors. For these reasons, it is critical that we connect with people who face housing challenges as soon as possible during a housing emergency and provide a pathway back to housing and self-sufficiency while being connected with appropriate supportive services. This will prevent prolonged trauma and hardship for these households and prevent more elaborate and expensive interventions in the future while improving the quality of life for all of us.

The growing homelessness challenge in our community is not a challenge we can ignore, and it is one that is best addressed when we center our efforts around data informed decision making, collaboration, and equal access to services. Our rural communities have too often been overlooked as areas of concern and I am happy to report that we have resources at our disposal to truly move the needle and leverage the incredible partnerships long established in Polk County.


I am so proud to live in a community with so many service providers, dedicated leaders, community members, and faith-based organizations who are working together to address these challenges every day.

**JEREMY GORDON**  
Polk County Commissioner  
PATHS Board Chair



# ***TABLE OF CONTENTS***

<b><i>01</i></b>	Introduction
<b><i>03</i></b>	Executive Summary
<b><i>04</i></b>	Statement of Need
<b><i>25</i></b>	Mapping Assets & Gaps
<b><i>32</i></b>	Goals & Strategies
<b><i>51</i></b>	Conclusion
<b><i>52</i></b>	Appendices





# INTRODUCTION



Rural Polk County is pleased to be a Rural Homelessness Coordination Pilot (funded by House Bill 4123 in 2022). The Confederated Tribes of Grand Ronde, Polk County, Monmouth, Dallas, Independence, Willamina, and Falls City are committed to working together in a shared, strengths-based manner to address housing and homelessness issues in our region. Coordination of rural homelessness efforts will continue between Marion/Polk through the Mid-Willamette Valley Homeless Alliance.

Rural areas of Polk County are encompassed by a diverse population of roughly 56,000 residents. The Confederated Tribes of Grand Ronde include 5,400 enrolled tribal members located mainly in Polk and Yamhill counties, and membership expands throughout its ancestral lands. Demographic racial and economic intersections within rural Polk County will require localized, representative governance and intentional strategic planning to adequately address the unique nature of rural housing scarcity, homelessness prevention, and approaches to transitioning people to permanent housing.

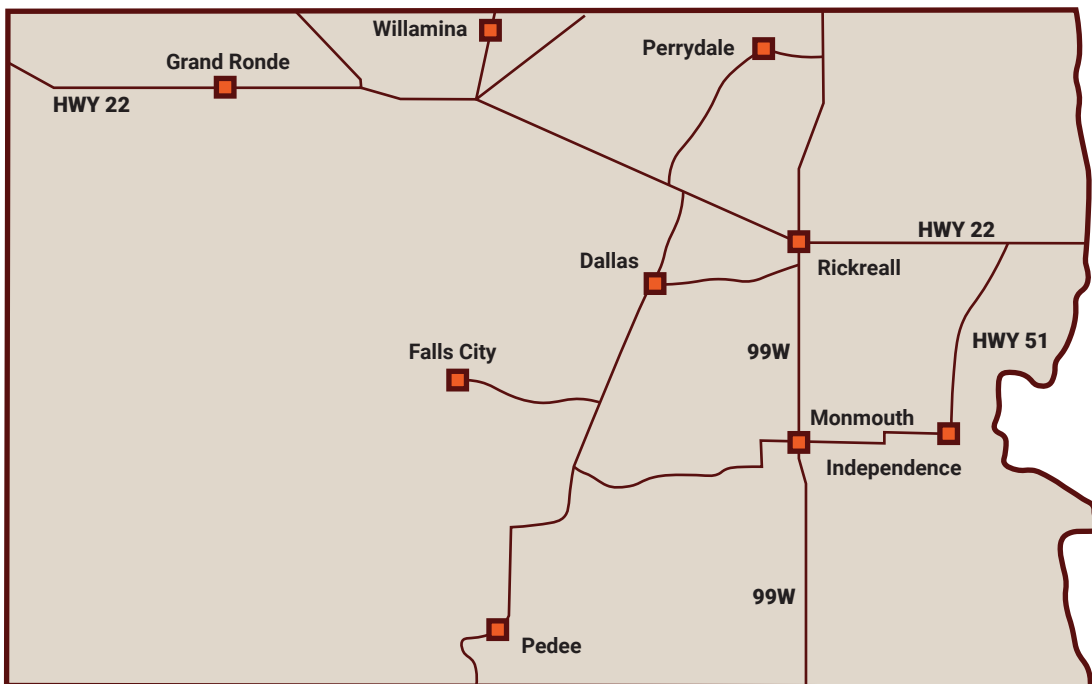
The nature of rural poverty presents unique challenges and opportunities for meaningful interventions. For example, Falls City suffers from the highest rate of youth homelessness in the state, and 20% of preschoolers in Grand Ronde are homeless. However, there is a strong and growing commitment to addressing local challenges in each of our partner jurisdictions. Planning for the coordination of services across agencies and geographic areas, transportation barriers, addiction resources, and more sheltering have been identified as a collective need. The resiliency of institutional ecosystems in rural areas suffers compared to our urban neighbors, but there is strength in our relationships, community connectivity, and resourcefulness amidst scarcity.

**PARTNERS ALIGNED TOWARD HOUSING SOLUTIONS (PATHS) ADVISORY COMMITTEE:** An advisory committee, called Partners Aligned Toward Housing Solutions (PATHS), first met in October 2022. Members are from Polk County, the cities of Dallas, Falls City, Independence, Monmouth and Willamina and the Confederated Tribes of Grand Ronde, Mid-Willamette Valley Community Action Agency, Polk County and any other interested parties. These partners coordinated efforts across communities to begin work on developing this 5-year strategic plan to prevent and address homelessness in rural Polk County.

**“RURAL POLK COUNTY” REGION:** “Rural Polk County” throughout this project and this strategic plan refers to all of Polk County, excluding West Salem, and including Grand Ronde and all of Willamina.

**RURAL POLK COUNTY OR PATHS SERVICE AREA = MOST OF POLK COUNTY  
- WEST SALEM + ALL OF GRAND RONDE + ALL OF WILLAMINA**

Partners in rural Polk County convened to discuss preventing and addressing homelessness in rural areas. It quickly became evident that addressing homelessness in rural areas requires a vastly different approach than in urban areas. Partners across the region, including the City of Salem, agreed that the rural Polk County strategy would not directly include West Salem/urban areas. The main reason for this is the difference in approaches. West Salem is included in the efforts of the City of Salem and also the Marion-Polk regional response. The PATHS Service Area includes most of Polk County. The Confederated Tribes of Grand Ronde are full participants. Also, all of Willamina, which straddles the border of Polk and Yamhill Counties, is included in the service area and is a full participant. This map shows the geographic region referred to as “rural Polk County” and that makes up the PATHS service area:



MAP OF RURAL POLK COUNTY

# EXECUTIVE SUMMARY



## NEEDS:

About 53,000 people call rural Polk County home. The population growth and increasing cost of rent over the past several years make it difficult for an increasing number of residents to find housing and to stay housed. Thousands of rural Polk County households receive assistance from the Oregon Department of Human Services. Hundreds of households received direct financial assistance to prevent homelessness from Polk County Family & Community Outreach in the 2022-23 fiscal year. Homelessness in rural Polk County is increasing. In the 2022-23 warming season (Nov-March), 183 unique individuals stayed at least one night at a Polk Warming Center which is more than 4 times as many people as the previous year.

## ASSETS:

Service Providers, city governments, county departments and faith based leaders have already been working hard day in and day out to support residents and address needs for housing initiatives. There is a great deal already in place and in the pipeline to address these needs.

## GOALS:

We have goals to expand programs that are working and goals to develop plans to fill the gaps. The Rural Polk County Strategic Plan to Prevent and Address Homelessness is built around six pillars: three foundations (collaboration, data, and equity) and three solutions (prevention, homelessness response, and supply of affordable housing). All of these are necessary parts of preventing and addressing homelessness. The foundational priorities will shape all actions taken as part of the solutions so that all actions will be collaborative, data-informed, and equitable.





# STATEMENT OF NEED

Housing affordability and homelessness are important issues in rural Polk County. A variety of measures indicate a need for increased homelessness prevention, homelessness response, and supply of affordable housing. In order to quantify the need, key data is shared here about the following topics:

1. Population & Demographics
2. Homelessness prevention
3. Homelessness and homelessness response
4. Housing data

## POPULATION & DEMOGRAPHICS

In 2020, per the US Census, there were nearly 53,000 people in 14,855 households living in rural Polk County. This includes the communities of Dallas, Falls City, Grand Ronde, Monmouth and Willamina.

	POPULATION	HOUSEHOLDS
Dallas	16,854	6,612
Falls City	1,051	563
Grand Ronde	2,010	511
Independence	9,828	2,971
Monmouth	11,110	3,346
Willamina	2,239	852
Other	9,879	5,335
Rural Polk	52,971	14,855

(SOURCE: 2020 CENSUS)



Polk County (in total) has experienced steady and noteworthy population growth, which has included growth in rural communities. Over the past 5 years (2018 to 2023), Polk County was the third fastest growing county in Oregon (behind Deschutes and Crook Counties). In those years, the population of all of Polk County increased by 7.07%. The population growth rate for the same time period exceeded the county average in Dallas (9.50%) and Independence (9.88%).

## POPULATION GROWTH IN POLK COUNTY

	2018	2020	2023	5YR INCREASE
<b>Polk County</b>	85,027	87,433	91,042	7.07%
<b>Dallas</b>	16,400	16,954	17,966	9.50%
<b>Falls City</b>	1,030	1,060	1,084	5.24%
<b>Independence</b>	9,600	10,015	10,549	9.88%
<b>Monmouth</b>	10,800	10,924	11,224	3.92%
<b>Willamina</b>	2,170	2,249	2,288	5.44%

(SOURCE: AMERICAN COMMUNITY SURVEY, US CENSUS)

Rural Polk County is home to individuals with diverse identities. It is home to a higher percentage of people who identify as Hispanic/Latinx (particularly in Independence and Monmouth) and people who identify as American Indian/Alaskan Native (particularly in Grand Ronde and Willamina) than the state of Oregon as a whole:



	STATE OF OREGON	POLK COUNTY COMMUNITIES WITH NOTEWORTHY REPRESENTATION
<b>% Hispanic/Latinx</b>	14%	Independence: 34% Monmouth: 19%
<b>% American Indian/Alaskan Native</b>	3%	Grand Ronde: 38% Willamina: 12%

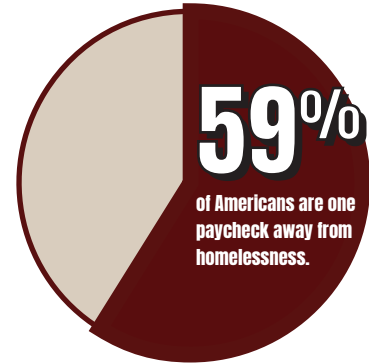
(SOURCE: 2020 CENSUS)

**THE STUDENT POPULATION AT WESTERN OREGON UNIVERSITY IN MONMOUTH IS INCREASINGLY DIVERSE.**

Among a student population of nearly 5,000:

- 20% indicate they are Hispanic/Latinx
- 24% identify as a member of the LGBTQIA+ community
- 5% identify as a gender other than singularly male or female

(Source: 2021 Western Oregon University survey among student body)



**HOMELESSNESS PREVENTION**

A national survey by Charles Schwab found that 59% of Americans are one paycheck away from homelessness. (<https://content.schwab.com/web/retail/public/about-schwab/Charles-Schwab-2019-Modern-Wealth-Survey-findings-0519-9JBP.pdf> pg. 7)

Homelessness and poverty are interrelated: when economic instability increases, so does the risk of homelessness. In rural Polk County, median household incomes are below the state of Oregon overall and below Polk County overall. Over 20% of residents in Falls City, Grand Ronde, and Monmouth are living in poverty. The result is that many people struggle to stay housed.

**MEDIAN INCOMES AND POVERTY IN RURAL POLK COUNTY**

	<b>MEDIAN HOUSEHOLD INCOME (2021)</b>	<b>% PERSONS IN POVERTY (2021)</b>
<b>Oregon</b>	\$70,084	12.2%
<b>Polk County</b>	\$70,238	12.1%
<b>Dallas</b>	\$60,511	14.5%
<b>Falls City</b>	\$37,969	28.6%
<b>Grand Ronde</b>	\$27,465	29%
<b>Independence</b>	\$65,019	9.5%
<b>Monmouth</b>	\$54,310	23.4%
<b>Willamina</b>	\$49,773	15.9%

(SOURCE: AMERICAN COMMUNITY SURVEY, US CENSUS BUREAU)

## ASSISTANCE FOR LOW INCOME FAMILIES

Low Income households can qualify for assistance. These benefits help families with medical care, food, and childcare. They can help families make ends meet and stay housed. These services include:

- ERDC: Employment Related Day Care
- SNAP: Supplemental Nutrition Assistance Program
- TANF: Temporary Assistance for Needy Families

The number of families who qualify for benefits based on low income levels in rural Polk County helps to also quantify those who are at a greater risk of unstable housing and homelessness.

## HOUSEHOLDS RECEIVING ODHS SERVICES (ERDC, MEDICAL, SNAP, TANF) SEPT 2023

CITY	ZIP CODE	HOUSEHOLDS
Dallas	97338	4,549
Falls City	97344	420
Grand Ronde	97347	683
Independence	97351	2,794
Monmouth	97361	2,952
Rickreall	97371	124
Willamina	97396	114
<b>Total</b>		<b>11,636</b>

(SOURCE: ODHS OFFICE OF SELF-SUFFICIENCY)

## RENT/UTILITIES ASSISTANCE - POLK COUNTY FCO

Some people find themselves in an acute situation where they are on the cusp of losing their housing. Some have received an eviction notice and some know it is coming soon if something does not change. In order to quantify the current number of households

in rural Polk County who are at imminent risk of losing their housing, it is helpful to look at the number of households who reached out for this type of assistance. When someone comes to one of the resource centers, an intake is completed. This intake gathers information about the situation and the needs and then the team determines how to help. The funding for this assistance came from a variety of sources including Mid-Willamette Valley Community Action Agency (MWVCAA), the cities of Monmouth and Independence, Family Promise, West Valley Housing Authority, Polk County Service Integrations, Dallas Community Foundation, Marion & Polk Early Learning Hub, Inc., The Salvation Army, Dallas Ministerial Foundation, and Oregon Community Foundation.



Polk County Family & Community Outreach (FCO) met 158 requests for direct financial assistance in fiscal year 2021-22 and 628 requests in 2022-23:

### **DIRECT FINANCIAL ASSISTANCE FROM POLK COUNTY FCO BY CITY**

	<b>2021-22</b>		<b>2022-23</b>	
	<b>REQUESTS</b>	<b>\$</b>	<b>REQUESTS</b>	<b>\$</b>
<b>Dallas</b>	63	\$149,529.00	193	\$223,405.45
<b>Falls City</b>	4	\$8,340.00	11	\$10,024.28
<b>Independence</b>	37	\$141,138.00	124	\$220,408.46
<b>Monmouth</b>	45	\$146,626.00	283	\$292,652.12
<b>Other</b>	9	\$19,213.00	17	\$12,125.30
<b>Rural Polk Total</b>	<b>158</b>	<b>\$464,846.00</b>	<b>628</b>	<b>\$758,615.61</b>

(SOURCE: POLK COUNTY FAMILY & COMMUNITY OUTREACH, ANNUAL REPORTS FOR FISCAL YEAR 2021-22 AND 2022-23)



In 2022-23, most of the requests were for rental assistance. The second most common category of requests is assistance with utilities:

## DIRECT FINANCIAL ASSISTANCE FROM POLK COUNTY FCO BY TYPE

	2022-23 FISCAL YEAR # OF RURAL POLK HOUSEHOLDS SERVED	2022-23 FISCAL YEAR \$ ASSISTANCE PROVIDED TO RURAL POLK HOUSEHOLDS
Rent/Deposit Assistance	405	\$479,968
Utilities/other Assistance	196	\$272,161
Birth Certificates/IDs	15	\$678
Transportation	12	\$5,808
<b>Total</b>	<b>628</b>	<b>\$758,615</b>

(SOURCE: POLK COUNTY FAMILY & COMMUNITY OUTREACH)

## POLK COUNTY FAMILY & COMMUNITY OUTREACH (FCO): HOMELESS OUTREACH & PREVENTION PROGRAM

Polk County FCO has a resource center in Dallas and one in Monmouth where community members can access a variety of services and supports, many of which assist households to remain self-sufficient and housed. The FCO Outreach & Prevention Program works with families and individuals in a variety of unstable housing situations. As of 9/1/23, 110 individuals who are at imminent risk of homelessness are on the FCO caseload. This includes 18 households of 2 or more people with 36 minor children. In many cases, these folks have been served an eviction notice.

## CASELOAD FOR POLK COUNTY FCO (AS OF 9/1/23):

IMMINENT RISK	
<b>Family Data (18)</b>	
Children (Under 18)	36
Adults	19
<b>Individual Data</b>	
Adults w/o Children	55
<b>Total Individuals (Unduplicated)</b>	<b>110</b>

(SOURCE: POLK COUNTY FAMILY & COMMUNITY OUTREACH)

## HOMELESSNESS AND HOMELESS RESPONSE

How many people are experiencing homelessness in rural Polk County? Although this question is straightforward to ask, it is complex to answer. While some individuals experience chronic homelessness, others cycle in and out of homelessness. And others endure it for a single episode often following a crisis. People facing homelessness often move frequently between couches, motels, shelters, cars, and locations, rather than staying in one living arrangement. Given the varied and fluid experiences of homelessness, it can be difficult to quantify. Data from service providers, the school districts' McKinney-Vento program, and the Point-in-Time (PIT) Count all contribute to understanding the situation. Currently, no single data set can present a full picture. But work is in place to improve that. Polk County Family & Community Outreach (FCO) has adopted the Point-in-Time survey questions as part of their ongoing intake interview. Also, across the county, there are partnerships in the works to take down silos and collaborate both with data and also with services.

**HERE'S DATA FROM SERVICE PROVIDERS, THE MCKINNEY-VENTO PROGRAM, AND THE POINT-IN-TIME (PIT) COUNT TO HELP QUANTIFY HOMELESSNESS IN RURAL POLK COUNTY:**

### **POLK COUNTY FAMILY & COMMUNITY OUTREACH (FCO): HOMELESS OUTREACH & PREVENTION PROGRAM**

Polk County FCO has a resource center in Dallas and one in Monmouth where community members can access a variety of services and supports. FCO employs two full-time outreach workers who connect with people who are experiencing homelessness and people who are at imminent risk of losing their housing. Across the county, the outreach team goes out into the streets and parks. They respond to requests from community members and businesses as well as referrals from local service providers. They sit down with folks who come into one of the resource centers looking for housing supports. It can take time to develop relationships and to find solutions, and they work to connect individuals and families to resources.

The FCO Outreach & Prevention Program works with families and individuals in a variety of unstable housing situations. In addition to the families and individuals at imminent risk of losing their housing, this program serves people who are currently experiencing literal homelessness. This includes sleeping in a park, on the street, in a car, or in an RV without hook-ups. As of 9/1/23, 62 individuals who are experiencing literal homelessness are on the FCO caseload. This includes 10 households of 2 or more people with 28 minor children.

## CASELOAD FOR POLK COUNTY FCO (AS OF 9/1/23):

LITERAL HOMELESS	
<b>Family Data (10)</b>	
<b>Children (Under 18)</b>	28
<b>Adults</b>	12
<b>Individual Data</b>	
<b>Adults w/o Children</b>	22
<b>Total Individuals (Unduplicated)</b>	62

\*Family data represents 10 families experiencing literal homelessness

(SOURCE: POLK COUNTY FAMILY & COMMUNITY OUTREACH)

This means that 127 individuals in 90 households from rural Polk County are currently on a list waiting and hoping for a safe and stable place to sleep. These are families and individuals who are experiencing homelessness, who have a relationship with service providers, and who have asked for assistance.

## MID-WILLAMETTE VALLEY COMMUNITY ACTION AGENCY (MWVCAA): COORDINATED ENTRY

There are 127 individuals in 90 households from rural Polk County in Coordinated Entry for the period 7/1/22 and 6/30/23. An individual who needs housing is entered into Coordinated Entry by Mid-Willamette Valley Community Action Agency (MWVCAA) through a guided process with an intake interview where people provide information about themselves, their housing status, and their situation. MWVCAA conducts intake interviews one day per week at the Academy Building in Dallas. Rural Polk residents are welcome to complete their intake process at Marion County locations. Once people are entered into Coordinated Entry, they are placed on a housing list prioritized according to vulnerabilities and risk factors.

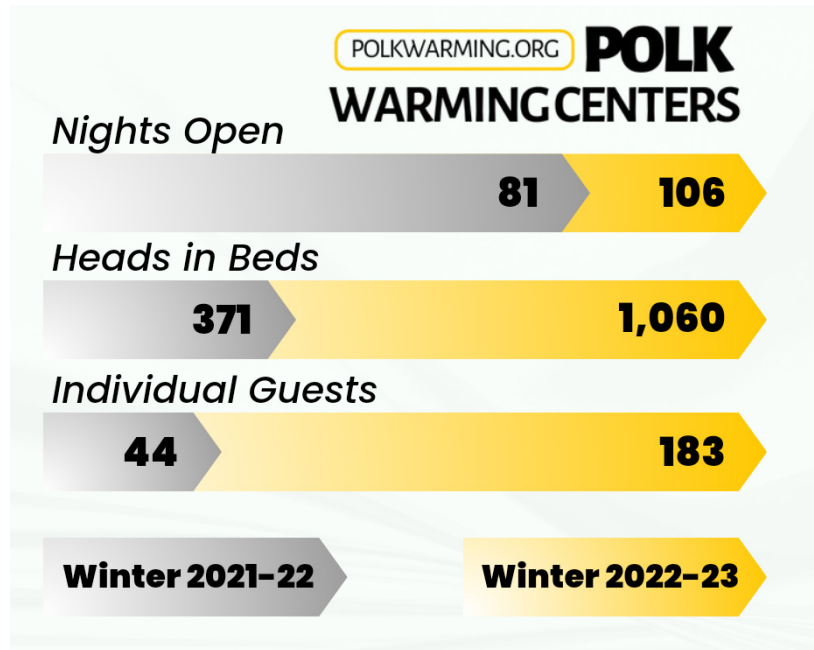


<b>TOTAL HOUSEHOLDS IN RURAL POLK COUNTY 7/1/22 TO 6/30/23</b>	<b>90</b>
<b>HOUSING STATUS</b>	
Unsheltered Households (Place not meant for Habitation)	55
Emergency Shelter/Hotel/Safe Haven	15
Unstable Housing	3
Other	17
<b>Total</b>	<b>90</b>
<b>BY CITY</b>	
Dallas	63
Falls City	1
Grand Ronde	0
Independence	17
Monmouth	6
Perrydale	2
Willamina	1
<b>Total</b>	<b>90</b>
<b>SPECIAL POPULATION</b>	
Total Chronically Homeless Households	8
Total # Homeless Family Households	27
Total Family Households - Unsheltered	18
Total Veteran Households - Unsheltered	6

(SOURCE: MWVCAA)

## POLK WARMING CENTERS

Polk County FCO has been operating warming centers funded by MWVCAA for the past five years in partnership with local churches. During the warming season (November - March), Polk Warming Centers are open 7pm-7am on certain nights. One location rotates to different churches in Dallas/ Independence/ Monmouth. A second Warming Center opened in Falls City, new in the 2022-23 warming season. In the 2021-22 season, Polk Warming Centers were open 81 nights, served 44 unique guests, and provided 371 nights of shelter. In the 2022-23 season, Polk Warming Centers were open 106 nights, served 183 unique guests, and provided 1,060 nights of shelter.



(SOURCE: POLK WARMING CENTERS)

## MCKINNEY-VENTO PROGRAM: STUDENTS EXPERIENCING HOMELESSNESS

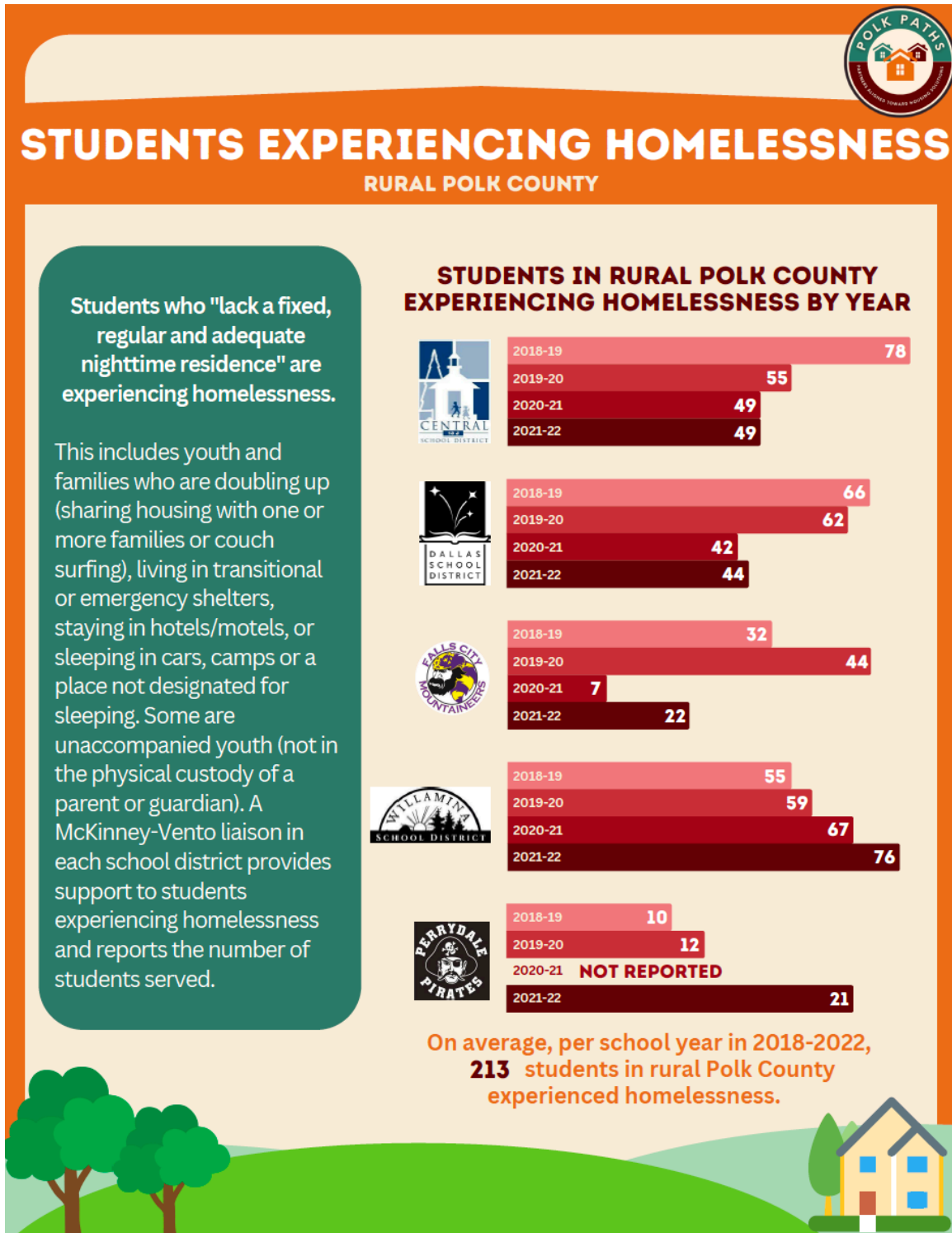
Per school year, 213 students experienced homelessness in rural Polk County on average for the school years 2018-2022. 191 of them experienced homelessness with their families and 19 of them were unaccompanied youth.

These data are gathered and reported by the McKinney-Vento liaisons in each school district and are posted on the Oregon Department of Education website. The McKinney-Vento Act is a federal act that helps students experiencing homelessness by decreasing barriers in education. Each school district has a McKinney-Vento liaison who works with students and families in the district who are experiencing homelessness.

The McKinney-Vento program defines homelessness as “lacking a fixed, regular and adequate nighttime residence.” This can include students who are living in transitional housing/shelters, hotels/motels, doubling up or couch surfing and unsheltered.

In rural Polk County, the majority of students who have been served by the McKinney-Vento program are doubling up or couch surfing. This means they are staying with others due to loss of housing or economic hardship. In 2021-22, about one quarter (24.6%) of the students were experiencing unsheltered homelessness. This includes

staying in cars, parks, camps, RVs without hook-ups, or bus stations. This is a higher percentage than in previous years. It is also a higher percentage than in Salem-Keizer schools that year (8% unsheltered).





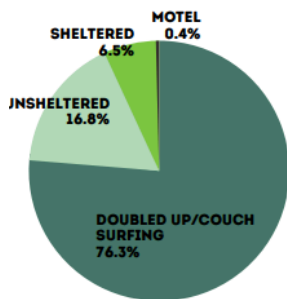


# LIVING SITUATIONS OF STUDENTS EXPERIENCING HOMELESSNESS

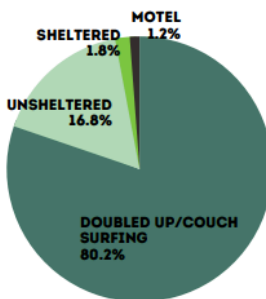
RURAL POLK COUNTY

## WHERE ARE THEY SLEEPING?

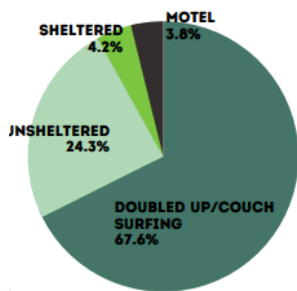
### 2019-2020



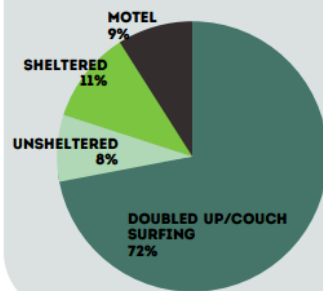
### 2020-2021



### 2021-2022



### COMPARE TO SALEM-KEIZER 2021-2022



## WHO ARE THEY WITH?

191 STUDENTS EXPERIENCED HOMELESSNESS WITH THEIR FAMILY



22 STUDENTS EXPERIENCED HOMELESSNESS AS UNACCOMPANIED YOUTH



(On average, per school year, in 2018-2022 in rural Polk County.)




DATA REPORTED FOR THE 2019-20 SCHOOL YEAR SHOWED 23% OF STUDENTS IN FALLS CITY EXPERIENCED HOMELESSNESS, THE HIGHEST RATE OF STUDENT HOMELESSNESS IN THE STATE OF OREGON THAT YEAR.



Data available on the Oregon Department of Education website: <https://www.oregon.gov/ode/schools-and-districts/grants/esea/mckinney-vento/pages/default.aspx>

## POINT-IN-TIME (PIT) COUNT

Each year during the end of January, communities across the nation conduct a “Point-in-Time Count” per HUD’s direction in order to count the number of people in their communities who experienced homelessness on one particular night. While service providers and volunteers strive to connect with everyone experiencing homelessness, there is a general acceptance that PIT Count is not a complete count.

	<b>91</b>	<b>Unsheltered Homeless</b> <small>(Sleeping outside, in a vehicle, RV, or someplace not intended for human habitation.)</small>
	<b>43</b>	<b>Sheltered Homeless</b> <small>(Sleeping in a temporary or emergency shelter, transitional housing, or in a hotel.)</small>
	<b>46</b>	<b>At Risk of Homelessness</b> <small>(Couch surfing, sleeping in unsafe or tumultuous housing, facing eviction, or currently in jail.)</small>

COMMUNITY CONNECTION

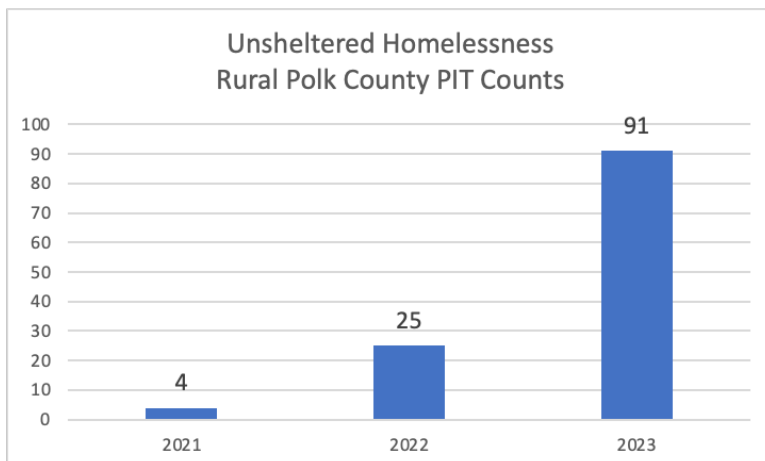


84%

OF INDIVIDUALS EXPERIENCING HOMELESSNESS OR AT RISK OF HOMELESSNESS, REPORT HAVING TIES TO THE COMMUNITY THAT THEY ARE CURRENTLY STAYING IN

In 2023, individuals were asked where they slept on the night of Monday, January 23rd. In rural Polk County, the community interviewed 91 individuals who experienced unsheltered homelessness on that night. In addition, 43 individuals experienced sheltered homelessness in rural Polk County on 1/23/23. Another category for consideration is “hidden homelessness” or people who are couch surfing or doubled up; 46 individuals completed the survey who were couch surfing or doubled up on the night in question. So at least 180 persons experienced some type of homelessness in rural Polk County on that night. 84% of the unsheltered individuals had a tie to the community in which they were staying at the time.

**OVER THE PAST SEVERAL YEARS, PIT COUNT DATA SHOWS A MARKED INCREASE IN UNSHELTERED HOMELESSNESS IN RURAL POLK COUNTY.**



While homelessness has increased in rural Polk County, the large increase from 2022 to 2023 can be partially attributed to a change in methodology. The team hosted a major community event called the “Community Connect” on 1/24/23. Community members were invited to attend and access services and resources.



Service providers had the opportunity to host a table. Almost 300 people attended and about 50 PIT Count surveys were completed at the Community Connect event. Community partners and volunteers also proactively reached out throughout the week of 1/23/23 to connect with known community members experiencing housing instability.

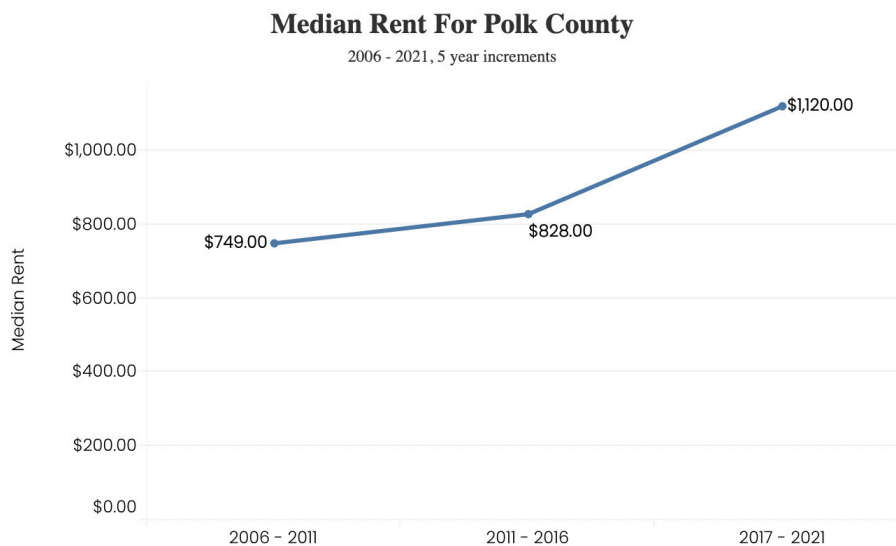
Since the 2023 PIT Count, Polk County FCO has added the PIT Count questions into its regular intake interview. So in rural Polk County, the understanding gained from PIT Count is ongoing.

## HOUSING

As the population has increased, the number of housing units has not kept pace. In rural Polk County, rents are high and vacancies are low. Housing has been identified as an important issue by community members across the county. In fact, in the 2021 “Oregon Voices” survey conducted by the Ford Foundation, one of the top 3 findings from Polk County is that, “Respondents are overwhelmingly concerned about the prevalence of homelessness and unaffordable housing in their communities.” (Source: <https://orvoices.org/>)

Oregon Housing and Community Services (OHCS) gathers and reports Housing Data by county. Their dashboard is available here and is the source for several Polk County break-outs below: <https://public.tableau.com/app/profile/oregon.housing.and.community.services/viz/CountyProfiles2023-OregonHousing/LandingPage>

## MEDIAN RENT



Polk County rents have been steadily increasing. The following chart shows median rents in 5-year increments. From 2006-2011 to 2011-2016, median rents increased 10% from \$729 to \$828. Then from 2011-2016 to 2017-2021, median rents jumped 35% from \$828 to \$1,120.

(SOURCE: OREGON HOUSING AND COMMUNITY SERVICES)

While county level data over the past two decades gives helpful context, it is meaningful within that context to consider current rental costs in rural Polk County communities. The West Valley Housing Authority releases a weekly report with rental listings. The following tables tally the # of listing by number of bedrooms and by community to show average rents for July-September 2023.



## RENTAL LISTINGS: JULY-SEPT 2023 NUMBER OF BEDROOMS

	JULY 19, 2023		AUG 16, 2023		SEPT 20, 2023	
	# of Listings	Avg Rent	# of Listings	Avg Rent	# of Listings	Avg Rent
<b>Studio</b>	1	\$1,404.50	1	\$1,450.00	1	\$1,468.00
<b>1 Bedroom</b>	9	\$1,312.33	9	\$1,271.39	12	\$1,276.67
<b>2 Bedrooms</b>	21	\$1,401.64	15	\$1,382.60	13	\$1,483.65
<b>3 Bedrooms</b>	18	\$1,952.69	17	\$2,155.35	24	\$2,314.85
<b>4 Bedrooms</b>	7	\$2,435.00	10	\$2,540.00	7	\$2,571.43
<b>5 Bedrooms</b>	2	\$2,975.00	2	\$3,050.00	4	\$2,350.00
<b>Total Rural Polk</b>	<b>58</b>	<b>\$1,737.82</b>	<b>54</b>	<b>\$1,884.68</b>	<b>61</b>	<b>\$1,910.77</b>

(SOURCE: WEST VALLEY HOUSING AUTHORITY, RENTAL LISTINGS)

## RENTAL LISTINGS: JULY-SEPT 2023

### LOCATION OF RENTAL

	JULY 19, 2023		AUG 16, 2023		SEPT 20, 2023	
	# of Listings	Avg Rent	# of Listings	Avg Rent	# of Listings	Avg Rent
Dallas	13	\$1,706.73	18	\$1,828.19	15	\$2,026.77
Independence	20	\$1,739.90	21	\$1,903.14	18	\$1,992.25
Monmouth	23	\$1,749.48	13	\$2,026.85	24	\$1,857.29
Other	2	\$1,825.00	2	\$1,275.00	4	\$2,048.75
<b>Total Rural Polk</b>	<b>58</b>	<b>\$1,737.82</b>	<b>54</b>	<b>\$1,884.68</b>	<b>61</b>	<b>\$1,910.77</b>

(SOURCE: WEST VALLEY HOUSING AUTHORITY, RENTAL LISTINGS)

## IN 2023, FAIR MARKET RENTS (FMR) ARE AT LEVELS BELOW THE AVERAGE RENTAL COSTS FOR RURAL POLK COUNTY AS FOLLOWS:

### FEDERAL FY2023 FAIR MARKET RENTS & PAYMENT STANDARDS FOR THE SECTION 8 HOUSING CHOICE VOUCHER PROGRAM - EFFECTIVE 01/01/2023 -

	0-BEDROOM	1- BEDROOM	2-BEDROOM	3-BEDROOM	4-BEDROOM	5-BEDROOM	6-BEDROOM
<b>Fair Market Rents (FMRs)</b>	<b>\$924</b>	<b>\$978</b>	<b>\$1,245</b>	<b>\$1,769</b>	<b>\$2,037</b>	<b>\$2,343</b>	<b>\$2,649</b>
<b>Voucher Payment Standards</b>	<b>\$1,016</b>	<b>\$1,075</b>	<b>\$1,369</b>	<b>\$1,945</b>	<b>\$2,240</b>	<b>\$2,577</b>	<b>\$2,913</b>
	(110% of FMR)	(110% of FMR)	(110% of FMR)	(110% of FMR)	(110% of FMR)	(110% of FMR)	(110% of FMR)

ALL, INITIAL CONTRACT RENTS AND CONTRACT RENT INCREASES ARE BASED ON RENT REASONABLENESS, NOT THE MAXIMUM PAYMENT STANDARD AMOUNTS. Rent Reasonableness considers the high, medium, and low quality of a unit, locality of the unit, amenities, unit size, and unit type.

(SOURCE: WEST VALLEY HOUSING AUTHORITY)

For those who qualify for a housing choice voucher and have come up on the waitlist to receive it (after about 2 to 2 1/2 years), finding an available rental at or below the fair market rent is difficult. For example, the fair market rent for a 2-bedroom apartment in

Polk County is \$1,245. The average rent of 2-bedroom units available in July-Sept 2023 is \$1,422.63 with only a handful of units each month listing rent at or under the fair market rent.

For many, housing is not affordable. The hourly wage necessary to afford a 2 bedroom at the fair market rate of \$1,245 is \$23.94. The annual income needed to afford a 2 bedroom is \$49,800, meaning an individual would need 1.7 jobs (or 68 hours per week) earning minimum wage to afford the rent. To make things even more challenging, the average rental cost of 2-bedroom apartments listed for rent in rural Polk County in July-Sept of 2023 is higher than the fair market rent for the county.

(SOURCE: NATIONAL LOW INCOME HOUSING COALITION'S 2023 REPORT [https://nlihc.org/sites/default/files/oor/Oregon\\_2023\\_OOR.pdf](https://nlihc.org/sites/default/files/oor/Oregon_2023_OOR.pdf))

## RENT BURDEN

One way that housing affordability is evaluated in a community is by measuring rent burden. If a renting household pays more than 50% of their income on rent + utilities, then they are classified as severely rent burdened. Each year, Oregon Housing and Community Services (OHCS) is required to review all cities with a population of 10,000 or more and then identify and notify any cities that have over 25% of their renters experiencing severe rent burden. In the 2022 report, all communities with a population of over 10,000 people in rural Polk County exceeded that mark.

## OHCS 2022 REPORT ON RENT BURDEN

	% SEVERELY RENT BURDENED	# SEVERELY RENT BURDENED	# RENTAL HOUSEHOLDS	POPULATION
Dallas	30.9%	606	1,959	17,320
Independence	28.4%	376	1,324	10,081
Monmouth	33.0%	576	1,745	11,142

[https://www.oregon.gov/lcd/UP/Documents/Annual\\_Severe\\_Rent\\_Burden\\_Announcement.pdf](https://www.oregon.gov/lcd/UP/Documents/Annual_Severe_Rent_Burden_Announcement.pdf)

Not only are rents expensive, but vacancy rates are low which increases the challenge of finding housing:

## RENTAL VACANCY RATES IN RURAL POLK COUNTY COMMUNITIES

COMMUNITY	RENTAL VACANCY RATES
Dallas	Less than 1%
Independence	3.2% (housing vacancy, not just rental)
Monmouth	3%

(SOURCE: DALLAS = 2019 DALLAS HOUSING NEEDS ANALYSIS; INDEPENDENCE = HOUSING NEEDS ANALYSIS PROCESS; MONMOUTH = 2023 HOUSING PRODUCTION STRATEGY)

## SUPPLY OF AFFORDABLE HOUSING UNITS

Oregon Housing & Community Services (OHCS) gathers and reports data at the county level about income and rental units. This helps to quantify the number of additional units of affordable housing needed. For all of Polk County, there is a deficit of 585 rental units affordable to residents earning below 80% AMI (Area Median Income). For those earning 0-50% AMI, the deficit is much bigger (2,490 units).

ALL POLK COUNTY	RESIDENTS	AFFORDABLE RENTAL UNITS	DEFICITS/SURPLUS
Extremely Low Income (0-30% AMI)	2380	615	-1765
Very Low Income (30%-50% AMI)	1965	1240	-725
Low Income (50%-80% AMI)	2500	4405	1905
<b>Total</b>	<b>6845</b>	<b>6260</b>	<b>-585</b>

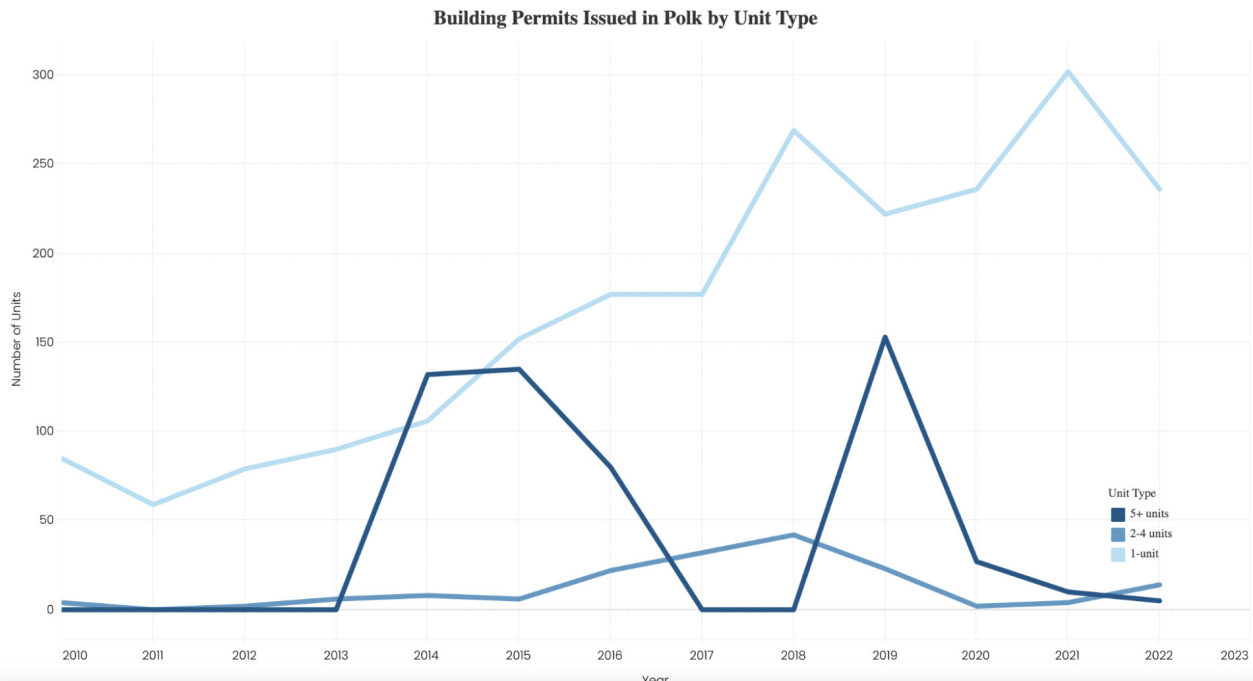
(SOURCE OHCS: <https://public.tableau.com/app/profile/oregon.housing.and.community.services/viz/CountyProfiles2023-OregonHousing/LandingPage>)

Without more granular data to allow a report specific to rural Polk County, an estimate of the deficit of affordable housing can be arrived at by assuming a “fair share” based on population. ~60% of the Polk County population lives in rural Polk County, so if 60% of the gap is also in rural Polk County, then the deficit for affordable housing is 351 units in rural Polk County. Again, the deficit for those earning 0-50% AMI is much bigger (1,494 units).

RURAL POLK COUNTY "FAIR SHARE" (60%)	RESIDENTS	AFFORDABLE RENTAL UNITS	DEFICITS/SURPLUS
Extremely Low Income (0-30% AMI)	1428	369	-1059
Very Low Income (30%-50% AMI)	1179	744	-435
Low Income (50%-80% AMI)	1500	2643	1143
<b>Total</b>	<b>4107</b>	<b>3756</b>	<b>-351</b>

The building permits already issued provide information on developments already underway. In Polk County, the vast majority of building permits issued are for single family houses. In 2022, permits for 236 units of single family houses were issued in contrast to permits for 5 units in 5+ unit buildings and 14 units in buildings with 2-4 units. Very little medium-density or high-density development is already in the works.

Rents are high, vacancies are low. In rural Polk County, there is a deficit of about 350 units of affordable housing. But the current pipeline of housing under construction is almost all single family homes.



(SOURCE: OHCS)



## DATA SUMMARY

### POPULATION

- About 53,000 people live in rural Polk County,
- Polk County is the 3rd fastest growing county in Oregon and rural communities are a major part of that growth

### PREVENTING HOMELESSNESS

- Over 20% of residents in Falls City, Grand Ronde, and Monmouth live in poverty (compared to 12.2% in Oregon overall)
- In 2022-23, 634 households in rural Polk County received direct financial assistance to prevent losing their housing (such as for rent and/or utilities) in the amount of \$767,135
- As of 9/1/23, 110 individuals (from 72 households) on the FCO caseload are at imminent risk of losing their housing

### HOMELESSNESS RESPONSE

- 62 individuals (from 22 households) on FCO's caseload as of 9/1/23 who are in rural Polk County and who are experiencing literal homelessness
- 127 individuals (from 90 households) who are from rural Polk County currently in Coordinated Entry who have asked for assistance and are waiting for housing
- 183 unique individuals slept at a Polk County Warming Center in the 2022-23 warming season
- 213 students in rural Polk County experienced homelessness (per the McKinney-Vento definition which includes being doubled up or couch surfing out of economic necessity) on average per school year in the 2018-2022 school years. On average, 22 per year experienced homelessness as an unaccompanied minor. About 50 per year experienced unsheltered homelessness.
- 91 individuals were counted as part of the annual PIT Count experiencing unsheltered homelessness in rural Polk County in January 2023.

### HOUSING

- Rents are increasing (up 35% comparing 2011-2016 to 2017-2021)
- Rents are not affordable for many people. A single worker earning minimum wage would have to work 68 hours per week in order to afford rent at the fair market rate.



- If a renting household pays more than 50% of their income on rent + utilities, then it is classified as severely rent burdened. In Dallas, Independence and Monmouth, over 25% (benchmark requiring notification and action) of renting households are severely rent burdened.
- Vacancies are low (1-3% in rural Polk County)
- There is a deficit of about 350 units of affordable housing in rural Polk County
- Building permits issued in Polk County in 2020-2022 are almost all for single family homes, so the current construction will not alleviate the need for affordable medium-density or high-density housing



# MAPPING ASSETS & GAPS



As described above, in rural Polk County rents are high, vacancies are low, and homelessness is increasing. Service providers and government agencies are already working hard to help meet the community's needs. An important part of developing a strategic plan is to review the resources that are already in place and the great work that is already being done. That review in the PATHS service area reveals a landscape of local leaders and service providers who are working day in and day out to aid community members in need and who are making a major impact.

PATHS and partners have been working on goals and action items even as this action plan has been under development. Services already in place by 12/31/22 are included in this section; actions taken 1/1/23 or later are included below in the Goals section that follows.

## FOUNDATIONS

### (A) COLLABORATE AT ALL LEVELS:

Before this strategic plan was in the works, partners and agencies across rural Polk County were working in partnership. For example:

- Community partner meetings (April-June 2022):
  - Tribal/City Leadership Perspective (4/11/22)
  - Public Safety Perspective (4/25/22)
  - Service Providers Perspective (5/9/23 and 5/23/22)
  - School District and West Valley Housing Authority Perspective (6/6/22)
- Service Integration Team (SIT) meetings are held monthly in each of the 6 school districts in Polk County (Central, Dallas, Falls City, Perrydale, West Salem, Willamina). In the 2022-23 school year, 107 partner organizations participated in SIT, and 815 individuals were on the newsletter distribution list.
- PATHS (Partner Aligned Toward Housing Solutions) advisory board began meeting in October of 2022.

### GAPS (AS OF 1/1/23):

- Engagement with community members

- A community-facing website that includes information about homelessness, local data, and community news.

### **(B) USE DATA AND EVIDENCE TO MAKE DECISIONS:**

Family & Community Outreach uses a system called Need Navigator to effectively track supports provided across service teams. MWVCAA (Community Action) is the lead agency for Coordinated Entry (CE) and the Homelessness Management Information System (HMIS) in Polk County.

#### **GAPS (AS OF 1/1/23):**

- Most rural Polk County providers are not using HMIS
- Continuum of Care (CoC) reports are all at the aggregate level for Marion + Polk County; opportunity is to split the data by geography to inform decisions at the local level

### **(C) ELEVATE EQUITY:**

Most service providers consistently provide materials in English and Spanish. Many recruit diverse employees and offer increased compensation for bi-lingual and bi-cultural employees. There is also recruiting that explicitly values lived experience with homelessness.

#### **GAPS (AS OF 1/1/23):**

- CoC data shows minority racial/ethnic groups experiencing homelessness at a disproportionately high rate in our region. For example, 2020 Census data shows 2% of Marion-Polk residents identify as American Indian, Alaska Native, or Indigenous while 2022 PIT Count data for Marion + Polk shows 9% of the unsheltered homelessness population do.
- State and national data indicates members of the LGBTQIA+ community are over-represented among those experiencing homelessness. There's an opportunity to gather local data.
- Opportunities for voices of lived experience to shape policy and decisions.

## **SOLUTIONS**

### **(1) PREVENT HOMELESSNESS:**

Partner organizations throughout rural Polk County work everyday to provide basic needs, employment supports, housing supports, healthcare, etc. to help residents be self-sufficient. Preventing homelessness can include holistic programs that indirectly help people stay housed as well as interventions in response to imminent risk of homelessness.

## HOLISTIC:

These holistic efforts indirectly help community members remain housed. Some programs support individuals with their education and work and thereby increase their incomes. Other programs provide food or healthcare, which decrease the overall household expenses thereby making it easier to make rent.

Programs currently available in rural Polk County that provide holistic support and indirectly help prevent homelessness include:

- Education/Employment supports provided by CSC (Community Services Consortium), Job Corp, and Work Source.
- Polk County Behavioral Health provides behavioral health services to the Medicaid eligible residents and indigent population in Polk County. They provide services to individuals seeking assistance for issues related to mental health and/or substance use. In 2022, Polk County Behavioral Health served 3,652 unique individuals. In addition, the crisis team served 742 unique individuals.
- DHS: Fiscal Year from September 2022 - August 2023; DHS has enrolled 75 new clients into SNAP benefits.
- Northwest Human Services (NWHHS) operates the Total Health Community Clinic (THCC), located in Monmouth. As a Federally Qualified Community Health Center (FQCH), the focus is on serving low-income, homeless and uninsured or under-insured individuals and families. In Jan-Jun of 2022, 1,958 patients completed a visit with THCC. The majority of them (1,214, 62%) use Medicaid/CHIP. 71 (3.6%) were uninsured and 407 (21%) used Medicare. NWHHS also provides rent, mortgage, and utility assistance and they operate the Crisis & Information hotline.
- West Valley Housing Authority: Served 470 rural Polk County households in 2022. Housing choice vouchers provide ongoing funds for rent, allowing families and individuals to remain stably housed when rent would otherwise be unaffordable for them.
- Marion-Polk Food Share: In rural Polk County in 2022, Marion-Polk Food Share served 30,819 households, 41,309 meals, and 115,535 individuals
- Food Banks/Pantries open at the following locations and hours:



## FOOD BANKS/PANTRIES: SCHEDULE IN RURAL POLK COUNTY

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9:00-10:00 AM					
10:00-11:00 AM		9-11:30 AM Mon/Ind	9-11 AM Dallas	9-11:30 AM Mon/Ind	9-11 AM Dallas
11:00-12:00 PM			10-2 PM Grand Ronde		10-2 PM Grand Ronde
12:00-1:00 PM					
1:00-2:00 PM	1-3 PM Dallas	1-3 PM Dallas		1-3 PM Dallas	
2:00-3:00 PM					
3:00-4:00 PM					
4:00-5:00 PM	4-6 PM Mon/Ind	4-6 PM Mon/Ind	4-6 PM Willamina		4-5 PM Falls City
5:00-6:00 PM					

### FOOD IS ALSO AVAILABLE AT:

- Food boxes also available from Polk County FCO
- Food for students provided by the Kindness Club in Dallas (sends food home for the weekends), the Gate in Monmouth/Independence, and school lunches
- James 2 Kitchen serves 300 meals/week in Dallas
- The ROCC (Recovery Outreach Community Center) serves meals every day at its day center in Dallas

### IMMINENT RISK:

When a household is at imminent risk of losing its housing, programs can provide direct financial assistance, most often for rent or utilities, to help them stay housed.

- Family & Community Outreach (FCO): In 2022-23 fiscal year, provided \$767,135 in direct financial support to 634 households in rural Polk County, primarily for rental assistance and utilities.
- Mid-Willamette Valley Community Action Agency (MWVCAA): Energy Services program served 113 households in rural Polk County in July-Nov 2022 with \$105,000 to support utilities. They also funded other prevention programs throughout the County.

### GAPS (AS OF 1/1/23):

- Food Insecurity: The food resources being provided are not enough to meet the need. The food distribution process is scattered and with spotty hours, making access difficult.
- Need for increased flexible barrier removal funds
- Opportunity to work with landlords to prevent evictions

## **(2) IMPROVE THE EFFECTIVENESS OF THE HOMELESS RESPONSE SYSTEM:**

The homeless response system begins by connecting with people experiencing homelessness through outreach to give them access to resources and options for housing. Individuals may choose to stay in transitional housing where they have a short-term, safe and stable place to live. Rapid rehousing helps individuals settle into their own long-term housing.

### **OUTREACH: MEETING IMMEDIATE NEEDS FOR STABILIZATION AND RELATIONSHIPS**

In an urban setting, outreach workers can stop by large camps or shelters and connect with people experiencing homelessness. In rural settings, there are not as obvious places to go to do outreach. It can take time to develop a relationship of trust before people will talk about what they need with an outreach worker. Collaboration across partners is the most effective way to do outreach in rural settings.

- Family & Community Outreach (FCO) has two full-time case managers focused on street outreach.
- Mid-Willamette Valley Community Action Agency (MWVCAA) has two outreach workers who come to rural Polk County two days per week.
- Recovery Outreach Community Center (ROCC) does street outreach in rural Polk County one day per week. ROCC (Recovery Outreach Community Center): From opening in July 2022 to the end of 2022, the ROCC-Polk served 120 individuals. From Jan-July of 2023, they served 191 individuals.
- McKinney-Vento Liaisons and School-Based Mental Health Team do outreach through the schools
- Abby's House does outreach on the Western Oregon University campus
- Polk County Behavioral Health provides behavioral health services to the Medicaid eligible residents and indigent population in Polk County. As of 8/22/23, Polk County Behavioral Health had 2,052 patients enrolled, 3% of which identified as transient or homeless.
- Northwest Human Services (NWHS) operates the Total Health Community Clinic (THCC), located in Monmouth. As a Federally Qualified Community Health Center (FQCH), the focus is on serving low-income, homeless and uninsured or under-insured individuals and families. In Jan-Jun of 2022, 1,958 patients completed visits with THCC. 263 of them were noted as experiencing homelessness (and 19 of them as street homeless).

### **GAPS (AS OF 1/1/23):**

- Increased collaboration and communication across service providers
- Limited places intended/designed to camp/park overnight (i.e. bathrooms facilities, water, trash)



## TRANSITIONAL HOUSING/SHELTER: PROVIDING TEMPORARY SHELTER IN A SAFE AND STABLE PLACE

- **GALE'S LODGE** is transitional housing with 6 beds for male veterans, located in Dallas. In the fiscal year ending 6/30/22, 8 veterans from the Gale's Lodge program were placed in long-term, stable housing.
- **POLK COUNTY WARMING CENTERS** offer a safe, warm place for people to sleep. Every night where the temperature dips below freezing, they are open in both Falls City (at the community center) and in Dallas/Independence/Monmouth (location rotates every two weeks between churches). The Dallas/Independence/Monmouth location is also open every Thursday, Friday, and Saturday nights Nov-March regardless of weather. In the 2021-22 season, Polk Warming Centers were open 81 nights, served 44 unique guests, and provided 371 nights of shelter. In the 2022-23 season, Polk Warming Centers were open 106 nights, served 183 unique guests, and provided 1,060 nights of shelter.
- **SABLE HOUSE** serves survivors of domestic violence. They have a shelter and also offer hotel/motel vouchers. In 2022, they served 53 individuals in their shelter for a total of 1,466 shelter nights and 79 individuals in hotels for a total of 564 hotel nights.
- **POLK COUNTY PAROLE & PROBATION:** 4 temporary beds for corrections clients, maximum 30-day stay. Run by the Parole & Probation Office.

### GAPS (AS OF 1/1/23):

- Individuals experiencing homelessness in rural Polk County in 2022 had limited options to stay in their communities. For a short term place to stay, many had to go to Salem or Corvallis or McMinnville.
- Transitional housing options needed that are designed to meet needs of populations like youth, young adults, families, seniors.

## RAPID REHOUSING: PROVIDING CASE MANAGEMENT AND HOUSING NAVIGATION FOR LONG TERM INDIVIDUAL HOUSING SOLUTIONS

- West Valley Housing Authority served 470 households in 2022, some received emergency vouchers
- Housing Stabilization Program (HSP) has funding available to families with Temporary Assistance for Needy Families (TANF) who are experiencing homelessness.
- FCO staff help clients
  - To overcome barriers to housing such as obtaining vital records and resolving issues with past landlords
  - To apply for a housing voucher and understand their voucher once they receive it
  - To locate a qualifying unit and secure application fees and deposit assistance

### **GAPS (AS OF 1/1/23):**

- Need a program with funding to assist people exiting homelessness to get into housing and have support through that transition.

### **(3) INCREASE THE SUPPLY OF AFFORDABLE HOUSING:**

Cities and communities participating in PATHS have taken steps to understand and address the housing needs in their communities. Here are actions taken in the recent past:

- Dallas: Completed a new Housing Needs Analysis (HNA) (2019) which showed deficits of 1 acre of high density residential and 20 acres of medium residential land supply needed over the 20 year planning horizon. Completed zone changes to add to these supplies of land.
- Falls City: Revised development code to increase housing density by reducing the minimum square footage of Equivalent Dwelling Units (EDUs), allow Accessory Dwelling Units (ADUs) on properties, allow cottage clusters in residential zones. Approached Polk CDC, Community Action Agency, Habitat for Humanity and United Way to develop affordable housing on city owned land (2.3 AC in residential zone)
- Grand Ronde: Planning and preparation to stand up transitional housing
- Independence: Revised System Development Charge (SDC) structure to provide a reduction in SDCs for Accessory Dwelling Units (ADUs); Allowed attached houses in all residential zones by right; Reduced minimum lot sizes
- Monmouth: Updated Housing Needs Analysis (HNA) in 2020
- Willamina: Revamped the City Development Code to allow for cottage clusters in the city and also to allow for the building of housing with up to 3 attached units (an increase from two-unit townhomes)
- Polk Community Development Corporation (Polk CDC) is a non-profit organization with a mission to provide the low and moderate income residents of Polk County with opportunities for high-quality, affordable housing. At the conclusion of 2022, they were managing 182 units of affordable housing, all in rural Polk County.

### **GAPS (AS OF 1/1/23):**

- Significant deficit of housing units that are affordable for residents earning 0-50% of Area Median Income (AMI)
- PATHS is an advisory board and not a group of real estate developers or investors; limited tools to accomplish the goal of increasing the supply of affordable housing
- Need incentives for multi-family housing projects in the face of increased expenses related to building (materials, interest rates, etc.) and probability of greater profit with higher-end single-family homes

# GOALS & STRATEGIES

## GOALS/STRATEGIES

This strategic plan document has outlined the needs in rural Polk County and the work already being done (as of 12/31/22) to meet those needs. This section will use the following framework to list goals and action items targeted for 2023-2027 to fill the gaps between what is currently available and what is needed.

## FOUNDATIONS

A- Collaborate at all levels

- Partner with organizations
- Engage with the community

B- Use data and evidence to make decisions

C- Elevate equity





## A: COLLABORATE AT ALL LEVELS

### PARTNER WITH ORGANIZATIONS

STRATEGIES	ACTION ITEMS	TIMELINE
<b>A.1 Foster communication between service providers.</b>	A.1.1 Continue to host Service Integration Team (SIT) Meetings and to send out the SIT newsletter.	Ongoing
	A.1.2 Gather input from service providers about successes and challenges in housing.	Partner survey Feb 2023, Annual
	A.1.3 Host an annual “Homelessness Update” meeting each spring and invite service providers, elected officials, etc.	First one held 4/20/23, Annual
<b>A.2 Break down silos across departments and agencies to better serve clients.</b>	A.2.1 Develop a process to honor client confidentiality while sharing information across partners.	May 2023
	A.2.2 Host by-name case conferencing to serve specific clients experiencing homelessness.	First one held 6/20/23, Monthly
	A.2.3 Add “On the spot” case conferencing to facilitate collaboration to meet immediate needs	Summer 2023, Ongoing
	A.2.4 Maintain contracts and partnerships with and between service organizations such as MWVCAA, NWHS, DHS, Behavioral Health, C@P, etc. Go beyond keeping each other informed to actively partner to serve clients together.	Ongoing
	A.2.5 Seek out partnerships across the service landscape with additional service providers (including those who may be small organizations or new to Polk County)	Ongoing
<b>A.3 Position PATHS as an effective advisory board</b>	A.3.1 Hold regular PATHS meetings	Ongoing
	A.3.2 Maintain PATHS membership with a voting member from each rural Polk Community	Ongoing
	A.3.3 Have at least one person with lived experience with homelessness as a voting PATHS Board member	Dec 2023
	A.3.4 Secure funding for staff support (beyond the funding from House Bill 4123)	Dec 2023

	A.3.5 Integrate PATHS voices into the local Continuum of Care	Ongoing
	A.3.6 Form PATHS workgroups	Fall 2023
	A.3.7 Revisit and revise this strategic plan annually so that it is a living document that serves the community's evolving needs.	Annually
<b>ENGAGE WITH THE COMMUNITY</b>		
<b>A.4 Continuously engage community members with an eye to reduce the stigma and myths around homelessness</b>	A.4.1 Develop and publish a community facing PATHS website that provides information about homelessness, local providers, local news.	Website launched June 2023
	A.4.2 Host community meetings to provide information to community members about homelessness, service providers and programs.	First Community Info Summit 6/23/23, Webinar 9/19/23 Ongoing
	A.4.3 Host meetings/events for community members to hear directly from people with lived experience	Youth Panel 2/16/23, Storytelling event Fall 2023, Ongoing
	A.4.4 Create and share video content to platform stories of lived experience	First installment Fall 2023
<b>A.5 Bring together service providers, community members and people experiencing homelessness</b>	A.5.1 Host an annual Community Connect	Jan, annually



IT MAKES ME FEEL AWFUL TO READ THE COMMENTS PEOPLE POST AND THE ASSUMPTIONS PEOPLE MAKE ABOUT HOMELESSNESS. I WENT THROUGH ABOUT 8 YEARS OF MY LIFE IN CONSTANT UPHEAVAL. I WAS HOMELESS WHEN MY DAUGHTER WAS 3 AND AGAIN WHEN SHE WAS 8. I NEVER DID DRUGS, I WAS NOT AN ALCOHOLIC. I WAS WORKING TWO JOBS. WE JUST COULDN'T GET BACK ON OUR FEET. IT DESTROYS ME TO KNOW THAT THERE ARE FAMILIES IN OUR COMMUNITY FACING THIS NOW AND THAT PEOPLE ARE PASSING JUDGMENT. THEY JUST DON'T UNDERSTAND.

## B: USE DATA AND EVIDENCE TO MAKE DECISIONS

STRATEGIES	ACTION ITEMS	TIMELINE
<b>B.1 Develop plans to report data split to show rural Polk County</b>	B.1.1 Partner with CoC data team to get regional reports to show a break out for rural Polk County (instead of just data in aggregate for both Marion + Polk counties)	2023
	B.1.2 Partner with MWVCAA to get reports broken out to show rural Polk County	2023
<b>B.2 Improve quality/ completeness of data gathering in rural Polk County</b>	B.2.1 Conduct rural Polk County PIT Count locally using methodology specific to rural communities and using local partners, contacts and volunteers	Every January
	B.2.2 Support a Rural Committee for PIT Count	Ongoing
	B.2.3 Match changes in race/ethnicity and gender questions coming to HMIS in rural Polk data gathering	Nov 2023
	B.2.4 Explore best practices to add a question regarding LGBTQIA+ identities	End 2023
<b>B.3 Integrate rural Polk County data into regional data</b>	B.3.1 Develop and implement a standardized set of definitions for terms like “homeless,” “prevention,” “chronically homeless,” etc. so that rural Polk County provider data sets are consistent.	2024
	B.3.2 Overcome barriers to link Need Navigator with HMIS	2024
	B.3.3 Provide training and overcome barriers so rural Polk County providers can utilize HMIS (i.e. Polk Warming Centers)	2024
	B.3.4 Add Polk County representatives to CoC data conversations, such as the HMIS users work group and the Performance & Evaluation team	Ongoing
<b>B.4 Develop a plan for data analysis/reporting with an equity lens</b>	B.4.1 Convene data leads at Polk County service providers to develop plan and overcome barriers	2024
<b>B.5 Report data broadly to community partners and community members</b>	B.5.1 Post local and recent data to the PATHS website.	Ongoing
	B.5.2 Develop a data dashboard to be housed on the PATHS website.	2024

## C: ELEVATE EQUITY

Strategies	Action Items	Timeline
<b>C.1 Increase understanding of the experiences and needs of members of marginalized groups as</b>	C.1.1 Partner with culturally specific organizations, starting with Latino and Native American communities	2023
	C.1.2 Expand outreach and services to migrants workers	2024
	C.1.3 Form a work group that includes individuals who identify as LGBTQIA+ to make recommendations on better serving the population	2024
<b>C.2 Amplify voices of lived experience</b>	C.2.1 Host meetings/events for community members to hear directly from people with lived experience (see A.4.2)	Youth Panel 2/16/23, Storytelling event Fall 2023
	C.2.2 Create video content to platform stories of lived experience (see A.4.4)	Start 2024
	C.2.3 Include voices of lived experience in the decision making conversations	Ongoing
<b>C.3 Develop a plan for data analysis/reporting with an equity lens</b>	C.3.1 Convene data leads at Polk County service providers to develop plan and overcome barriers (see B.4.1)	2024
<b>C.4 Then develop a plan to rectify any inequities identified</b>	C.4.1 Convene stakeholders to respond to any inequities identified and to develop a plan to address them.	2025
<b>C.5 Strive for geographic equity in providing services across the various communities in rural Polk County</b>	C.5.1 Develop solutions regarding prevention, homeless response, and affordable housing that are accessible to residents in all communities in the PATHS service area.	2027
<b>C.6 Support employment practices among service providers to honor diversity</b>	C.6.1 Encourage recruiting and hiring practices that value diversity and voices of lived experience.	Ongoing
	C.6.2 Bring training to rural Polk County service providers including a Service Integration Team meeting each year with a diversity/inclusion focus.	2024, Annual

# SOLUTIONS

## 1- PREVENT HOMELESSNESS

- Increase programs that offer holistic prevention
- Provide help in the face of imminent risk/eviction

## 2- IMPROVE THE EFFECTIVENESS OF THE HOMELESS RESPONSE SYSTEM ACROSS THE HOUSING CONTINUUM

- Increase outreach and access to services
- Meet the need for transitional housing / emergency shelter
- Meet the need for rapid rehousing

## 3- INCREASE THE SUPPLY OF AFFORDABLE HOUSING

# 1: PREVENT HOMELESSNESS

1. PREVENT HOMELESSNESS		
INCREASE PROGRAMS THAT OFFER HOLISTIC PREVENTION PROVIDE HELP IN THE FACE OF IMMINENT RISK/EVICTION		
PREVENTION - HOLISTIC		
STRATEGIES	ACTION ITEMS	TIMELINE
1.1 Increase prevention education	1.1.1 Increase the number of budgeting classes, financial literacy classes, parenting classes, RentWell and other supports.	2024 and ongoing
1.2 Streamline access to a multitude of services that support individuals and families	1.2.1 Open new Polk Community Resource Center in Monmouth, a resource center housing multiple county services and 10-15 non-profit organizations with a goal to serve people in one stop (including: OHP, benefits, veterans service office, DHS, public health, MWVCAA, pediatric clinic, emergency financial assistance, community mailboxes, emergency food boxes, housing navigation, homeless prevention and outreach)	2024



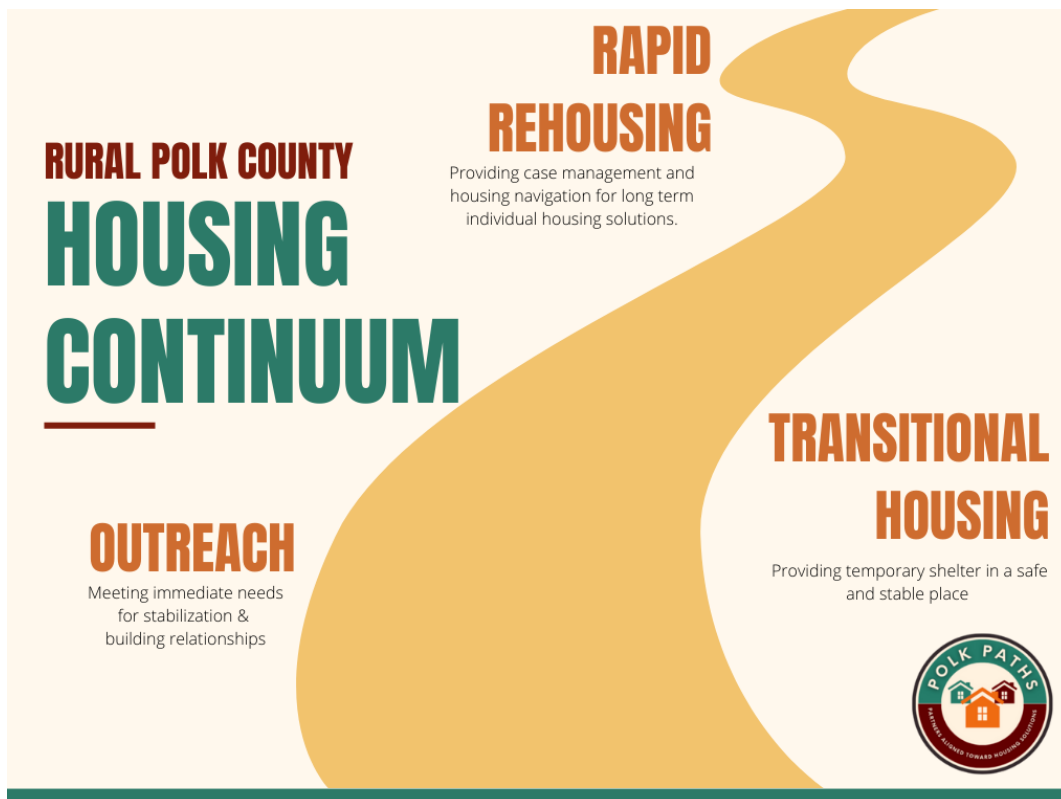
	1.2.2 Explore possible locations for additional resource center(s) in rural Polk County.	2024
<b>1.3 Increase availability of and access to services that support self-sufficiency</b>	1.3.1 Update and publish the Community Resources Guide listing organizations with contact info to help community members in categories such as: basic needs, employment supports, health and wellness, housing. In English and in Spanish.	Annual
	1.3.2 Address gaps in current efforts to end food insecurity by increasing the amount of food available and increasing the distribution hours.	2024
	1.3.3 Explore how to address gaps in employment supports (geographic location, hours, etc.)	2024
	1.3.4 Develop and publish a Community Resources Guide targeted to youth and young adults; update annually.	First one by end of 2023, then annual
	1.3.5 Increase the number of Resource Connector(s) on the school-based mental health team to help meet needs of students and families	Starting 2024-2025 school year
<b>1.4 Partner with areas' housing authorities to increase reach and impact</b>	1.4.1 Explore practices of other local housing authorities (housing navigators on staff, lottery instead of wait list, utilization of more voucher types, etc.)	2023
	1.4.2 Partner with West Valley Housing Authority to reach their goal of getting their lease up to 525 households. (In 2022, West Valley Housing Authority served 470 households; had funding for 525; and voucher allotment from HUD of 763).	525 by end 2024

**RESOLVE IMMINENT RISK: PREVENT HOMELESSNESS FOR 120 HOUSEHOLDS IN 2023 FACING EVICTION AND PLAN FOR 100 PER YEAR 2024-2027 (AS NEEDED PER ANNUAL REVIEW)**

STRATEGIES	ACTION ITEMS	TIMELINE
<b>1.5 Administer funding already secured for prevention</b>	1.5.1 FCO to administer funding totaling \$1.5 million provided for this fiscal year by MWVCAA, city of Independence, city of Monmouth, West Valley Housing Authority, DHS, ODHS, and small non-profits (Family Promise, etc.) for prevention efforts such as rental assistance, utility assistance, housing navigation, application and deposit assistance, barrier removal, etc.	2023-24
	1.5.2 Support the administration of Executive Order (EO) funding for preventing homelessness. EO funding provided \$593,947 to Polk County with the goal of preventing homelessness for 200 households which have been served an eviction notice or are at-risk of eviction. Rural Polk County’s fair share is ~60% so that’s ~\$350,000 and ~120 households. (See 1.8.1)	By Jan 2024
<b>1.6 Secure funding for prevention efforts in future years</b>	1.6.1 Seek out funding streams, apply for grants, etc.	2025-2027
<b>1.7 Support programs of partners (Behavioral Health, FCO, MWVCAA, NWHS, Polk CDC, Sable House) across rural Polk to meet the need for housing-focused emergency financial assistance</b>	1.7.1 Secure and administer funding for additional rental assistance	2024-2027
	1.7.2 Secure and administer funding for additional utility/energy assistance	2024-2027
	1.7.3 Secure and administer funding for weatherization and repairs to make housing units habitable	2024-2027
	1.7.4 Secure and administer funding for barrier removal	2024-2027
	1.7.5 Track demographics of households receiving financial assistance in order to identify priority populations for outreach	Ongoing



<b>1.8 Decrease evictions</b>	1.8.1 Support the administration of Executive Order (EO) funding for preventing homelessness. EO funding provided \$593,947 to Polk County with the goal of preventing homelessness for 200 households which have been served an eviction notice or are at-risk of eviction. Rural Polk County's fair share is ~60% so that's ~\$350,000 and ~120 households. (See 1.5.2)	2023
	1.8.2 Build relationships with local landlords, including holding quarterly meetings, to foster collaboration to prevent evictions.	First meeting June 2023, quarterly
	1.8.3 Support Oregon Health Authority's proposal to prevent homelessness using Medicaid by providing six months of rent to those at risk of losing their housing, starting Nov 1, 2024. Help build awareness and help eligible rural Polk residents access this benefit.	Nov 2024-2027





**THERE'S A LOT OF HOMELESS IN RURAL POLK COUNTY. BUT WE ARE SO FAR AWAY FROM EVERYTHING SO IT FEELS LIKE THERE ISN'T HELP. GET OUT THERE. BE IN THE COMMUNITIES. GET THE WORD OUT ABOUT HELP THAT IS AVAILABLE.**



## **2: IMPROVE THE EFFECTIVENESS OF THE HOMELESS RESPONSE SYSTEM**

### **2: IMPROVE THE EFFECTIVENESS OF THE HOMELESS RESPONSE SYSTEM ACROSS THE HOUSING CONTINUUM**

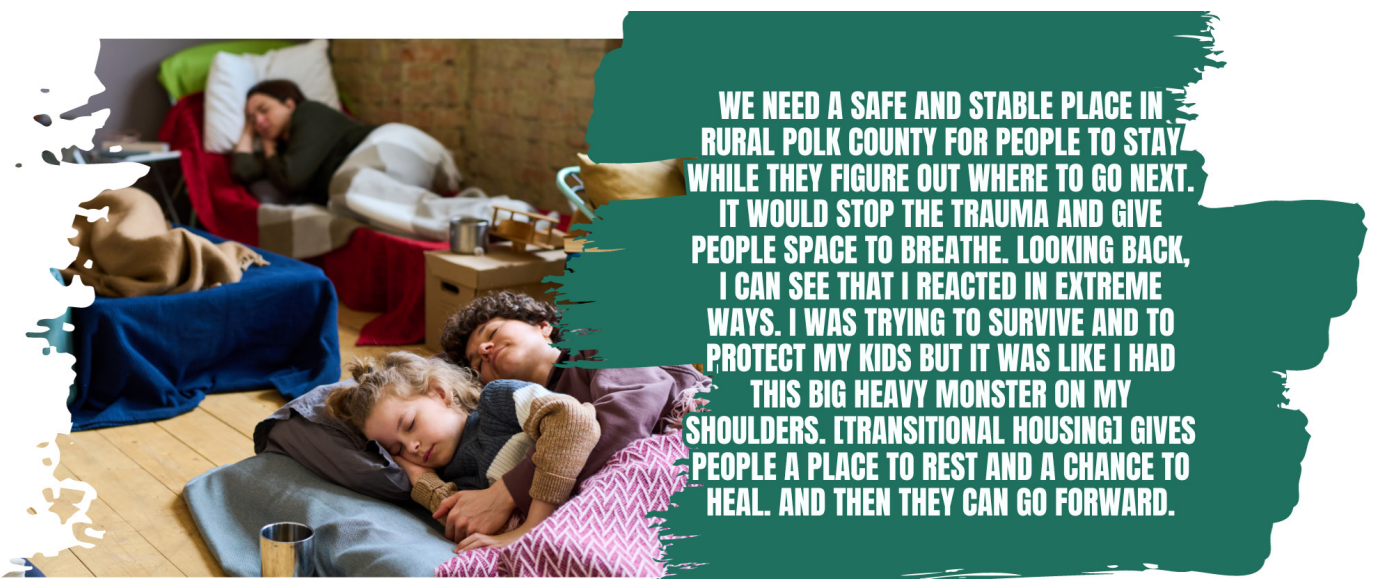
**OUTREACH  
TRANSITIONAL HOUSING  
RAPID REHOUSING**

**OUTREACH: INCREASE OUTREACH AND ACCESS TO SERVICES (INCLUDING CASE MANAGEMENT, BEHAVIORAL HEALTH, ADDICTION RECOVERY, MEDICAL/ DENTAL, EMPLOYMENT SUPPORTS, BASIC NEEDS LIKE FOOD/CLOTHING/ HYGIENE, ETC.)**

<b>STRATEGIES</b>	<b>ACTION ITEMS</b>	<b>TIMELINE</b>
<b>2.1 Increase outreach capacity and outreach collaboration</b>	2.1.1 Secure funding for additional outreach workers, including a bilingual/ bicultural outreach worker	Ongoing
	2.1.2 Hold monthly outreach team meetings to facilitate collaboration between FCO, ROCC, MWVCAA, HOME with a commitment to geographic coverage	Begin 2024 and then ongoing
	2.1.3 Host by-name case conferencing to serve specific clients experiencing homelessness. (See A.2.2)	First one held 6/20/23, Monthly
	2.1.4 Add "On the spot" case conferencing to facilitate collaboration to meet immediate needs (See A.2.3)	Summer 2023, Ongoing

	2.1.5 Add outreach specific to youth/ young adults as part of MWVCAA-HOME’s YHDP funded “hub” project.	2023
<b>2.2 Streamline resources and services</b>	2.2.1 Open new Polk Community Resource Center in Monmouth – co-location resource center housing multiple county services and 10-15 non-profit organizations with a goal to serve people in one stop (including: OHP, benefits, veterans service office, DHS, public health, MWVCAA, pediatric clinic, emergency financial assistance, community mailboxes, emergency food boxes, housing navigation, homeless prevention and outreach)	Jan 2024
	2.2.2 Explore an additional location in rural Polk County for a wellness and resource center such as Falls City, Perrydale, and Willamina	2024
<b>2.3 Increase availability of services</b>	2.3.1 Address geographic gaps in availability of services (including food, behavioral health, addiction recovery, and healthcare)	2024-2027
	2.3.2 Address gaps in current efforts to end food insecurity by increasing the amount of food coming to rural Polk County and increasing the distribution hours as needed	2024-2027
	2.3.3 Explore opportunities to increase access to behavioral health supports with partners such as Polk County Behavioral Health	2024
	2.3.4 Explore opportunities to increase access to addiction recovery services with partners including Polk County Behavioral Health and Bridgeway	2024
	2.3.5 Explore opportunities to increase access to healthcare services with partners including Northwest Human Services and Salem Health	2024

<b>2.4 Overcome transportation barriers for individuals/families accessing services</b>	2.4.1 Convene stakeholders (including Salem Health’s program Connections) to develop plan to increase transportation options for healthcare appointments	2024
	2.4.2 Support the renewal of the funding for the Monmouth-Independence Trolley	2025
<b>2.5 Create safe place for unsheltered to sleep overnight</b>	2.5.1 Share strategies around compliance with case law about homeless camping affecting jurisdictional regulation of homelessness	2023
	2.5.2 Explore the development of a “Safe Park” program offering place(s) where people who are sleeping in their cars or RVs can safely park	2024
	2.5.3 Explore PATHS subcommittee regarding code enforcement/law enforcement for information sharing, education and coordination.	2024
	2.5.4 Educate outreach teams and equip them to provide information to clients and the public	Ongoing



**TRANSITIONAL HOUSING: MEET THE NEED FOR TRANSITIONAL HOUSING / SHELTER BY ADDING 80 BEDS IN 2023 WITH A TARGET OF 50 BEDS (TO BE ADJUSTED PER ANNUAL DATA REVIEW INCLUDING DATA FROM LOCAL SERVICE PROVIDERS AND PIT COUNT DATA) PER YEAR 2024-2027**

STRATEGIES	ACTION ITEMS	TIMELINE
<b>2.6 Add transitional housing / shelter for tribal members and their families</b>	2.6.1 Open two micro shelter sites in Grand Ronde (Site 1: 10 units measuring 10x10; Site 2: 15 units measuring 10x15) with a total of 50 beds	Feb & April 2023
	2.6.2 Open Warriors of Hope DV homes with 20 beds	June & July 2023
<b>2.7 Add transitional housing / shelter for families</b>	2.7.1 Open Ediger Hall at Dallas Alliance Church with funding assistance from the United Way, offering temporary housing to one family at a time, with case management provided by FCO (3 bedrooms, ~6 beds)	June 2023
	2.7.2 Stand up Church @ the Park transitional housing with 40 beds for families and individuals 18+ using \$1.57 million of EO funding (see 2.9.1)	Jan 2024
	2.7.3 Develop a plan for additional transitional housing for families, as needed	2024-2027
<b>2.8 Add transitional housing / shelter for youth (ages 18 and under)</b>	2.8.1 Open the YHDP House funded in part by YHDP, for youth ages 14-18 (5 beds)	Fall 2023
<b>2.9 Add transitional housing / shelter for adults 18+</b>	2.9.1 Stand up Church @ the Park transitional housing with 40 beds for families and individuals 18+ using \$1.57 million of EO funding (see 2.7.2)	Jan 2024
	2.9.2 Partner with Polk County Community Corrections and Polk County Behavioral Health to develop a plan to stand up transitional housing / shelter for Justice-Involved Individuals as set out as the #1 priority goal in the March 2023 "Sequential Intercept Model Mapping Report"	2024-2027

	2.9.3 Explore the need and options to stand up transitional housing / shelter for Young Adults (ages 18-24)	2024-2027
	2.9.4 Develop a plan for additional transitional housing for veterans as needed	2024-2027
	2.9.5 Explore the need and options to stand up transitional housing / shelter for Seniors (ages 55+)	2024-2027
<b>2.10 Expand the Warming Center program to other geographies in the county</b>	2.10.1 Open a Warming Center in Willamina for the 2023-24 season	Winter 2023
<b>2.11 Roll out new transitional housing / shelter in a way that elevates equity</b>	2.11.1 Consider geographic equity in the plans for transitional housing with a goal to have something in each of the PATHS communities by the end of this 5-year plan	2023-2027
	2.11.2 Work with partners running transitional housing / shelter to provide a safe and stable place to stay for people of all gender identities and all sexual orientations.	Ongoing
	2.11.3 Work with partners running transitional housing / shelter to provide a safe and stable place to stay for people of all races/ethnicities.	Ongoing

<b>RAPID REHOUSING: MEET THE NEED FOR RAPID REHOUSING WITH A TARGET OF 75 HOUSEHOLDS IN 2023 AND A TARGET (TO BE ADJUSTED PER ANNUAL DATA REVIEW) OF 50 HOUSEHOLDS PER YEAR IN 2024-2027</b>		
<b>STRATEGIES</b>	<b>ACTION ITEMS</b>	<b>TIMELINE</b>
<b>2.12 Support the Rapid Rehousing Projects funded by the state's Emergency Order funding to rapidly rehouse ~75 Polk County households by 1/31/2024</b>	2.12.1 Support MWVCAA rapid rehousing project; MWVCAA awarded \$1,056,067 with goal of serving 50 households (all in Polk County)	2023
	2.12.2 Support Sable House rapid rehousing project; Sable House awarded \$410,850 with goal of serving 20 households (all survivors of domestic violence in Polk County)	2023

	2.12.3 Support Salem Housing Authority rapid rehousing project; Salem Housing Authority awarded \$454,586 with goal of serving 65 households (in Marion-Polk, so assume about 10 will be in Polk).	2023
<b>2.13 Support the Rapid Rehousing project funded by YHDP for young adults 18-24</b>	2.13.1 Support the Rapid Rehousing project funded by YHDP for young adults 18-24 with the goal of housing 8 young adults per year	2023-2027
<b>2.14 Support Rapid Rehousing projects 2024-2027</b>	2.14.1 Sustain rapid rehousing projects in 2.12 and 2.13 beyond current funding windows	2024-2027
	2.14.2 Partner with Polk County Community Corrections and Polk County Behavioral Health to develop a plan rehousing for Justice-Involved Individuals as set out as the #5 priority goal in the March 2023 “Sequential Intercept Model Mapping Report”	2024
	2.14.3 Explore the needs and options for rapid rehousing for other priority populations (veterans, families, seniors, etc).	2025-2027
<b>2.15 Deliver wrap-around services to those in rapid rehousing programs</b>	2.15.1 MWVCAA to develop and roll out training called “Rapid Rehousing Case Manager Academy” to set standards for home visits, motivational interviews, etc.	2024
	2.15.2 Foster connections between case managers and local service providers in rural Polk County	Ongoing
<b>2.16 Facilitate people exiting homelessness in getting and using a housing voucher</b>	2.16.1 Explore with the area’s housing authorities the possibility of adding a priority for people exiting homelessness.	2023
	2.16.2 Explore possibility to “buy down rent” for people exiting homelessness so that more units are available for voucher use.	2024-2027
<b>2.17 Communicate regularly with landlords to facilitate rapid rehousing</b>	2.17.1 Build relationships with local landlords, including holding quarterly meetings, to foster collaboration to support rapid rehousing.	First meeting June 2023, quarterly



### 3: INCREASE THE SUPPLY OF AFFORDABLE HOUSING

In rural Polk County, there is a need for additional affordable housing units. The U.S. Department of Housing and Urban Development defines affordable housing as housing where the occupant is paying no more than 30% of gross income for housing costs, including utilities.

(<https://archives.hud.gov/local/nv/goodstories/2006-04-06glos.cfm>)

PATHS is an advisory board; not a group of developers nor real estate investors. The need for additional affordable housing is clear, and it is one that PATHS has limited tools to solve. Increasing the supply of affordable housing will take money, land, and time. PATHS communities are taking short-term and long-term actions to decrease barriers to adding affordable housing. In housing needs analyses and production strategies, cities are also seeking to address adding more units that are affordable at all income ranges. That relies in large part on housing rehab funds, private/non-profit development of housing, and other measures not in the control of the public sector to increase supply of units. Action items here include working with partners and exploring options like Permanent Supportive Housing and cottage clusters.

SOLUTIONS GOAL 3: INCREASE THE SUPPLY OF AFFORDABLE HOUSING		
GOAL: OPEN 100 AFFORDABLE HOUSING UNITS BY THE END OF 2027. ADD AN ADDITIONAL 100 AFFORDABLE HOUSING UNITS TO THE HOUSING PRODUCTION PIPELINE BY THE END OF 2027.		
STRATEGIES	ACTION ITEMS	TIMELINE
<b>3.1 Support near-term efforts (2023) in each community to add affordable housing units.</b>	3.1.1 Dallas: · In regards to cottage clusters, the planning commission is recommending an increase in the per lot maximum from 4-6 to up to 12 cottages per lot, consistent with density allowances. · Changing affordable housing metrics to make it more enticing for developers to choose the affordable housing option, · Reviewing housing variety standards.	2023
	3.1.2 Falls City: Working on securing funding for a Housing Needs Analysis (HNA); Changed ordinances to allow for cottage clusters and Accessory Dwelling Units (ADUs).	2023

	3.1.3 Grand Ronde: Purchase Sheridan Inn property (20 rooms) for programming and housing for tribal members with behavioral health diagnoses.	2023
	3.1.4 Independence: <ul style="list-style-type: none"> <li>· Conducting Housing Needs Analysis (HNA), results expected August 2023.</li> <li>· Created a Vertical Housing Zone which provides tax incentives to developers to build housing above commercial properties</li> <li>· Reduced the parking space requirements</li> <li>· Kicked-off a new grant funded project to review a large area of Independence holistically and with an eye toward missing middle housing options, walkable, bikeable, public transportation, to provide additional opportunities for mixed types of housing</li> </ul>	2023
	3.1.5 Monmouth: <ul style="list-style-type: none"> <li>· Zoning code changed in 2023 to remove barriers to affordable housing development (e.g. reduce parking requirements, increase density, reduce lot sizes, increase range of allowed housing types, streamline review procedures)</li> </ul>	2023
	3.1.6 Willamina: Hosted four “Community Conversation” meetings about Homelessness; Engaged City Council in two work sessions about House Bill 3115.	2023
<b>3.2 Support long-term (2024-2027) efforts in each community to add affordable housing units.</b>	3.2.1 Dallas: <ul style="list-style-type: none"> <li>· Developing mixed use zone code provisions, supporting middle and affordable housing unit development.</li> <li>· Supporting the redevelopment of the former mill site property as a mixed use development.</li> <li>· Supporting the development of the La Creole master planned area, including high density and mixed use land.</li> </ul>	2024-2027



	3.2.2 Falls City: Continue to work with regional partners to develop new affordable housing developments	2024-2027
	3.2.3 Grand Ronde: Renovate and open Sheridan Inn property (20 rooms) for programming and housing for tribal members with behavioral health diagnoses.	2024-2027
	3.2.4 Independence: <ul style="list-style-type: none"> <li>· Applied for a grant to proceed with a Housing Production Strategy</li> <li>· Applied for a grant to assess infill opportunities</li> <li>· System Development Charge reductions for accessory dwelling units (ADU)</li> </ul>	2024-2027
	3.2.5 Monmouth: <ul style="list-style-type: none"> <li>· Implement high priority HPS strategies: Rezone land for high density (multi-family) housing</li> <li>Public-Private Partnerships to create more affordable housing</li> <li>Systems Development Charge exemptions or reductions</li> <li>UGB adjustment</li> <li>Public outreach and education</li> </ul>	2024-2027
	3.2.6 Willamina: Consider opportunities to decrease barriers to add affordable housing	2024-2027
<b>3.3 Work with partner organizations who are adding units of affordable housing</b>	3.3.1 Support Polk CDC's opening 10 units of veterans housing at 458 Hart Land in Dallas	2023
	3.3.2 Support Polk CDC's plans to open 100-120 new affordable housing units at new developments such as: 845 Ellendale (~20 units), 520 Hankel St (5-20 units), 179 Washington St (57 units), Carson Commons (20 units, includes 9 YHDP units reserved for young adults)	2024-2027

	3.3.3 Partner with Polk CDC as they pursue opportunities to add additional units of affordable housing in the pipeline by the end of 2027	End 2027
	3.3.4 Explore feasibility for specialty housing programs for hard-to-house populations.	Ongoing
<b>3.4 Seek to add Permanent Supportive Housing (PSH) in rural Polk County</b>	3.4.1 Research Permanent Supportive Housing in Oregon and understand best practices.	2023
	3.4.2 Explore potential partners (such as Polk County Behavioral Health and MWVCAA and the housing authorities) and funding for PSH	2024
<b>3.5 Explore adding cottage clusters</b>	3.5.1 Converse with churches and other large landowners in rural Polk County about the possibility of siting cottage clusters on their land.	Ongoing
	3.5.2 Meet with United Way to understand the cottage cluster project in Salem and explore the possibility of a similar project in rural Polk County.	2024
<b>3.6 Coordinate rural regional efforts with legislative initiatives</b>	3.6.1 Bring rural perspective to the legislature through lobbying and advocacy.	Ongoing

# ***CONCLUSION***

Rural Polk County is taking action to prevent and solve homelessness. PATHS (Partners Aligned Toward Housing Solutions) has set goals building on the foundations of collaboration, data and evidence, and equity. Partners will work together to prevent homelessness, increase the effectiveness of the homeless responses system, and increase the supply of affordable housing.



# APPENDICES

## APPENDIX A: LISTENING SESSIONS

Listening sessions were held with a variety of community partners and voices of lived experience to lay the foundation for this plan.

GROUP	PRESENTERS
<b>4/11/22</b> <b>Tribal/City Leadership Perspective</b>	Dana Ainan (Social Services Department, Grand Ronde), Kenna West (City Manager, Willamina), Marty Wine (City Manager, Monmouth), Amy Houghtaling (Council President, Falls City), TJ Bailey (Mayor, Falls City), Brian Latta (City Manager, Dallas)
<b>4/25/22</b> <b>Public Safety Perspective</b>	Sergeant Todd Fenk (Polk County Sheriff's Office), Jodi Merritt (Polk County Community Corrections Director), Aaron Felton (Polk County District Attorney), Ben Stange (Chief, Polk County Fire District 1), AJ Foscoli (City Manager, Falls City), Derek Trombla (Community Support and Code Enforcement Officer, Willamina), Charlie Mitchell (Economic & Community Development Director, Dallas), Sergeant David King (Dallas Police Department), Lieutenant Matt Olafson (Monmouth Police Department), Chief Lyle Gilbert (Independence Police Department), Jake McKnight (Grand Ronde Police Chief), Steve Warden (Grand Ronde Chief of Emergency Management)
<b>5/9/22</b> <b>Service Providers Perspective</b>	Trisha Vickers (Northwest Human Services, Jennifer Broadus/Jennifer Von Derahe/Denyc Boles (West Valley Hospital), Breezy Aguirre and Robert Marshall (Mid-Willamette Valley Community Action Agency)

GROUP	PRESENTERS
<b>5/23/22</b> <b>Service Providers Perspective (cont.)</b>	Kerry Hammerschmith (Polk County Behavioral Health), Ben Smith (Polk County Resource Center), Family Promise (TJ Putman), Dana Goodale (Polk County School Based Mental Health Program)
<b>6/6/22</b> <b>School District and West Valley Housing Authority Perspective</b>	Ryan Sticka (McKinney/Vento Liaison, Dallas School District), Amy Houghtaling (Falls City School District), Ana Gil (McKinney/Vento Liaison, Central School District, Lynne Shore (McKinney/Vento Liaison, Willamina School District), Tammy Luker (Family Self-Sufficiency Coordinator, West Valley Housing Authority)
<b>1/24/23</b> <b>Community Members including Voices of Lived Experience Perspective, Community Connect</b>	Dot survey conducted to invite conversation among attendees at the Community Connect around the following questions: “How serious of a problem do you think homelessness is in Polk County?” And “Which of the following resources would be helpful to you?” 171 people (community members including voices of lived experience, service providers, elected officials, etc.) participated in the dot survey and the conversations.

## APPENDIX B: ACRONYM LIST

<b>ADU</b>	Accessory Dwelling Unit
<b>AMI</b>	Area Median Income
<b>BIPOC</b>	Black, Indigenous and People of Color
<b>C@P</b>	Church @ the Park
<b>CE</b>	Coordinated Entry
<b>CHIP</b>	Children’s Health Insurance Program
<b>COC</b>	Continuum of Care
<b>CSC</b>	Community Services Consortium
<b>CTGR</b>	Confederated Tribes of Grand Ronde
<b>DHS</b>	Department of Human Services
<b>DV</b>	Domestic Violence
<b>EDU</b>	Equivalent Dwelling Unit
<b>EO</b>	Emergency Order



<b>ERDC</b>	Employment Related Day Care
<b>FCO</b>	Family & Community Outreach (Polk County Department)
<b>FMR</b>	Fair Market Rents
<b>FQCH</b>	Federally Qualified Community Health Center
<b>HB</b>	House Bill
<b>HMIS</b>	Homelessness Management Information System
<b>HNA</b>	Housing Needs Analysis
<b>HPS</b>	Housing Production Strategy
<b>HUD</b>	U.S. Department of Housing and Urban Development
<b>HYS</b>	Home Youth Services (a program of MWVCAA)
<b>LGBTQIA+</b>	Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual
<b>MWVCAA</b>	Mid-Willamette Valley Community Action Agency
<b>NWHS</b>	Northwest Human Services
<b>OHA</b>	Oregon Health Authority
<b>OHCS</b>	Oregon Housing & Community Services
<b>OHP</b>	Oregon Health Plan
<b>PIT</b>	Point-In-Time (annual count of people experiencing homelessness)
<b>PATHS</b>	Partners Aligned Toward Housing Solutions
<b>PCBH</b>	Polk County Behavioral Health
<b>POLK CDC</b>	Polk Community Development Corporation
<b>PSH</b>	Permanent Supportive Housing
<b>ROCC</b>	Recovery Outreach Community Center
<b>RRH</b>	Rapid Rehousing
<b>RV</b>	Recreational Vehicle
<b>SIT</b>	Service Integration Team
<b>SHA</b>	Salem Housing Authority
<b>SNAP</b>	Supplemental Nutrition Assistance Program
<b>TANF</b>	Temporary Assistance for Needy Families
<b>TH</b>	Transitional Housing
<b>THCC</b>	Total Health Community Clinic (NWHC medical clinic in Monmouth)
<b>WIC</b>	Special Supplemental Nutrition Program for Women, Infants, and Children
<b>WOU</b>	Western Oregon University
<b>WVHA</b>	West Valley Housing Authority
<b>YHDP</b>	Youth Homelessness Demonstration Program

## APPENDIX C: DEFINITIONS

HOMELESSNESS and TYPES OF HOMELESSNESS

**FROM HUD (UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT):**

<https://www.hudexchange.info/homelessness-assistance/coc-esg-virtual-binders/coc-esg-homeless-eligibility/four-categories/>

Within the homeless definition there are four categories of homelessness:

### **CATEGORY 1: LITERALLY HOMELESS**

Individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:

- Has a primary nighttime residence that is a public or private place not meant for human habitation; or
- Is living in a publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state and local government programs); or
- Is exiting an institution where (s)he has resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.

Literally Homeless includes unsheltered and sheltered homeless which HUD defines as follows:

**UNSHeltered Homeless:** individuals and families with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground.

**Sheltered Homeless:** individuals and families living in a supervised publicly or privately operated shelter designated to provide a temporary living arrangement (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, or local government programs for low-income individuals).

### **CATEGORY 2: IMMINENT RISK OF HOMELESSNESS**

An individual or family who will imminently lose their primary nighttime residence, provided that:

- Residence will be lost within 14 days of the date of application for homeless assistance;
- No subsequent residence has been identified; and
- The individual or family lacks the resources or support networks needed to obtain other permanent housing.

### **CATEGORY 3: HOMELESS UNDER OTHER FEDERAL STATUTES**

Unaccompanied youth under 25 years of age, or families with Category 3 children and youth, who do not otherwise qualify as homeless under this definition, but who:

- Are defined as homeless under the other listed federal statutes;
- Have not had a lease, ownership interest in permanent housing during the 60 days prior to the homeless assistance application;
- Have experienced persistent instability as measured by two moves or more during in the preceding 60 days; and
- Can be expected to continue in such status for an extended period of time due to special needs or barriers

### **CATEGORY 4: FLEEING/ATTEMPTING TO FLEE DOMESTIC VIOLENCE**

Any individual or family who:

- Is fleeing, or is attempting to flee, domestic violence;
- Has no other residence; and
- Lacks the resources or support networks to obtain other permanent housing

### **CHRONIC HOMELESSNESS**

- A homeless individual with a disability as defined in section 401(9) of the McKinney-Vento Assistance Act (42 U.S.C. 11360(9)), who:
  - Lives in a place not meant for human habitation, a safe haven, or in an emergency shelter, and
  - Has been homeless and living as described for at least 12 months\* or on at least 4 separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living as described.
- An individual who has been residing in an institutional care facility for less, including jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria of this definition before entering that facility\*\*; or
- A family with an adult head of household (or, if there is no adult in the family, a minor head of household) who meets all of the criteria of this definition, including



a family whose composition has fluctuated while the head of household has been homeless.

### **AT RISK OF HOMELESSNESS**

An individual or family who:

- Has an annual income below 30 percent of Median Family Income (MFI) for the area, as determined by HUD;
- Does not have sufficient resources or support networks, (e.g., family, friends, faith-based or other social networks), immediately available to prevent them from moving to an emergency shelter or another place described in paragraph (1) of the “homeless” definition in this section; and
- Meets one of the following conditions:
  1. Has moved because of economic reasons two or more times during the 60 days immediately preceding the application for homelessness prevention assistance;
  2. Is living in the home of another because of economic hardship;
  3. Has been notified in writing that their right to occupy their current housing or living situation will be terminated within 21 days after the date of application for assistance;
  4. Lives in a hotel or motel and the cost of the hotel or motel stay is not paid by charitable organizations or by Federal, State, or local government programs for low-income individuals;
  5. Lives in a single-room occupancy or efficiency apartment unit in which there reside more than two persons or lives in a larger housing unit in which there reside more than 1.5 persons reside per room, as defined by the U.S. Census Bureau;
  6. Is exiting a publicly funded institution, or system of care (such as a health-care facility, a mental health facility, foster care or other youth facility, or correction program or institution); or
  7. Otherwise lives in housing that has characteristics associated with instability and an increased risk of homelessness, as identified in the recipient’s approved consolidated plan.

### **FROM THE MCKINNEY-VENTO ACT**

<https://nche.ed.gov/mckinney-vento-definition/>

### **THE MCKINNEY-VENTO DEFINITION OF HOMELESS**

Subtitle VII-B of the McKinney-Vento Homeless Assistance Act (per Title IX, Part A of the Elementary and Secondary Education Act, as amended by the Every Student Succeeds Act) defines homeless as follows:

The term “homeless children and youths”–

(A) means individuals who lack a fixed, regular, and adequate nighttime residence (within the meaning of section 103(a)(1)); and

(B) includes–

(i) children and youths who are sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason; are living in motels, hotels, trailer parks, or camping grounds due to the lack of alternative adequate accommodations; are living in emergency or transitional shelters; or are abandoned in hospitals;\*

(ii) children and youths who have a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings (within the meaning of section 103(a)(2) (C));

(iii) children and youths who are living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings; and

(iv) migratory children (as such term is defined in section 1309 of the Elementary and Secondary Education Act of 1965) who qualify as homeless for the purposes of this subtitle because the children are living in circumstances described in clauses (i) through (iii).

## **OTHER KEY TERMS: HOMELESSNESS AND TYPES OF HOMELESSNESS**

**COUCH-SURF:** to stay overnight with a series of hosts who typically provide basic accommodations (such as a couch to sleep on) at no cost

<https://www.merriam-webster.com/dictionary/couch-surf>

**DOUBLED UP:** Temporarily sharing the housing of other persons due to loss of housing, economic hardship or a similar reason

<https://www.oregonsd.org/Page/5371>

## **TYPES OF HOMELESSNESS**

(Note: HUD defines Chronic Homelessness. The others are used by service providers and advocates but are not part of federal policy statements)

<https://rednoseday.org/news/what-are-four-types-homelessness>

<https://www.caringworksinc.org/did-you-know-there-are-four-types-of-homelessness/>

**CHRONIC HOMELESSNESS (SEE HUD DEFINITION ABOVE):** Continuously homeless for more than a year, or has had at least 4 episodes of homelessness in the previous 3 years. People experiencing chronic homelessness tend to be older and are often struggling with complex health issues, disabilities, mental illness, or addiction.

**EPIODIC HOMELESSNESS:** Experiencing repeat episodes of homelessness but do not meet the definition of chronic homelessness. May have a seasonal job. May be struggling with health issues or addiction.

**TRANSITIONAL HOMELESSNESS:** A state of homelessness that's a result of a major life change or catastrophic event. These life changes might be job loss, a health condition, divorce, domestic abuse, a substance use disorder, or personal or family crisis, among many others, resulting in people losing their homes.

**HIDDEN HOMELESSNESS:** Those who are temporarily staying with friends of family. They are doubled up or couch surfing. They have no guarantee that they will be able to stay long-term and no immediate way to find a home. This type of homelessness often goes unrecorded.

## **HOUSING / SHELTERS AND TYPES OF HOUSING / SHELTERS**

**AFFORDABLE HOUSING:** Housing on which the occupant is paying no more than 30 percent of gross income for housing costs, including utilities.

Emergency Shelter: any facility, the primary purpose of which is to provide temporary or transitional shelter for the homeless in general or for specific populations of the homeless.

**PERMANENT HOUSING (PH):** A community-based housing model, the purpose of which is to provide housing without a designated length of stay. Includes Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH).

**PERMANENT SUPPORTIVE HOUSING (PSH):** Permanent housing in which housing assistance (e.g., long-term leasing or rental assistance) and supportive services are provided to assist households with at least one member (adult or child) with a disability in achieving housing stability.

**RAPID REHOUSING (RRH):** Permanent housing that provides short-term (up to three months) and medium-term (4-24 months) tenant-based rental assistance and supportive services to households experiencing homelessness.

**TRANSITIONAL HOUSING (TH):** Temporary housing with supportive services to individuals and families experiencing homelessness with the goal of interim stability and support to successfully move to and maintain permanent housing. TH projects can cover housing costs and accompanying supportive services for program participants for up to 24 months.

### **FOR MORE INFORMATION:**

<https://www.hudexchange.info/homelessness-assistance/coc-esg-virtual-binders/coc-program-components/coc-program-components-overview/>  
[https://archives.huduser.gov/portal/glossary/glossary\\_all.html](https://archives.huduser.gov/portal/glossary/glossary_all.html)

# TILLAMOOK COUNTY

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

## INTRODUCTION

The Tillamook County House Bill 4123 Pilot is a collaboration of Tillamook County's seven incorporated cities, the county government, and our local community action agency. Specifically named, the partners are Cities of Tillamook, Bay City, Garibaldi, Rockaway Beach, Wheeler, Nehalem and Manzanita, Tillamook County, and Community Action Resource Enterprises (CARE). The pilot covers the entire geography of Tillamook County. Each City had their MOU approved by their City Council during the month of October 2022, with the County placing the final signature on the document on November 2, 2022.

The project was originally created with two oversight boards, the Intergovernmental Agency Board (IAB) with a membership of the cities, the county and CARE, and a Community Advisory Board (CAB) with membership of the service agencies and other stakeholders. This structure was utilized in the early stages of the strategic plan with both groups merging during the latter work of the plan and forming a larger, more diverse oversight group that continues to provide guidance. The group is currently named the Coordinated Houselessness Collaborative (CHC) but has since formed a committee to create a new name.

## ORGANIZATIONAL STRUCTURE

Tillamook County's pilot is currently lead by a partnership between the County Board of Commissioners Office and CARE. The structure has always been envisioned to include staff from these two partners, however, which staff has been adjusted due to staffing changes in the agencies.

During the early stage of the work Tillamook County's Housing Coordinator was convening the IAB meetings, the Executive Director at CARE was convening the CAB meetings and both were working alongside the County's contracted strategic planning consultant. Mid-way through the process both the Housing Coordinator at the county and the Executive Director at CARE left their positions, requiring a shift in leadership. Commissioner Erin Skaar stepped into the role for the County and

# TILLAMOOK COUNTY

## HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Michele Wayne, Homeless Programs Manager stepped into the role at CARE to complete the strategic plan and begin the process of creating an annual plan. To ensure that momentum was maintained throughout the process, the county contracted with x4 Health, the same consultants who led the strategic planning process, for the creation of the annual plan.

This structure has carried the pilot through the process of creating the annual plan and the structure of the CHC. As of October 2<sup>nd</sup>, the County has a new Housing Coordinator and CARE has both an Executive Director for the agency and a Project Manager for the Coordinated Office. The leadership of the work will transition to the new staff at CARE and the County over the next two months. The County will continue to serve as the fiscal agent for the pilot.

The Coordinated Office will formally live at CARE, where the Project Manager will lead the CHC group in implementing the nearly complete annual operating plan and the remaining build out of the system. County Commissioner Erin Skaar and the new Housing Coordinator will serve on the CHC and oversee the fiscal pieces.

Creating the organizational structure has been a bit of a challenging process due to the staff turnover and extended vacancies. With new staff in place the structure will be further defined and developed over the coming months.

### STRATEGIC PLAN PROCESS

Tillamook County's [5-Year Strategic Plan to Address Houselessness](#) was created by the pilot cities, the county, CARE, and many community stakeholders with the support of consultants. The County issued an RFP for consultant services and x4Health was the winning bidder. x4Health has an ongoing relationship with the County and CARE from a prior project called the Rocket Project, which looked at the greatest needs related to houselessness in Tillamook County in 2021. This prior work

# TILLAMOOK COUNTY

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

helped to set the stage for the award of the HB4123 Pilot and for the creation of the 5-year plan.

As described in our introduction, the planning process initially used two distinct groups to start the work, the IAB and the CAB. The IAB was comprised of representatives from the 7 cities, the county and CARE and approached the work from the perspective of the unmet needs that were being seen by the cities and county. This was an opportunity to bring voices to the table that had not been present in previous work and gain new perspective. The CAB was comprised of the stakeholders who commonly work with those experiencing houselessness and those individuals with lived experience. This group provided their perspective of unmet needs as well as desired solutions.

The consultants then designed a process to bring the groups together to share the work that each had done and to look for commonalities and shared learnings. Out of that work four key enablers were identified that guided the strategy of the plan. The groups continued to work collaboratively to create strategies and goals for each of the enablers in the plan.

The plan was completed in July of 2023 and formally adopted by the County Commissioners on September 27, 2023. The new Project Manager will now take the plan to each of the cities for formal approval by their City Councils. The timeline for this process was impacted by the changes in staff at the county, CARE and the cities.

## STRATEGIC PLAN OUTCOMES

Tillamook County is a small county which currently has a limited number of agencies providing services to those experiencing houselessness. This created a situation where shared outcomes may have a different complexity than in an area with many partners.

For our plan it was relatively easy to determine who the lead agency would be for the outcomes chosen. The work ahead will challenge us to expand the number of

# TILLAMOOK COUNTY

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

agencies and partners who take responsibility for the work and challenge us to do the real work of shared outcomes.

Our plan has outcomes in four main areas:

- 1) Expand community collaboration to engage new partners and funding sources.
- 2) Increase and enhance data collection and usage.
- 3) Expand access to shelter and navigation services.
- 4) Support the expansion of needed types of housing.

Tillamook County has a small list of providers in the area of homeless services. Virtually all state and federal funding provided specifically for these services comes to CARE. There are many other community partners that provide supportive services, such as the local DV provider, DHS, food banks, communities of faith, etc. and historically relationships among these providers have been strong based on personal and organizational working relationships. That said, no local continuum of care has existed, and partners have not met as a group to coordinate services or funding. The creation of the CHC is providing a space for this to occur.

The CHC will step into the space of a local continuum of care and currently that group is creating its' founding documents, its standing agenda, and finalizing its membership. There is also a naming committee meeting that has been formed to find the right title for this important group.

There are likely many challenges to come as the community begins to see the issue of homelessness as an issue that belongs to all of us rather than just to CARE. This is a paradigm shift that has just begun to occur. The first opportunity for coordination related to funding is in front of us with the challenges facing Helping Hands. The Helping Hands reentry program in Tillamook County has not traditionally received state funding that is now in need of that support, likely as a sub-contract through CARE. This is an opportunity for CHC to look at the existing resources and the needs for prioritization.

# TILLAMOOK COUNTY

## HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

The Governor’s Executive Order was an opportunity to utilize the CHC work and expertise to apply for funds. The strategic plan guided the group toward low-barrier shelter and building on work that had already been started by CARE. Now that the funding for re-housing has been awarded, the group will look at that as part of the community funds to determine if there are agencies beyond CARE that can utilize funds to assist in the work.

Tillamook County is well connected to our official continuum of care with CARE participating as a grantee member of the Rural Oregon Continuum of Care (ROCC), and Commissioner Skaar serving as a board member.

As shared earlier, the implementation of the strategic plan will be led by the newly hired Project Manager at CARE along with the members of the CHC. X4Health consultants will continue to be utilized to support the work as needed.

CARE hosts a monthly Lived Experience focus group for participants to share their input on what is happening throughout the county to ensure that the people we serve have a seat at the table. This voice was engaged by CARE during the planning process.

Local service agencies have also been invited to these focus groups which includes Tillamook Family Counseling Center peer supports, Helping Hands staff, Tides of Change advocates, and Tillamook County Health Department harm reduction and SUD team members. All partners are engaged in the focus group and provide valuable input on the services in Tillamook County.

CARE is also focused on building relationships with the BIPOC and LGBTQ+ communities to ensure that they know services are available to help regardless of race, ethnicity, and gender identity. Through these relationships, CARE will bring these voices to the CHC.

To reach out to the Latinx Community, CARE had a 4-month set of workshops sponsored by Fair Housing to address housing issues with the Latinx community, the



# TILLAMOOK COUNTY

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

primary focus group. These sessions helped build relationships and provide opportunities to bring another new voice to the CHC.

While the project implementation is still in its beginning stages, CARE has recently added 7 peer supports available during the day and swing-shift hours to expand outreach efforts to navigate homelessness services in Tillamook County.

## TECHNICAL ASSISTANCE

At this time, we have not received any individual technical assistance.

In our plan we have identified data collection and usage as a priority. Working to gather data outside of the traditional HMIS may require technical assistance in how to best integrate the data and create useful dashboards for the community.

## DATA

In our plan we identified a need to increase and enhance data collection and usage. Tillamook County's annual PIT count, by name lists, HMIS, etc has traditionally been done by CARE with limited community involvement. This is an area that we look forward to engaging the CHC to assist with expanded collection, and the creation of local dashboards to use data for decision making.

We will also be working with ROCC to explore the developing data dashboard to integrate with our local data.

## IDENTIFYING, ACCESSING AND ALIGNING FUNDS

Tillamook County started from a rather unique place in the funding world with the majority of all funding coming from OHCS, HUD, and VA all coming into, and being utilized by CARE as the primary provider of homeless and housing services in the county. The formation of the CHC, in partnership with the receipt of the additional HB4123 and HB5019 funding, has created an opportunity for the community to become informed about what funding is coming to Tillamook County, how it is

# TILLAMOOK COUNTY

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

currently being utilized, and to look at the needs as a system to identify additional funds needed as well as changing the current resource allocation if needed.

As described above, the project is just beginning to look at expanded services and funding needs for those services. Due to the staffing challenges the pilot has faced, we have not yet identified sustained funding beyond the HB4123 funding. This is identified as a priority in our strategic plan and will begin immediately with the staffing that has been hired. In support of this funding effort, Tillamook County has a contracted grant writing service at the ready to begin to apply for resources once they are located.

## COMMUNICATIONS

The area of communications with our community by the CHC is one that we have identified but not yet begun our work in. The challenge of staffing changes simply kept us from moving this forward.

CARE has had a monthly lived Experience Focus Group for over a year now and many community partners have attended regularly for feedback and suggestions on how to move forward with our homeless individuals and families for services needed in our community.

## ADDRESSING RACIAL DISPARITIES

Tillamook County is a small rural community with very small populations of races other than White. We are currently 93% White with other races being 1-3%. We do have a growing Latinx population, but no racially specific organizations providing services to this population.

The strategic plan calls for the support of a culturally responsive workforce. In order to address services needed by the Latinx population, CARE and other service providers employ bi-lingual/bi-cultural staff to provide culturally responsive services and will continue that work.

# TILLAMOOK COUNTY

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

As previously described, CARE had a 4-month set of workshops sponsored by Fair Housing to address housing issues with the Latinx community. These sessions helped build relationships and provide opportunities to bring another new voice to the CHC.

## CONNECTIONS TO PERMANENT HOUSING

In our strategic plan, we call out building on the existing work of our Housing Commission that is engaged in bringing all types of housing to Tillamook County. 103 new affordable housing units have been added since 2019 with 25 more under construction currently and 60 more in the planning stages. Each of the newly opened complexes have committed between 5 and 10 units of housing for placement of clients coming out of the coordinated system, and the units under construction will also provide this set aside.

The pilot will be connected to the housing work through the participation of the Housing Coordinator and Commissioner Skaar on the planning group, as well as on the Housing Commission.

## CONCLUSION

HB4123 has been a catalyzing force in Tillamook County to bring together new partners to create a community driven plan. The work that is laid out for the next five years is aspirational and will take a paradigm shift in which the community that created the plan equally participates in its implementation. There is a great deal of energy brought by those who have been involved and I believe that we will be able to maintain that enthusiasm with the staff support we have in the project. The replicable model is adequate funding and flexibility for communities to do the work in a way that fits with each community.

Our key success so far has been our readiness to apply for HB5019 funding as a county. In the past we would have had to be a part of a larger regional collaboration

# TILLAMOOK COUNTY

## HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

where we had less ability to direct funds to our greatest needs. The work done through the strategic plan clarified where we needed funds and allowed us to receive those funds directly.

The greatest challenge we have faced so far is changes in staffing in our small cities and agencies. When positions are vacant there simply are not enough people to have someone else step in for the interim, and yet the work must be moved forward by those who remain. The new staff coming in will be tasked with re-engaging those cities and agencies who lost contact with the process due to loss of staffing.

The second challenge we faced was time. This was related to the first challenge in that small cities and agencies have many competing priorities for their time. The need to move this forward quickly limited the ability to have as much involvement from cities, and the community as we would have liked before finalizing the plan. We will go back to both the cities and the communities with the plan for additional input over the coming year.

### APPENDICES

- A. Tillamook County HB 4123 Memorandum Of Agreement
- B. Tillamook County Houselessness 5-year Strategic Plan

#0320

**MEMORANDUM OF AGREEMENT (MOA)  
FOR THE  
COORDINATED HOMELESS RESPONSE SYSTEM**

This Memorandum of Agreement, hereinafter **AGREEMENT**, is made and entered into by and between the City of Manzanita, a municipal corporation, hereinafter **MANZANITA**; the City of Nehalem, a municipal corporation, hereinafter **NEHALEM**; the City of Wheeler, a municipal corporation, hereinafter **WHEELER**; the City of Rockaway Beach, a municipal corporation, hereinafter **ROCKAWAY**; the City of Garibaldi, a municipal corporation, hereinafter **GARIBALDI**; the City of Bay City, a municipal corporation, hereinafter **BAY CITY**; the City of Tillamook, a municipal corporation, hereinafter **TILLAMOOK**; the Tillamook County Community Action Resources Enterprises, Inc., a non-profit corporation, hereinafter **CARE**; Tillamook County, hereinafter **COUNTY**, a political subdivision of the state of Oregon, referred to collectively as **PARTIES**.

**RECITALS**

**PURPOSE**

- A. The Oregon Legislature passed House Bill 4123 during the 2022 legislative session to provide grants to local governments and non-profit corporations to address the homelessness crisis.
- B. The State of Oregon Department of Administrative Services appropriated \$1,000,000 to Tillamook County through Agreement #107-2022-4123-07.
- C. The purpose of this AGREEMENT is to create a coordinated homeless response system ('System') and to define PARTIES' responsibilities associated with implementation of House Bill 4123.

**AGREEMENT**

NOW THEREFORE, in consideration of the foregoing and of the mutual covenants, promises and undertakings hereinafter set forth, PARTIES agree as follows:

1. Rights, Duties, and Obligations of **PARTIES**. PARTIES shall:
  - 1.1 Establish a coordinated homeless response office, hereinafter "Office", and a centralized point of contact;
  - 1.2 Establish a coordinated homeless response advisory board, hereinafter "Advisory Board", to meet monthly with representation from the governing body of each of the member governments;
  - 1.3 Establish a coordinated homeless response community advisory board, hereinafter "Community Advisory Board", to meet quarterly with representation from people with lived experience of homelessness; law enforcement; McKinney Vento Liaisons for youth experiencing homelessness; and organizations serving and advocating for veterans, homeless youth, youth exiting the foster care system, individuals exiting the criminal justice system, people with disabilities and aging adults, health care systems, domestic violence and sexual assault survivors, members of lesbian, gay, bisexual, transgender, queer or questioning (LGBTQ) communities, people experiencing behavioral health and substance use disorders, faith communities and business communities;

- 1.4 Adopt a five year strategic plan by June 1, 2023, to identify and set goals for addressing within unincorporated areas of Tillamook County and the participating cities:
    - 1.4.1 Funding to support ongoing operations,
    - 1.4.2 Increasing or streamlining resources,
    - 1.4.3 Incorporating national best practices for ending homelessness,
    - 1.4.4 Eliminating racial disparities within homeless services, and
    - 1.4.5 Creating pathways to permanent and supportive housing that costs thirty percent (30%) of gross income or less to local populations experiencing homelessness; and
  - 1.5 Provide an annual report to Oregon Housing and Community Services no later than November 15, 2023 and September 15, 2024 on:
    - 1.5.1 The goals adopted in the five year strategic plan and the progress made in implementing the plan,
    - 1.5.2 Other changes in homelessness services, ordinances of member governments specifically related to member government actions arising out of the agreement, and
    - 1.5.3 Identified challenges and opportunities relating to:
      - 1.5.3.1 Regional coordination of homelessness service and planning,
      - 1.5.3.2 Needs for technical assistance from Oregon Housing and Community Services, and
      - 1.5.3.3 Addressing racial disparities through partnerships with culturally specific and responsive organizations.
  - 1.6 Except for COUNTY, Appoint one member from staff, or a public body to which they are elected or appointed, to serve for a term of five years and commit up to five hours per month to:
    - 1.6.1 Attend monthly Advisory Board meetings (1.5 hours) to engage in “needs-based” planning and decision-making to identify and track the scope of challenges, weaknesses, and constraints associated with homelessness and the efforts, services, and ordinances to address it,
    - 1.6.2 Attend quarterly Community Advisory Board meetings (2 hours) to engage in “asset-based” visioning and community engagement with member cities and multiple participating stakeholders to capitalize on strengths and expand upon opportunities arising out of the agreement,
    - 1.6.3 Assist Project staff to guide or coordinate two annual presentations (semi-annually) to update City Council on the progress and to seek guidance on the future work of the Advisory Committee,
    - 1.6.4 Provide quarterly feedback to program staff in a 1-hour structured meeting to gather quantitative and qualitative input to evaluate the progress of the Advisory Committee, and
    - 1.6.5 Fill any vacancies within 30 to 60 calendar days to ensure continuous representation.
2. Rights, Duties, and Obligations of **CARE**. CARE shall:
- 2.1 Appoint dedicated staff to support the Office at 1.0 FTE;
  - 2.2 Appoint senior staff to oversee the operations of the Office at 0.1 FTE;
  - 2.3 Appoint additional staff as needed to support the Office;
3. Rights, Duties, and Obligations of **COUNTY**. COUNTY shall:
- 3.1 Serve as the project lead to oversee the efforts and progress of participating organizations;

- 3.2 Appoint County staff to serve as Program Manager and to support the Advisory Board at 0.3 FTE;
- 3.3 Acquire technical assistance and capacity building, including contracting with consultants;
- 3.4 Pay participating cities an administrative cost of \$5,000 for Year 1;
- 3.5 Coordinate community outreach and engagement;
- 3.6 Coordinate with the Rural Oregon Continuum of Care; and
- 3.7 Complete a strategic plan.

4. TERMINATION.

This AGREEMENT shall terminate upon the written mutual consent of PARTIES.

5. INDEMNITY. Each party shall include appropriate indemnity clauses in any design or construction contracts issued for the Project. Such indemnity clauses shall require consultants, subconsultants, contractors, subcontractors, and suppliers to defend, indemnify and hold the PARTIES harmless from all claims, costs, damages, or expenses of any kind, including attorneys' fees and other costs and expenses of litigation, for personal injury or property damage to the extent such claims, costs, damages, or expenses arise out of that party's fault.

6. GENERAL PROVISIONS.

- 6.1 MODIFICATION & WAIVER. The rights and duties under this AGREEMENT shall not be modified, delegated, transferred or assigned, except upon the written-signed consent of the parties. Failure to enforce any provision of this AGREEMENT shall not operate as a waiver of such provision or of any other provision.
- 6.2 ATTORNEY FEES. Attorney fees, costs and disbursements necessary to enforce this agreement through mediation, arbitration and/or litigation, including appeals, shall be awarded to the prevailing party, unless otherwise specified herein or agreed.
- 6.3 LEGAL REPRESENTATION. *In entering into this AGREEMENT, each party has relied solely upon the advice of their own attorney. Each party has had the opportunity to consult with counsel.*
- 6.4 NOTICES. Any notice required or permitted under this AGREEMENT shall be in writing and deemed given when:
  - 6.4.1 actually delivered if not sent by mail as described below, or
  - 6.4.2 three days after deposit in United States certified mail, postage prepaid, addressed to the other party at their last known address.
- 6.5 LANGUAGE. The headings of the AGREEMENT paragraphs are intended for information only and shall not be used to interpret paragraph contents. All masculine, feminine and neuter genders are interchangeable. All singular and plural nouns are interchangeable, unless the context requires otherwise.
- 6.6 SAVINGS. *Should any clause or section of this AGREEMENT be declared by a court to be void or voidable, the remainder of this AGREEMENT shall remain in full force and effect.*
- 6.7 JURISDICTION; LAW. This AGREEMENT is executed in the State of Oregon and is subject to Tillamook County and Oregon law and jurisdiction. Venue shall be in Tillamook County, Oregon, unless otherwise agreed by the parties.
- 6.8 NO THIRD PARTY BENEFICIARIES. There are no intended third-party beneficiaries of this AGREEMENT.

7. AGREEMENT TERM. The term of this AGREEMENT shall begin upon execution of the last signature and end June 30, 2023.

**ACKNOWLEDGMENT: EACH PARTY REPRESENTS TO THE OTHER BY THEIR SIGNATURES BELOW THAT EACH HAS READ, UNDERSTANDS, AND AGREES TO ALL COVENANTS, TERMS AND CONDITIONS OF THIS AGREEMENT. EACH PARTY REPRESENTS TO THE OTHER TO HAVE THE ACTUAL AND/OR APPARENT AUTHORITY TO BIND THEIR RESPECTIVE LEGAL PERSONS, CORPORATE OR OTHERWISE, IN CONTRACT.**

CITY OF NEHALEM

DATED THIS 18 DAY OF October, 2022

DocuSigned by:  
Bill Dillard  
44F99D10A55642C...  
Bill L. Dillard, Jr., Mayor

CITY OF MANZANITA

DATED THIS 10 DAY OF OCTOBER, 2022

DocuSigned by:  
Michael Scott  
DF286367B218442...  
Mike Scott, Mayor

CITY OF WHEELER

DATED THIS 10 DAY OF October, 2022

DocuSigned by:  
[Signature]  
F33E4B46900C47B...  
Doug Honeycut, Mayor

CITY OF ROCKAWAY BEACH

DATED THIS 25<sup>th</sup> DAY OF October, 2022

[Signature]  
Sue Wilson, Mayor

CITY OF GARIBALDI

DATED THIS October DAY OF 12, 2022

DocuSigned by:  
[Signature]  
26761C547BD84EE...  
Tim Hall, Mayor

CITY OF BAY CITY

DATED THIS 11th DAY OF October, 2022

DocuSigned by:  
David McCall  
307BDB8C1A114FA...  
David McCall, Mayor

CITY OF TILLAMOOK

DATED THIS 17th DAY OF October, 2022

DocuSigned by:  
Aaron Burris  
C98E8000F7840Z...  
Aaron Burris, Mayor



**TILLAMOOK COUNTY COMMUNITY ACTION RESOURCES ENTERPRISES, INC.**

DATED THIS 10th DAY OF October, 2022

DocuSigned by:  
*Peter Starkey*

Peter Starkey, Executive Director

**THE BOARD OF COMMISSIONERS FOR TILLAMOOK COUNTY, OREGON**

DATED THIS 7th DAY OF November, 2022

*[Signature]*

David Yamamoto, Chair

*[Signature]*

Erin D. Skaar, Vice-Chair

Mary Faith Bell, Commissioner

Aye    Nay    Abstain/Absent

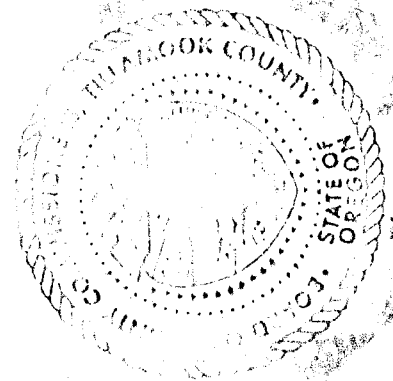
              

ATTEST: Tassi O'Neil, County Clerk

APPROVED AS TO FORM

By: *[Signature]*  
Special Deputy

*[Signature]*  
William K. Sargent, County Counsel





# TILLAMOOK COUNTY

## OREGON

# 5-Year Strategic Plan to Address Houselessness

**Contents**

Executive Summary..... 3

Introduction..... 4

Vision ..... 4

Values.....5

Community Context ..... 5

Approach – Coordinated Houselessness Collaborative ..... 6

Overview of Strategic Enablers.....6

Enabler #1 – Committed and Connected Community ..... 8

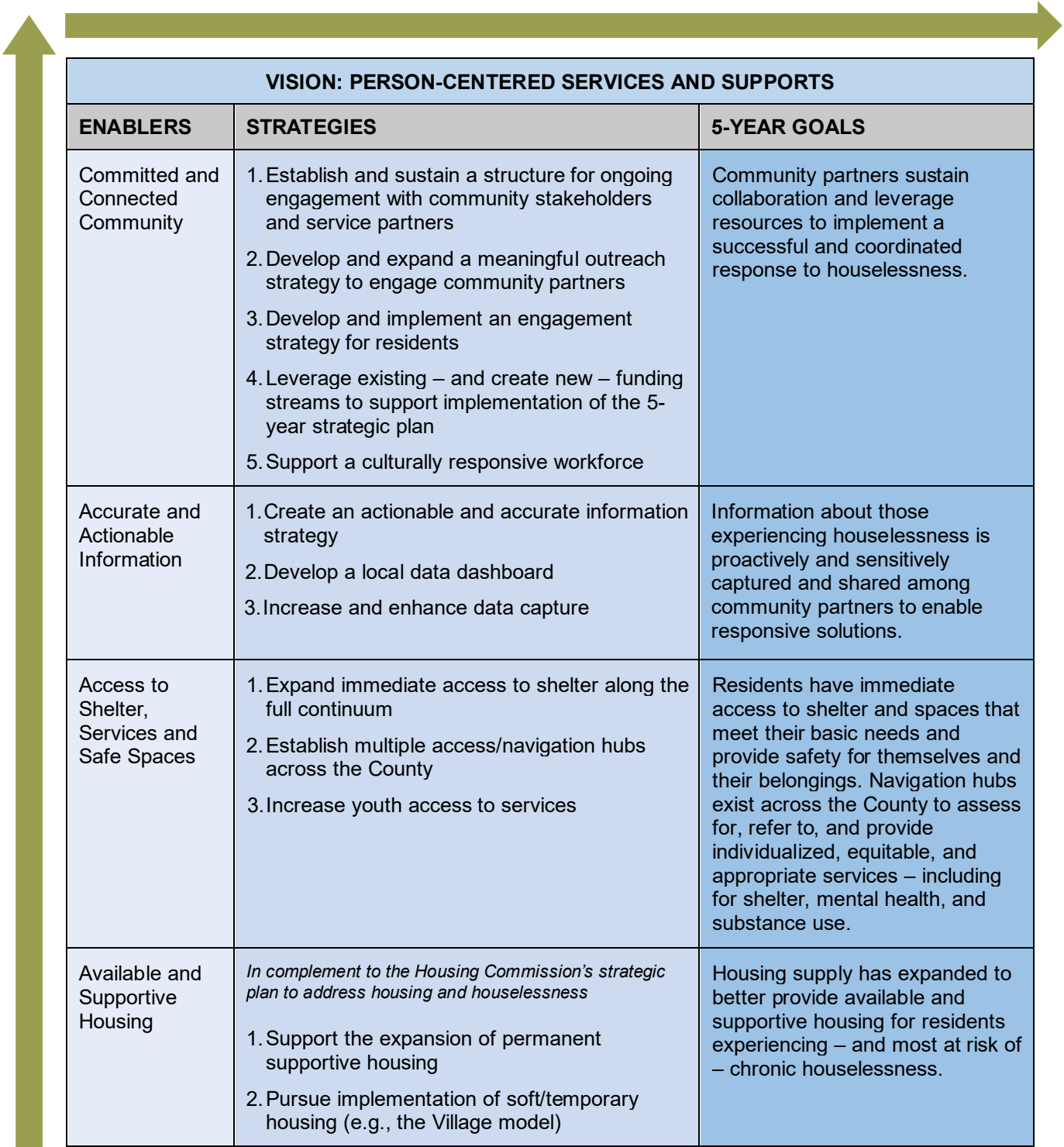
Enabler #2 – Accurate and Actionable Information ..... 12

Enabler #3 – Access to Shelter, Services and Safe Spaces.....15

Enabler #4 – Available and Supportive Housing.....18

Moving Forward..... 20

## Executive Summary



<b>VISION: PERSON-CENTERED SERVICES AND SUPPORTS</b>		
<b>ENABLERS</b>	<b>STRATEGIES</b>	<b>5-YEAR GOALS</b>
Committed and Connected Community	<ol style="list-style-type: none"> <li>1. Establish and sustain a structure for ongoing engagement with community stakeholders and service partners</li> <li>2. Develop and expand a meaningful outreach strategy to engage community partners</li> <li>3. Develop and implement an engagement strategy for residents</li> <li>4. Leverage existing – and create new – funding streams to support implementation of the 5-year strategic plan</li> <li>5. Support a culturally responsive workforce</li> </ol>	Community partners sustain collaboration and leverage resources to implement a successful and coordinated response to houselessness.
Accurate and Actionable Information	<ol style="list-style-type: none"> <li>1. Create an actionable and accurate information strategy</li> <li>2. Develop a local data dashboard</li> <li>3. Increase and enhance data capture</li> </ol>	Information about those experiencing houselessness is proactively and sensitively captured and shared among community partners to enable responsive solutions.
Access to Shelter, Services and Safe Spaces	<ol style="list-style-type: none"> <li>1. Expand immediate access to shelter along the full continuum</li> <li>2. Establish multiple access/navigation hubs across the County</li> <li>3. Increase youth access to services</li> </ol>	Residents have immediate access to shelter and spaces that meet their basic needs and provide safety for themselves and their belongings. Navigation hubs exist across the County to assess for, refer to, and provide individualized, equitable, and appropriate services – including for shelter, mental health, and substance use.
Available and Supportive Housing	<p><i>In complement to the Housing Commission's strategic plan to address housing and houselessness</i></p> <ol style="list-style-type: none"> <li>1. Support the expansion of permanent supportive housing</li> <li>2. Pursue implementation of soft/temporary housing (e.g., the Village model)</li> </ol>	Housing supply has expanded to better provide available and supportive housing for residents experiencing – and most at risk of – chronic houselessness.

## **Introduction**

With considerable input from community partners, government leaders, stakeholders and individuals with lived experience, Tillamook County presents its draft 5-year strategic plan to implement a coordinated response to houselessness. The plan highlights four key enablers, creating a strong foundation of community connection and information sharing to drive person-centered services and supports.

The plan details these four enablers along with corresponding strategies and actions to be implemented over the next 5 years. The plan is designed as a living document, able to dynamically adapt to the community and evolve as progress unfolds and new stakeholders/needs/resources emerge.

The County intends to implement an annual process to review and update the strategic plan. This process will account for progress and community input, and prioritize the strategies and actions to pursue in the coming year.

## **Key Definitions**

To ensure clarity of the terms used in this document (e.g., houselessness, chronic houselessness, shelter, supportive housing, etc.), we refer readers to the Housing of Urban Development (HUD)<sup>1</sup> Exchange. HUDs definitions align with how phrases are used throughout this plan.

## **Vision**

By 2028, we envision a community where...

1. Anyone facing houselessness has rapid access to the shelter, housing, and services they need to live in a self-directed, safe, and humane way.
2. We work on the root causes of houselessness while, at the same time, providing effective temporary solutions.
3. We meet people where they are in the community and bring services into spaces where residents most engage.
4. Services are seamlessly available across the County, for individuals in our towns as well as in our rural communities.
5. Partnerships between community members are strong and sustained, enabling an equitable and individualized response – especially for those with unique needs such as behavioral health, criminal justice, and youth.

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<sup>1</sup> <https://www.hudexchange.info/>

## **Values**

As we pursue this vision, we commit to **honoring the individual** by:

- Engaging with **empathy**
- **Listening** to and **learning** from those with lived experience
- Responding to unique needs with an **equitable** lens
- Being **trustworthy**
- Building a sense of **hope** and **belonging**
- Partnering to effectively **collaborate** and **coordinate** resources

## **Community Context**

Located along the coast of Oregon, Tillamook County includes the major incorporated cities of Bay City, Garibaldi, Manzanita, Nehalem, Rockaway Beach, Tillamook, and Wheeler. Our population of approximately 28,000 residents is predominately White (84%), with Hispanic residents making up the second largest ethnicity (10%).

One unique challenge our community faces is in its geography. Tillamook County includes large rural areas, while most supports are located closer to cities within the County. This creates unique housing and shelter challenges for residents spread across the County and away from centralized resources. These individuals often set up camps and communities in the woods, highlighting the importance of an equitable response that seeks to engage people across the County.

Other residents facing unique challenges include our youth and older adults, individuals with mental health and substance use needs, victims of domestic violence, and racial and ethnic minorities. Our coordinated response seeks to ensure that resources exist to engage all members of our community.

This strategic plan specifically responds to our community's challenges, including:

- A lack of accurate data and information on those facing houselessness, and the services they are accessing
- Siloed programming and opportunities to improve coordination
- Incomplete access to shelter and safe spaces
- Specialized resource needs (e.g., youth)
- Insufficient housing supply (by supporting affordable housing options)

While we envision a system that effectively responds to these challenges and does so with equity and empathy, we recognize that the path through houselessness is often circuitous. We acknowledge that individuals may cycle in and out of the system, using and re-using emergency and supportive services, and shelter and temporary housing services. Nevertheless, this strategic plan addresses four key enablers that will drive us toward a community where anyone facing houselessness has rapid access to the shelter, housing, and services they need to live in a self-directed, safe, and humane way.

## **Approach – Coordinated Houselessness Collaborative**

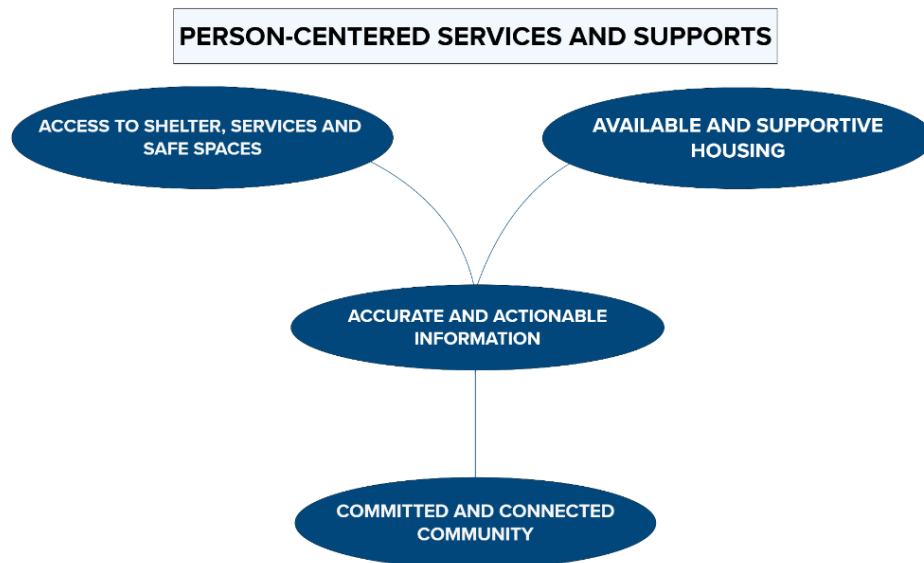
This strategic plan is anchored in the structure of the Tillamook County Coordinated Houselessness System Response Plan.

In early 2023, Tillamook County launched the Intergovernmental Advisory Board (IAB). The IAB is composed of one representative from each of the municipalities in Tillamook County as well as Community Action Resource Enterprises (CARE). The IAB focuses on “needs-based” planning and decision making. Its purpose is to identify and track the scope of challenges, weaknesses, and constraints associated with houselessness – and the efforts, services, and ordinances to address it across Tillamook County.

In March of 2023, the Community Advisory Board (CAB) launched alongside the IAB. The CAB is comprised of stakeholder-specific member organizations and focuses on an asset-based approach to visioning and community engagement. Its purpose is to capitalize on existing strengths and expand collaboration among providers and stakeholders. The stakeholders represented in the CAB include behavioral health, law enforcement, houseless youth, businesses, victim service providers, older adults, individuals with disabilities, BIPOC communities, faith-based communities and the LGBTQIA2S+ community.

Both the IAB and CAB have provided input into this draft strategic plan. Moving forward, and to facilitate ongoing collaboration, the IAB and CAB will now merge into the Tillamook County Coordinated Houselessness Collaborative (CHC). As detailed below, the CHC will be the primary body to provide feedback into the evolving strategic plan and monitor the plan’s implementation.

## **Strategic Plan – Overview of Enablers**



Our strategic plan focuses on four priorities (enablers). These enablers are grounded in a committed and connected community that maximizes resources and captures and shares accurate information on needs and capacities around houselessness.

Leading with these two foundational enablers will give our community the fuel needed to provide person-centered access to shelter, services and safe spaces, and available and supportive housing.

Over the next five years, these enablers will allow us to pursue the following:

Enabler	In 5 years...
<p><b>Committed and Connected Community</b></p>	<p>Community partners sustain collaboration and leverage resources to implement a successful and coordinated response to houselessness.</p>
<p><b>Accurate and Actionable Information</b></p>	<p>Information about those experiencing houselessness is proactively and sensitively captured and shared among community partners to enable responsive solutions.</p>
<p><b>Access to Shelter, Services and Safe Spaces</b></p>	<p>Residents have immediate access to shelter and spaces that meet their basic needs and provide safety for themselves and their belongings. Navigation hubs exist across the County to assess for, refer to and provide individualized, equitable and appropriate services – including for shelter, mental health, and substance use.</p>
<p><b>Available and Supportive Housing</b></p>	<p>Housing supply has expanded to better provide available and supportive housing for residents experiencing – and most at risk of – chronic houselessness.</p>

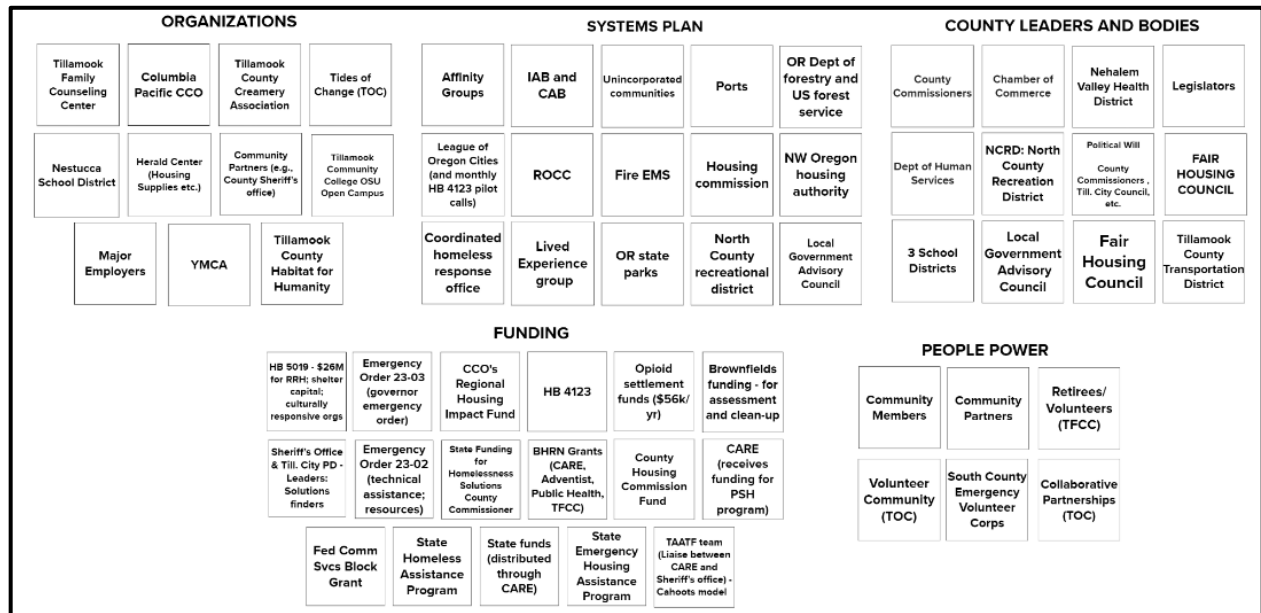


## **Enablers, Strategies, and Actions**

The Tillamook County strategic plan is grounded in an asset-based framework, designed to leverage our community’s existing resources.

Each enabler is presented with an asset map, developed through research and a series of facilitated brainstorming sessions with the CHC.

### **Enabler #1: Committed and Connected Community**



➤ **Strategy 1 – Establish and sustain a structure for ongoing engagement with community stakeholders and service partners**

1. Build on the IAB and CAB to form a local coordinating body, the Tillamook County Coordinated Houselessness Collaborative (CHC). The CHC will advise the County on implementing the strategic plan.
  - a. Draft a charter and structure for the CHC (to be completed by the County)
  - b. Obtain commitments from the CHC to continue to meet for a minimum of three years
  - c. The CHC will create subgroups to support efforts as needed (e.g., on youth issues)
    - i. The first subgroup to launch will include all Tillamook County municipalities (previous members of the IAB as detailed in the *Approach*). This subgroup will meet at least quarterly, alongside the CHC

- d. By December 2023, the CHC will create an annual operations plan for 2024. The plan should include:
    - i. Strategies and actions to be prioritized for 2024 (and corresponding metrics/goals)
    - ii. Partners committed to leading on each action
    - iii. A review of the effectiveness of the CHC process
    - iv. Recommendations for adaptations, additional subgroups, etc.
  - e. In December 2024, the CHC will review the 2024 annual operations plan, including:
    - i. A report of which strategic actions have been completed
    - ii. Refining the approach (as needed), and prioritizing actions for the following year
    - iii. Celebrate accomplishments from 2024
  - f. Repeat the annual operations plan process through the duration of the 5-year strategic plan
2. Evaluate the impact of the CHC structure and make adaptations, subgroups, etc. accordingly.
    - a. Explore an effective structure to enable feedback from affinity groups – such as, behavioral health, law enforcement, youth, business community, Latino/a/x community, BIPOC community, healthcare systems and providers, faith leaders, LGBTQIA+, older adults, and persons with disabilities
      - i. Leverage the developing community engagement strategies (see below, Committed and Connected Community Enabler, Strategies #2 and #3) to identify potential participants
  3. Continue to participate in the monthly HB 4123 pilot meetings

➤ **Strategy 2 – Develop and expand a meaningful outreach strategy to engage community partners**

1. Collaborate with the CHC and a broad array of community partners to document and coordinate a community-wide outreach strategy
  - a. Ensure partners are represented from across the County (north and south); target building relationships with partners who may not yet be engaged (e.g., law enforcement in North County)
2. Collaborate with the CHC to create an outreach toolkit that includes critical information to be shared (e.g., available resources, processes for referral, etc.).

The toolkit will also provide suggestions for cities and organizations on how they can leverage existing resources

3. Through the CHC, execute the outreach strategy to provide organizations with information on the supports and resources available (via the outreach toolkit). Engagement will include, but is not limited to:
  - a. Chamber and business owners (focusing on the downtown main strip and 101)
  - b. Organizations serving older adults (Northwest Senior and Disability Services, Adventist Health, Tillamook Health Department, Marie Mills, etc.)
  - c. Partners who frequently connect with the houseless population but are not represented in the CHC (e.g., Public Works)
  - d. Trusted community groups
4. Identify existing forums where community partners connect (e.g., social service network meeting)
  - a. Establish cadence to attend these meetings to capture input on strategic plan progress
  - b. Create a process to feed information from forums back to the CHC
5. Create a centralized space to capture and archive progress toward the strategic plan (for posterity, and to ease on boarding in the event of staff turnover)
6. Support CARE in its outreach strategy (e.g., hosting Houseless Connect events)

➤ **Strategy 3 – Develop and implement an engagement strategy for residents**

1. Identify and map existing engagement structures. Capture where providers, the broader community, individuals with lived experience, employers, etc. already engage
  - a. As feedback is needed throughout the life of the plan, refer to the map to identify which forums will be most effective (given the issue/goal for the input). Engage with these forums to capture feedback where appropriate
2. Create and implement a public facing online community engagement strategy
  - a. Regularly draft and post content for residents and media to provide updates on the work of the CHC and progress of the strategic plan; ensure the community knows what work is being done (and how)
  - b. Include content that highlights how community members can support the work; demonstrate that houselessness is a community challenge where all residents play a part
  - c. Repurpose content from the outreach toolkit to populate

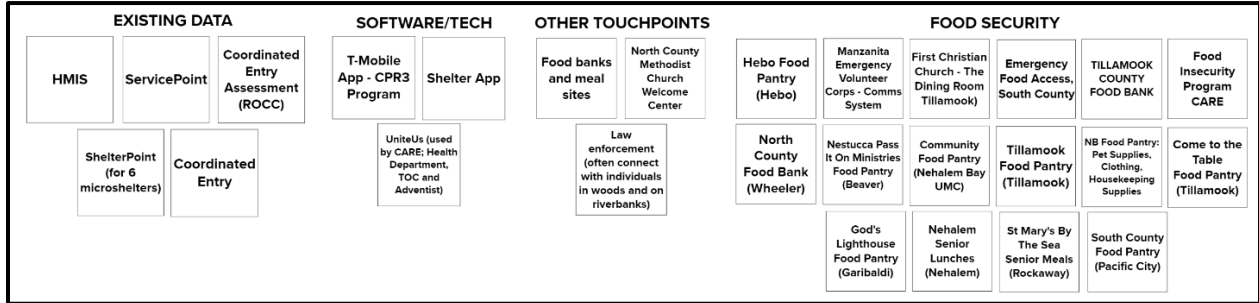
➤ **Strategy 4 – Leverage existing – and create new – funding streams to support implementation of the 5-year strategic plan**

1. Partner with the League of Cities and Association of Counties to understand best practices and opportunities for coordinated and expanded funding
  - a. Share learned best practices with municipalities in the CHC around revenue ideas that can be locally implemented
2. Maximize existing funding, and apply for new funding opportunities
  - a. Create a catalogue of all existing funding sources
  - b. Convene funded partners in a workshop to explore opportunities to streamline, and to forecast funding changes and opportunities to gap fill and reallocate
  - c. Establish a cadence and structure for revisiting new funding opportunities
  - d. Partner with a grant-writing organization to support fundraising

➤ **Strategy 5 – Support a culturally responsive workforce**

1. Identify existing programs and services currently operated by providers (e.g., programs that serve youth, victims of domestic violence, etc.)
2. Provide resources to ensure service providers have access to culturally competent trainings for staff (included, but not limited to, trauma-informed care, intentional peer support training, diversity, equity and inclusion, motivational interviewing, etc.)
3. Asset map funding and training resources that can be used

## **Enabler #2 - Accurate and Actionable Information**



### ➤ **Strategy 1 – Create an actionable and accurate information strategy**

1. Identify all data inputs, including:
  - a. Agencies that currently collect data (CARE, County, Cities, service providers, etc.)
  - b. Data currently collected (including proxy measures)
  - c. How data are currently used
  - d. Tools/systems where data are stored (HMIS, SharePoint, Computer Aided Dispatch, etc.)
  - e. How data points are updated
2. Identify needs, including:
  - a. Which County partners need what data in order to address houselessness
  - b. How permissions are controlled across users/user groups
3. Create a strategy to develop a local data dashboard to share information across agencies and expand data capture across the County

### ➤ **Strategy 2 – Develop a local data dashboard**

1. Explore options for developing a data dashboard
  - a. Work with the Rural Oregon Continuum of Care (ROCC) to:
    - i. Understand the capabilities of their developing dashboard
    - ii. Pilot the dashboard, and refine collected data points based on learnings
  - b. Explore available tools/options to support a customized data dashboard
2. Create a data dashboard displaying data sources, uses, and how data are stored
  - a. Assess to ensure data reliability and validity

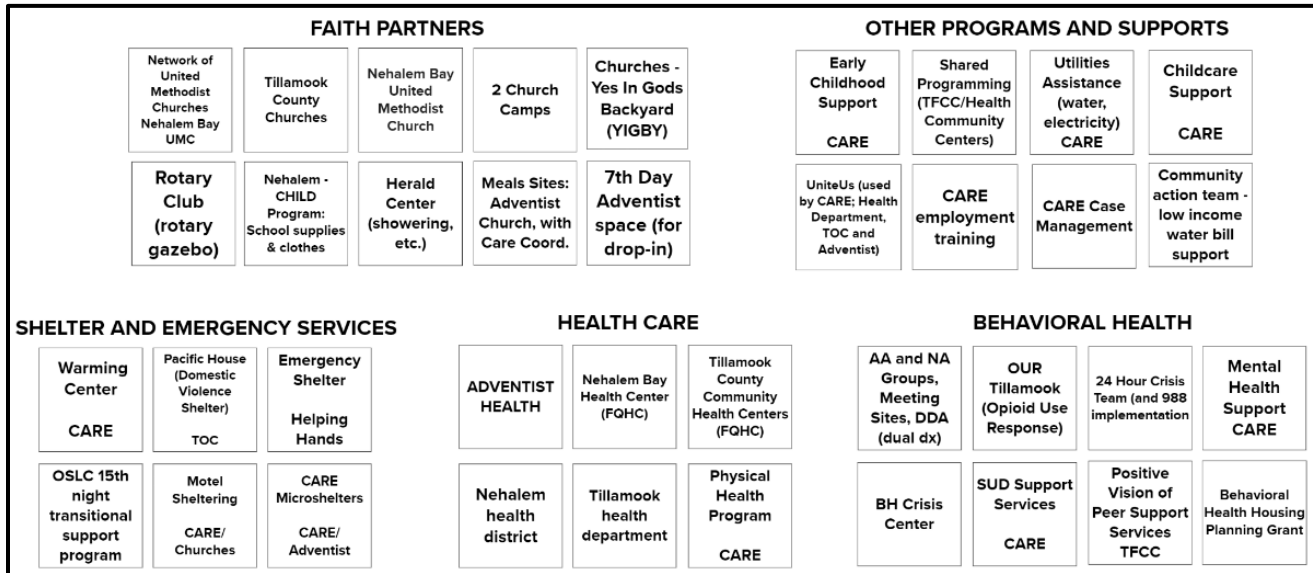
- b. Ensure collected data points align with HMIS required data elements
  - c. Ensure confidentiality limitations and requirements are maintained
3. Develop a standardized process for the dashboard
  - a. Establish standards to capture, input, and access information
  - b. Identify opportunities to capture and share data across the state, to understand transitory patterns. Ensure this process aligns with HMIS technical standards
  - c. Maintain open standard API as a means to standardize and streamline access to the data
4. Incorporate a bi-annual audit to:
  - a. Ensure individuals known to providers are accurately captured through the dashboard
  - b. Journey map the experience of a houseless individual to verify the user experience (and ensure individuals are not overwhelmed by requests for information at different touchpoints)
5. Share learnings from the pilot process with the State to highlight potential tools, funding, and/or technical assistance that would be beneficial

➤ **Strategy 3 – Increase and enhance data capture**

1. Streamline data capture in the field
  - a. Map the workflow of CARE field staff capturing data in ServicePoint
  - b. Identify opportunities to improve the process and streamline data capture (e.g., pare down the items needed to capture in outreach contexts)
  - c. Explore the use of tablets for data capture in the field
2. Create a plan to enhance outreach at common touchpoints and agencies where individuals often connect for support but where data are not currently captured
  - a. Identify potential points for data capture (food banks and church pantries, YMCA, schools, etc.)
  - b. Determine if CARE outreach coordinators will go on site, or will liaise with staff/volunteers at the agencies who will be responsible for collecting data
  - c. Develop a process to capture data at these agencies
    - i. Issue ServicePoint licenses to additional users (beyond CARE) to collect assessments
  - d. Train on IT and workflows, as needed
  - e. Launch a 12-week pilot of capturing data at these new sites

- f. Assess the pilot at the close. Gather feedback both from the data collector (CARE or agency), individuals receiving services at the site, and individuals whose data was captured during the pilot
      - g. Revise the process based on feedback and establish a long-term process to capture data at these common touchpoints
- 3. Assess the strength of the Coordinated Entry pilot assessment against metrics/benchmarks (compared with HMIS technical standards)
  - a. With the success of the pilot, expand the number of individuals completing the pilot assessment and capturing data to support Coordinated Entry
    - i. Increase training and the number of ServicePoint licenses, as needed

## **Enabler #3 – Access to Shelter, Services and Safe Spaces**



### ➤ **Strategy 1 – Expand immediate access to shelter along the full continuum**

1. Form a working group under the CHC to convene shelter providers across the County
  - a. Establish a regular meeting cadence
  - b. The working group will explore areas including, but not limited to:
    - i. Comparing populations served, average occupancy, process for referring when shelters are at capacity, etc.
    - ii. Identifying opportunities (spaces and funding) to expand shelter
    - iii. Assessing feasibility of a no barrier shelter
  - c. The working group will include, at a minimum:
    - i. Helping Hands
    - ii. Tides of Change
    - iii. CARE
    - iv. Walter's House
2. Support CARE's low barrier shelters, including:
  - a. Opening a night-by-night shelter
  - b. Opening 6 to 8 pallet shelters, adjacent to the night-by-night shelter
3. Support CARE in working with the ROCC to retool the 6 existing microshelters to transitional shelters



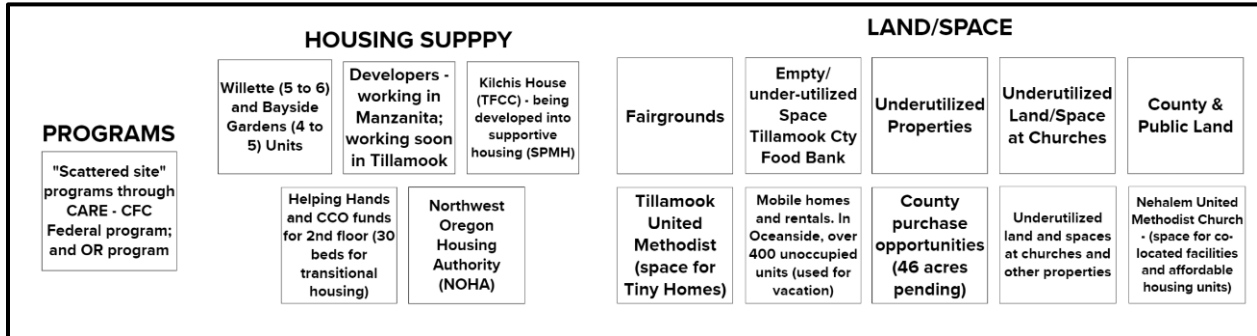
- a. Engage with the Housing CARE Coordinators to support individuals working through the transitional process into permanent housing
  4. Work with city managers to evaluate spaces and share best practices on how to leverage existing spaces, feasibility of expansion, etc.
    - a. Focus on Tillamook City in 2024. Support the city manager in renovating and repurposing one of the more heavily used camp sites in the area
    - b. Identify spaces in other cities and focus on 1 municipality per year through 2028
- **Strategy 2 – Establish multiple access/navigation hubs across the County**
1. Through the CHC, develop a coordinated expansion strategy to explore potential hubs across the County
    - a. Develop standard policies and procedures for County hubs (e.g., what should be offered at each hub, how staffing occurs, what is required of the agency serving as the hub, etc.)
    - b. Catalogue current drop in spaces across the County (e.g., on which days are spaces available? Who staffs them? What is offered?)
    - c. Coordinate with the Tillamook County Community Health Centers syringe exchange program (offered weekly across the County)
    - d. Establish hubs with partners who have offered space
      - i. Nehalem Bay United Methodist Church. The hub will be operated one day a month by CARE, and will offer assessment, service referral etc.
      - ii. Tillamook Family Counseling Center
    - e. Assess other spaces offered by faith partners
    - f. Explore establishing hubs at food banks and pantries (and learning from agencies identified through *Accurate and Actionable Information* enabler, strategy #3, action #2)
  2. Support CARE in opening a navigation center (adjacent to the night-by-night shelter (Access to Shelter, Services, and Safe Spaces Enabler, strategy #1, action #2)). Efforts to open the center will include:
    - a. Gathering input from community partners on important resources to include at the center
    - b. Securing on site services and supports, including a law enforcement liaison, employment specialist, outreach coordinator, crisis response coordinator and shelter community manager
    - c. Leveraging outreach strategies (*Committed and Connected Community* enabler, strategies #2 and #3) to increase awareness of the navigation center and encourage referrals

➤ **Strategy 3 – Increase youth access to services**

1. Launch a youth subgroup under the CHC to explore youth shelter and programming options
  - a. Invite community partners (e.g., Helping Hands, Tillamook Christian Center) to join the subgroup
  - b. Identify and explore potential youth shelter locations, including open houses that could be used as trauma-informed shelter spaces, and the community center by Tillamook High School
  - c. Create space for partners to identify and develop action plans to provide youth-specific programming needs (e.g., education and employment supports, and health and behavioral health services)
  - d. Work with McKinney Vento Liaisons to include youth voice and input into the subgroup. Consider a youth council or ambassadorship to encourage youth participation and to create a path to engage youth in services
2. Regularly convene the McKinney Vento Tillamook County liaisons and CARE team, to share resources and updates on youth needs
3. Ensure youth have immediate access to shelter – through the opening of the CARE night-by-night shelter
  - a. Build out youth shelter programming (e.g., access to Job Corps) – led by CARE
  - b. Design an emergency shelter protocol to streamline processes when a need for shelter surfaces
  - c. When youth are in need of shelter, provide transport and facilitate handoff to shelter staff and back to school the next day– led by McKinney Vento liaisons
4. Support implementation of a youth-focused app (Rapid Access Network for Youth) to increase communication between youth and McKinney Vento liaisons

## **Enabler #4 – Available and Supportive Housing**

The [Tillamook County Housing Commission's](#) mission is to collaboratively advocate for attainable and equitable solutions that impact Tillamook County's greatest housing needs. While expanding access to available and supportive housing is a key enabler of this strategic plan, the Housing Commission is leading our community's work to address housing needs. This plan will detail actions focused on collaborating with and supporting the Housing Commission.



### ➤ **Strategy 1 – Support the expansion of permanent supportive housing (PSH)**

1. Coordinate with the CHC and CARE to scale relationships with developers and the Housing Authority
  - a. Secure units in new complexes as they open (e.g., as done in Willette, Pacific City, and the 4 permanent supportive housing units under construction at Bayside Commons)
  - b. Build support among leaders for organizations outside the county to also be partners
2. Through the *Accurate and Actionable Information* enabler, increase the number of people identified for housing through expanded data capture and use of coordinated entry
3. Engage with the Tillamook County Housing Commission. Develop a collaborative relationship between the CHC to advance the Commission's work on:
  - a. Engaging the community in conversations to build support for PSH
  - b. Identifying bright spots and best practices around PSH
  - c. Identifying lands and neighborhoods best suited for PSH (e.g., close in proximity to transportation and food)
  - d. Communicating ways PSH can benefit the community (e.g., rehabilitating abandoned buildings and addressing blight)
  - e. Identifying funding to purchase land and rehab buildings (e.g., grants, revolving loans with reduced rates through the Housing Fund)

4. CARE will refine and expand its case management capacity as additional PSH units are established (e.g., by hiring a bilingual case manager)
- **Strategy 2 – Pursue implementation of soft/temporary housing (e.g., the Village model)**
1. Working from the engagement map (*Committed and Connected Community* enabler, strategy #3, action #1), identify a process to capture feedback from individuals with lived experience to inform the Village model
  2. Create a CHC subgroup to explore Village model implementation. The appropriate subgroup members will be informed by the type of Village being implemented (e.g., self-governed? Transitional? Population-specific?)
    - a. Include lived experience representatives (to be paid)
    - b. Establish relationships with builders and designers (to include in the subgroup)
    - c. Explore feasibility. Consider other Village models that could be implemented in Tillamook County (e.g., Tiny Homes, Container Homes, etc.)

## **Moving Forward**

These four areas (Committed and Connected Community; Accurate and Actionable Information; Access to Shelter, Services and Safe Spaces; and, Available and Supportive Housing) are the key enablers to establishing an effective response to houselessness in Tillamook County.

Ensuring a connected community will enable us to coordinate and secure additional resources; capturing and sharing accurate information will enable us to develop responsive solutions; providing access to shelter and services will enable us to meet the individual needs of our residents; and, increasing available housing will enable us to permanently house those in greatest need.

We will pursue these strategies and actions over the next five years. The annual operating plan will prioritize actions and establish metrics for each coming year, allowing us to best align assets and resources with the strategic plan goals. The formation of the CHC (and the subgroups within) will establish the infrastructure needed to maintain momentum and advance the work. The County and the CHC will also continually collaborate to monitor progress.

This approach will allow us to pursue our vision to create a community where anyone facing houselessness has rapid access to the shelter, housing, and services they need to live in a self-directed, safe, and humane way.

# PROJECT PATH:

## PRACTICAL ASSISTANCE THROUGH TRANSITIONAL HOUSING

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

### INTRODUCTION

The Cities of Hermiston, Umatilla, Stanfield and Echo are working in partnership with Umatilla County to establish a program and develop a site to implement Project PATH (Practical Assistance through Transitional Housing). This partnership will also benefit other Umatilla County west end communities. The intent is to bring together various services available to assist individuals and families facing homelessness with the objective to move them into and through transitional housing to permanent housing. An integral part of Project PATH will be the suite of services that will be available to participants within the HUES area. A major component of Project PATH will include a facility on property owned by Umatilla County within the City of Umatilla urban growth boundary to create a safe space for overnight or longer stays with support services available onsite. The site will have transit services available to it to encourage working during the transition from homelessness to having a home.

Umatilla County received funding under HB 4123 for the purpose of establishing a Coordinated Homeless Response System (CHRS). The grant is administered by the Oregon Department of Administrative Services with state-level support and technical assistance provided by Oregon Housing and Community Services (OHCS). Umatilla County coordinated with west end city managers presented to their council of the four incorporated cities on the opportunity to participate. All cities are signatories to an Intergovernmental Agreement (IGA) executed January 2023. A requirement of CHRS is to establish an Advisory Board, hereinafter referred to as Intergovernmental Advisory Board (IAB), composed of one Representative from each signatory to the HB 4123 IGA. The IAB will meet once per month to discuss planning and decision making. Its purpose is to identify and track the scope of challenges, weaknesses and constraints associated with homelessness and the efforts, services and ordinances to address it across Umatilla County.

Signatures to the IGA and their Representative:  
Intergovernmental Advisory Board:

Don Dorrان, Umatilla County, Commissioner  
Dave Stockdale, City of Umatilla, Manager  
Byron Smith, City of Hermiston, Manager  
Ben Burgener, City of Stanfield, Manager  
Dave Slaght, City of Echo, Manager

# PROJECT PATH:

## PRACTICAL ASSISTANCE THROUGH TRANSITIONAL HOUSING

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

**PATH Website:** <https://www.umatilla-city.org/community/page/project-path-practical-assistance-through-transitional-housing>

The Coordinated Homeless Response System requires coordination and development of partnerships with local and regional service providers. A Request for Proposal was advertised to seek a contractor to assist the Pilot Program recipient in fulfilling our obligations to HB 4123 and the formation of Project PATH. Stepping Stones was awarded the contract to assist in fulfilling HB 4123 obligations and the development of Project PATH. An expanded advisory board of IAB hereinafter referred to as Stepping Stones Advisory Board SSAB, will operationalize this requirement.

In addition to the coordination efforts, CHRS must establish a plan to directly coordinate with Rural Oregon Continuum of Care (ROCC). This requirement will be operationalized through coordination with Stepping Stones. Lastly, CHRS requires the establishment of an office, it is coordinated, and the Inter-government Advisory Board (IAB) and the Stepping Stones Advisory Board (SSAB) contribute to the inputs and outputs to the support of the CHRS. Located in the City limits of Umatilla, it will serve as the central service point for persons who are houseless or at risk of homelessness throughout the County. The system office must employ a staff person who is the centralized point of contact. It is responsive in two ways; maintaining a coordinated communication network and identifying unique persons and tracking met and unmet needs.

*See attached Appendix A, Intergovernmental Agreement*

### ORGANIZATIONAL STRUCTURE

The City of Umatilla posted a request for proposal seeking a qualified organization to develop and implement Project PATH. Stepping Stones was awarded the contract. Stepping Stones has since hired staff to help them launch Project PATH.

Jesalyn Cole is the full-time Executive Director and has worked nine years in non-profit organizations. She has spent time serving on several non-profit boards, including five on a school board. She is experienced in advocating for legislative changes, DEI initiatives, and underserved populations. She is bilingual in Spanish and a longtime resident of the Columbia Basin area. She also has a BA in education and a MA in Curriculum and Instruction and holds a certificate in professional fundraising.

# PROJECT PATH:

## PRACTICAL ASSISTANCE THROUGH TRANSITIONAL HOUSING

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Carolina Delgado is the full-time Navigation Director and is the conduit between guests and the community resources needed. Prior to this role, she worked for nine years as a peer support specialist and community health worker in the area. Carolina is bilingual in Spanish.

Night staff rotating through the nightly shifts to staff the sleep center.

Nick Ducote of Ducote Consultant has been hired to assist in grant funding for site infrastructure.

Carla McLane has been hired for technical assistance with the Strategic Plan.

*See attached Appendix B, Request for Proposal*

*See attached Appendix C, Steeping Stones Proposal*

*See attached Appendix D, Steeping Stones Agreement*

### STRATEGIC PLAN PROCESS

Carla McLane was hired for technical assistance in developing the Strategic Plan. With such a short timeline set forth by the state, we used a local consultant who had previous experience. McLane attended and consulted with city councils from the above advisory board. The strategic plan was presented at several public hearings for input and finally adopted by all the jurisdictions of the IAB. The strategic plan was adopted May 16, 2023.

*See attached Appendix E, Strategic Plan*

### STRATEGIC PLAN OUTCOMES

The identified goals and outcomes consist of: providing shelter, service, housing and advocacy to houseless guest. Steeping Stones Alliance has identified that their work will focus on connecting, developing and supporting the goals listed above. Annually the Project PATH Advisory Committee will review this Strategic Plan and if warranted will make changes to assure that these goals are implemented successfully.

Success will be measured by the number of individuals using the services provided by Project PATH. Service provider, Steeping Stones Alliance is a member of the Rural Oregon Continuum of Care (ROCC) and regularly attends the meetings and works closely with the organization.



# PROJECT PATH:

## PRACTICAL ASSISTANCE THROUGH TRANSITIONAL HOUSING

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Stepping Stones Alliance is a low-barrier shelter where anyone is accepted in and given shelter. This happens on a first come-first serve basis. The SSA board recently adopted a DEI statement: Stepping Stones Alliance (SSA) strives to create a community where all individuals have a safe place to shelter and have access to supports necessary to create stability. We are committed to promoting equitable services and programs, without bias to all who seek shelter with us. SSA will not discriminate against any person on the basis of race, color, religion, creed, political ideas, sex, age, marital status, physical or mental handicap, national origin, or ancestry.

Stepping Stones Alliance hired a Navigation Director in January and she has been working with area organizations and service providers to get partnerships and necessary agreements in place to offer resources and assistance to guests and members. It has been a positive experience and many partnerships have been formed. A convening was held in the spring and over 30 area organizations were represented and worked to create a comprehensive document that lists the organizations, resources, service cross over, and any gaps that exist in the area.

So far, the navigation services offered have been limited because we are still in a temporary space and only offering the overnight Sleep Center. Once on-site navigation services will be available to members.

### TECHNICAL ASSISTANCE

Although Project PATH did contact OHCS for technical assistance, we opted out of using their assistance as it was going to take longer than the timeframe we had to complete the strategic plan. Assistance and support is needed in finding funding for sustainability of the program. The SSA Board already had a relationship in place with homeless organizations around the country and has continued to lean on those partners for information, advice and programming specifics.

# PROJECT PATH:

## PRACTICAL ASSISTANCE THROUGH TRANSITIONAL HOUSING

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

### DATA

Service provider utilizes HMIS for daily data collection and reporting. Service provider is an active member of the Continuum of Care (Rural Oregon Continuum of Care) and participates in regional meetings related to PiT count and conducting that data collection.

### IDENTIFYING, ACCESSING AND ALIGNING FUNDS

Stepping Stones Alliance has been successful in applying for and receiving small grants specific to tangible items needed to further the project (grants were received to purchase a vehicle, technology, items to lessen accessibility barriers). Most grants available to non-profit organizations are specific to projects and not operations. The challenge going forward is to find the funding necessary to maintain the operations. The SSA board is looking at creating two annual fundraisers to contribute to the working fund balance.

### COMMUNICATIONS

Regional and community engagement and communication has happened on a variety of levels. The service provider attended several area events with an informational table to share updates with community members. They also made presentations to several area service groups; Rotary, Kiwanis, Lions. Newspaper interviews, radio interviews, and personal outreach meetings have been conducted. Area churches were contacted and information is being shared with congregations. Volunteers and meals have resulted from the various outreach approaches.

There is the PATH website, as well as the service provider's website, Facebook, and Instagram pages. Campaigns have been conducted on the social media platforms sharing partner organization information, sponsor/supporter acknowledgments, as well as weekly needs specific to services. The service provider has attended city council meetings to answer questions both from council members and public citizens. The service provider began partnering with other area agencies to conduct outreach visits to area homeless encampments in order to provide information on the resources available.

# PROJECT PATH:

## PRACTICAL ASSISTANCE THROUGH TRANSITIONAL HOUSING

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

Challenges continue to arise from community members who do not see the need for the benefit in assisting this population in any way. Successes continue to occur as donations and support remain steady. Social media campaigns continue with a Friday grocery list, thankful Thursday, and the latest “worth it Wednesday” posts highlighting those companies, individuals, and entities supporting the work in some specific way.

### ADDRESSING RACIAL DISPARITIES

The service provider’s Navigation Director continues to build partnerships with any and all agencies in the area that either have a connection to homelessness or the resources needed to assist the population we are serving. A convening was hosted by the service provider in the spring of 2023 that brought area organizations together for a day of sharing and collaboration. It will be an annual meeting and proved to not only strengthen partnerships but shed light on what gaps exist in the area that need to be improved.

### CONNECTIONS TO PERMANENT HOUSING

Currently we have made partnerships with Umatilla County Housing Authority and Capeco to assist transitioning guests into permanent housing.

### CONCLUSION

In conclusion, the issue of homelessness in our community is a pressing concern that demands our immediate attention and action. It also requires unique solutions and collaboration from community partners and leadership to achieve meaningful results. The PATH committee has built a coalition of community leaders from local government, health care, education, housing, work force development and others. While we have been successful forming partnerships with existing resource and service providers, working to transition those services to a regional facility has been challenging as existing services are spread between multiple organizations with each organization having different priorities and resources.

In addition, clear guidance or technical assistance outlining design criteria and construction standards for transitional and/or emergency shelters should be created. With housing

# PROJECT PATH:

## PRACTICAL ASSISTANCE THROUGH TRANSITIONAL HOUSING

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

being a legislative priority in the last several years, changes to the building and fire codes have created a discrepancy in permitting and review processes. The 2022 Oregon Structural Specialty Code states in Section 101.2.2.1.14 that transitional housing accommodations is outside the statutory authority of the building code. However, a facility providing sleeping units is classified as a Residential occupancy depending on number of occupants and if they are transient or non-transient in nature. These types of discrepancies have caused delays to our project during the design phases of the project. Providing clear guidance of applicable standards and design criteria would be invaluable to other small communities looking to provide transitional housing service to serve transient and non-transient individuals.

Your commitment to addressing these critical issues will make a significant difference in the lives of vulnerable individuals and families. By allocating resources and providing technical assistance to support homelessness initiatives, we can create lasting change and work toward a community where everyone has access to safe and stable housing.

### APPENDICES

- A. Intergovernmental Agreement
- B. Request for Proposal
- C. Stepping Stones Proposal
- D. Stepping Stones Agreement
- E. Strategic Plan

# EXHIBIT A

## INTERGOVERNMENTAL AGREEMENT

This INTERGOVERNMENTAL AGREEMENT (this "Agreement") is entered into by and between Umatilla County, a political subdivision of the State of Oregon ("County"), the City of Umatilla, an Oregon municipal corporation ("Umatilla"), City of Hermiston, an Oregon municipal corporation ("Hermiston"), City of Echo, an Oregon municipal corporation ("Echo"), and the City of Stanfield, an Oregon municipal corporation ("Stanfield", and collectively with Umatilla, Hermiston, and Echo, the "Cities"; County and the Cities shall hereinafter be referred to collectively as the "Parties" and each, a "Party") as of the date the last party signs this Agreement (the "Effective Date").

### RECITALS

A. ORS 190.010 authorizes units of local government to enter into intergovernmental agreements for the performance of any or all functions which a Party has the authority to perform.

B. County has signed a grant agreement with the State of Oregon awarding County \$1,000,000 to establish a coordinated homeless response system consisting of the Parties. The grant agreement is entered pursuant to the terms of HB 4123.

C. The Parties wish to implement HB 4123 and establish a coordinated homeless response system consisting of the County and the Cities ("Project PATH").

NOW, THEREFORE, County and the Cities, on the terms and conditions set forth herein, and for consideration of which the existence and sufficiency is mutually acknowledged, enter into the following Agreement:

### AGREEMENT

1. **Project PATH.** Project PATH shall, at a minimum, satisfy the requirements set forth in Exhibit A, attached hereto.

2. **Homeless Response Office.** The Homeless Response Office (required to be established by Exhibit A, Section 1(a)) (the "Office") shall be organized as follows and shall perform the following functions:

- (a) The Office will operate under the general policy guidance of the Homeless Response Advisory Board (required to be established by Exhibit A, Section 1(b)) (the "Advisory Board").
- (b) The Office will primarily consist of a person (the "Director") selected by Umatilla and approved by the Advisory Board. Umatilla may contract for the services provided by the Director. The Director may be any individual or entity duly qualified and willing to serve in the role.
- (c) The Office will coordinate with and develop partnerships with local and regional stakeholders as specified in House Bill 4123, including plans for coordination with any local continuum of care receiving funding under 24 C.F.R. part 578.
- (d) The Office will be managed by the Director who will report to Umatilla and the Advisory Board or their respective designees. The Director will be charged with the general operation of the Office, and shall work to coordinate with Umatilla and the Advisory Board and all Parties to develop a five-year strategic plan and endeavor to meet the project goals set forth in Exhibit A.

3. **Homeless Advisory Board.** The Advisory Board shall be organized as follows and shall perform the following functions:

- (a) The Advisory Board members shall consist of a representative from each Party, and shall be formed for the purposes of providing general guidance to the Office.
- (b) The Advisory Board members shall have the opportunity to make important decisions, including approving a recommendation to the Parties of the strategic plan developed by the Office.
- (c) Given that the Advisory Board is authorized by statute and governed by this Agreement with the authority to make formal advice and recommendations on public policy and administration, the Advisory Board is considered a public body for the purposes of Oregon Public Meetings Law, and will hold noticed meetings open to the public, and otherwise act in accordance with Oregon Public Meetings Law.
- (d) The Advisory Board shall adopt formal Bylaws sufficient to ensure compliance with Oregon Public Meetings Law and the orderly functioning of the Advisory Board. The Bylaws will establish a regular meeting schedule to be observed by the Advisory Board.

4. **Obligations of the Parties.**

- (a) The Parties shall support the Office until this Agreement is terminated.
- (b) The Parties shall cooperate in good faith to ensure that the goals of Project PATH are achieved. The Parties shall work in good faith to amend this Agreement when necessary to achieve the goals set forth in Exhibit A.
- (c) Project PATH will be funded in part with the \$1,000,000 grant from the State of Oregon to County referenced in Recital B, which County will transfer in its entirety to Umatilla upon County's receipt from the State of Oregon and execution of this agreement.
- (d) (i) If this Agreement is terminated, then each Party shall promptly pay a termination fee to Umatilla as set forth in Schedule 4(d) calculated as of the effective date of such termination; or (ii) if any Party withdraws from this Agreement, then such withdrawing Party shall be obligated to pay the termination fee to Umatilla as set forth in Schedule 4(d) calculated as of the effective date of such withdrawal promptly upon Umatilla's request.
- (e) Umatilla shall serve as the fiscal agent responsible for funding the operations of Project PATH. Umatilla will retain fiscal and managerial oversight of Project PATH, including the Office and the Director.
- (f) Under the recommendation of the Advisory Board, Umatilla is authorized to and will select a Director to manage the Office. Umatilla is authorized to terminate the Director, and in such an event, Umatilla is authorized to and will select a new Director. This Agreement does not create any employment or contractual relationship between the Parties or the Office or Director.
- (g) Umatilla is authorized to and will be responsible for all contracting, procurement, or other activities necessary to operate Project PATH, including engaging any third party service providers as Umatilla determines is reasonably necessary.

Umatilla is currently negotiating a Transitional Housing Services Agreement (the "Services Agreement") with Stepping Stones of Hermiston Inc., an Oregon nonprofit corporation, to provide certain services to further the objectives of Project PATH, which Services Agreement shall be subject to review and corresponding recommendation for approval by the Advisory Board, not to be unreasonably withheld, conditioned, or delayed.

- (h) Each of the Parties, the Office, and the Advisory Board shall cooperate with respect to all matters described herein, and shall execute such notifications and other documents as may be reasonably requested for the purpose of giving effect to, or evidencing or giving notice of, the provisions of this Agreement.
- (i) Umatilla's legal counsel may be called upon to provide legal advice to the Advisory Committee and the Office as necessary. Such advice may include, but is not limited to, advice on public meetings law, the requirements of HB 4123, and the formulation of necessary bylaws.

## 5. **General Terms.**

- (a) **Notice.** The designated representatives of the Parties for the administration of this Agreement are as follows. Notice shall be deemed delivered upon sending an email to all of the Parties.
  - (i) Umatilla County: Dan Dorrان, County Commissioner  
Phone: 541-278-6201  
Email: dan.dorrان@umatillacounty.gov
  - (ii) City of Umatilla: David Stockdale, City Manager.  
Phone: 541-922-3226 x102  
Email: david@umatilla-city.org
  - (iii) City of Hermiston: Byron Smith, City Manager  
Phone: 541-567-5521  
Email: bsmith@hermiston.or.us
  - (iv) City of Echo: David Slaght, City Administrator  
Phone: 541-376-6038  
Email: dave@echo-oregon.com
  - (v) City of Stanfield: Benjamin Burgener, City Manager  
Phone: 541-449-3831  
Email: citymanager@cityofstanfield.com
- (b) **Entire Agreement.** This Agreement, together with the recitals above and exhibit attached hereto, which are incorporated herein by this reference, constitute the entire agreement among the Parties on the subject matter hereof. There are no understandings, agreements, or representations, oral or written not specified herein regarding such subject matter. No waiver, consent modification or change of terms of this Agreement shall bind any Party unless in writing and signed by all Parties. Such waiver, consent, modification or change, if made, shall be effective only in the specific instance and for the specific purpose given.
- (c) **Severability.** The determination that any provision of this Agreement is invalid or unenforceable will not affect the validity or enforceability of the remaining provisions or of that provision under other circumstances. Any invalid or unenforceable provision will be enforced to the maximum extent permitted by law.
- (d) **Term; Termination.** The initial term of this Agreement shall commence on \_\_\_\_\_, 2022 ("Commencement Date"), and end on June 30, 2024 (the "Initial Term"). County, Hermiston, Stanfield, and Echo may not voluntarily

terminate or withdraw from this Agreement during the Initial Term. The term of this Agreement shall automatically renew for additional successive 12-month periods, subject to the termination and withdrawal rights provided herein. After the Initial Term, any Party may withdraw from this Agreement upon 180 days' prior written notice to the other Parties. Additionally, Umatilla may terminate this Agreement effective immediately or force a breaching Party to withdraw from this Agreement upon the material breach of any other Party. If any Party shall file or suffer the filing of a bankruptcy or similar proceeding, such filing shall constitute a material breach of this Agreement. Any termination of or withdrawal from this Agreement is subject to the termination fees described in Section 4(d).


- (e) Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. Execution of this Agreement by electronic means intended to preserve the original pictorial appearance of this Agreement or by industry standard electronic signature software shall have the same legal force and effect as execution by original signatures.
- (f) Access to Records/Record Retention. The Parties shall maintain fiscal records and all other records pertinent to this Agreement.
  - (i) All fiscal records shall be maintained pursuant to generally accepted accounting standards, and other records shall be maintained to the extent necessary to clearly reflect actions taken.
  - (ii) All records shall be retained and kept accessible for at least three years, or as otherwise required to be retained by Oregon law.
  - (iii) If an audit, litigation or other action involving this Agreement is started before the end of the three-year period, the records shall be retained until all issues arising out of the action are resolved or until the end of the three- year period, whichever is later.
  - (iv) The Parties and their authorized representatives shall have the right to access all of associated books, documents, papers and records related to this Agreement for the purpose of conducting audits and examinations and making copies, excerpts and transcripts.
- (g) Indemnification. Subject to the limits of the Oregon Tort Claims Act and the Oregon Constitution, each Party shall defend, indemnify, and hold each other Party, and its officers, agents, employees and volunteers, harmless against all liability, claims, losses, demands, suits, fees and judgments (collectively referred to as "claims") that may be based on, or arise out of, damage or injury (including death) to persons or property to the extent caused by or resulting from the indemnifying Party's: (1) negligence or willful misconduct in connection with the performance of this Agreement or by conditions created thereby; (2) breach of this Agreement; or (3) violation of any statute, ordinance or regulation. The Parties are not agents of each other and are not entitled to indemnification and defense under ORS 30.285 and ORS 30.287.
- (h) Survival. All covenants, indemnifications, and agreements contained in this Agreement that contemplate performance subsequent to the expiration or earlier termination of this Agreement, or that cannot be ascertained or fully performed until after expiration or earlier termination of this Agreement, shall survive such expiration or termination.

[Signature page follows]




IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the Effective Date by their respective officers thereunto duly authorized.

**UMATILLA COUNTY:**

By:   
Name: Daniel N. Dorran  
Title: Chair, Board of Commissioners  
Date: January 20, 2023



**CITY OF UMATILLA:**

By:   
Name: David Stockdale, City Manager  
Date: \_\_\_\_\_

**CITY OF HERMISTON:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

**CITY OF ECHO:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

**CITY OF STANFIELD:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the Effective Date by their respective officers thereunto duly authorized.

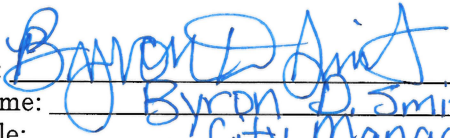
**UMATILLA COUNTY:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

**CITY OF UMATILLA:**

By: \_\_\_\_\_  
David Stockdale, City Manager  
Date: \_\_\_\_\_

**CITY OF HERMISTON:**

By:   
Name: Byron D. Smith  
Title: City Manager  
Date: 11/2/2022

**CITY OF ECHO:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

**CITY OF STANFIELD:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the Effective Date by their respective officers thereunto duly authorized.

**UMATILLA COUNTY:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

**CITY OF HERMISTON:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_


**CITY OF STANFIELD:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

**CITY OF UMATILLA:**

By: \_\_\_\_\_  
David Stockdale, City Manager  
Date: \_\_\_\_\_

**CITY OF ECHO:**

By:  \_\_\_\_\_  
David Slaght, City Administrator  
Date: 11-8-22

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the Effective Date by their respective officers thereunto duly authorized.

**UMATILLA COUNTY:**

**CITY OF UMATILLA:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

By: \_\_\_\_\_  
David Stockdale, City Manager  
Date: \_\_\_\_\_


**CITY OF HERMISTON:**

**CITY OF ECHO:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

**CITY OF STANFIELD:**

By:  \_\_\_\_\_  
Name: Benjamin Burgener  
Title: City Manager  
Date: 10/18/2022

**Exhibit A**

**Project PATH Description**

[Attached.]

**Schedule 4(d)**

**Termination Fee Schedule**

<b>Calendar Year Termination Occurs</b>	<b>Total Termination Fee</b>	<b>Party</b>	<b>Party's Termination Fee Percentage</b>	<b>Party's Termination Fee Amount</b>
2024	\$712,000	County	30%	\$213,600
		Hermiston	30%	\$213,600
		Stanfield	6%	\$42,720
		Echo	4%	\$28,480
2025	\$623,000	County	30%	\$186,900
		Hermiston	30%	\$186,900
		Stanfield	6%	\$37,380
		Echo	4%	\$24,920
2026	\$534,000	County	30%	\$160,200
		Hermiston	30%	\$160,200
		Stanfield	6%	\$32,040
		Echo	4%	\$21,360
2027	\$445,000	County	30%	\$133,500
		Hermiston	30%	\$133,500
		Stanfield	6%	\$26,700
		Echo	4%	\$17,800
2028	\$356,000	County	30%	\$106,800
		Hermiston	30%	\$106,800
		Stanfield	6%	\$21,360
		Echo	4%	\$14,240
2029	\$267,000	County	30%	\$80,100
		Hermiston	30%	\$80,100
		Stanfield	6%	\$16,020
		Echo	4%	\$10,680
2030	\$178,000	County	30%	\$53,400
		Hermiston	30%	\$53,400
		Stanfield	6%	\$10,680
		Echo	4%	\$7,120
2031	\$89,000	County	30%	\$26,700
		Hermiston	30%	\$26,700
		Stanfield	6%	\$5,340
		Echo	4%	\$3,560
2032	\$0.00	County	30%	\$0.00
		Hermiston	30%	\$0.00
		Stanfield	6%	\$0.00
		Echo	4%	\$0.00

# EXHIBIT A

## GRANT AGREEMENT

Title: House Bill 4123 (2022 Regular Session) General Fund Grant

Agreement Number: 107-2022-4123-08

This grant agreement (“Contract”), dated as of the date the Contract is fully executed, is made by the State of Oregon, acting by and through its Department of Administrative Services (“DAS” or “State”), and Umatilla County (“Recipient”). This Contract becomes effective only when fully signed and approved as required by applicable law (the “Effective Date”) and, unless earlier terminated, expires on June 30, 2023 (the “Expiration Date”). The period from the Effective Date through the Expiration Date is hereinafter referred to as the “Grant Term.” **Certain terms of the Contract survive its termination or expiration as set forth in Section 8.K below.**

The Contract includes attached Exhibit A - Project Description, which is incorporated by this reference.

Pursuant to the Oregon Laws 2022, chapter 70, section 3 (the “Authorization”), the Oregon Legislature appropriated \$1,000,000 from the General Fund for a grant to Recipient to establish a coordinated homeless response system consisting of Recipient, the City of Umatilla, the City of Stanfield, the City of Echo, the City of Hermiston and any other parties to the agreement forming the response system, as more particularly described in Exhibit A (the “Project”).

### SECTION 1 – GRANT

DAS shall provide Recipient, and Recipient shall accept from DAS, a grant (the “Grant”) in the amount of \$1,000,000.

Conditions Precedent. DAS’s obligations are subject to the receipt of the following items, in form and substance satisfactory to DAS and its counsel:

- (1) This Contract duly signed by an authorized officer of Recipient; and
- (2) Such other certificates, documents, opinions, and information as DAS may reasonably require.

### SECTION 2 – DISBURSEMENT

- A. Full Disbursement. Upon satisfaction of all conditions precedent, DAS shall disburse the full Grant to Recipient.
- B. Condition to Disbursement. DAS has no obligation to disburse funds unless, in the reasonable exercise of its administrative discretion, it has sufficient funding, appropriations, limitations, allotments and other expenditure authority to make the disbursement.

### SECTION 3 - USE OF GRANT

- A. Use of Grant Moneys. Recipient shall use the Grant to implement the Project, as more particularly described in Exhibit A.
- B. Costs Paid for by Others. Recipient may not use any of the Grant to cover costs to be paid for by another State of Oregon agency or any third party.

#### SECTION 4 - REPRESENTATIONS AND WARRANTIES OF RECIPIENT

Recipient represents and warrants to DAS:

A. Organization and Authority.

- (1) Recipient is a county validly organized and existing under the laws of the State of Oregon.
- (2) Recipient has all necessary right, power and authority under its organizational documents and under Oregon law to (a) execute and deliver this Contract, (b) incur and perform its obligations under this Contract, and (c) receive the Grant funds.
- (3) This Contract has been authorized by an ordinance, order or resolution of Recipient's governing body.
- (4) This Contract has been duly executed by Recipient, and when executed by DAS, is legal, valid and binding, and enforceable in accordance with their terms.

B. Full Disclosure. Recipient has disclosed in writing to DAS all facts that materially adversely affect its ability to perform all obligations required by this Contract. Recipient has made no false statements of fact, nor has it omitted information necessary to prevent any statements from being misleading. The information contained in this Contract is true and accurate in all respects.

C. Pending Litigation. Recipient has disclosed in writing to DAS all proceedings pending (or to the knowledge of Recipient, threatened) against or affecting Recipient, in any court or before any governmental authority or arbitration board or tribunal, that, if adversely determined, would materially adversely affect the ability of Recipient to perform all obligations required by this Contract.

D. No Defaults. No Defaults or Events of Default exist or occur upon authorization, execution or delivery of this Contract.

E. Compliance with Existing Agreements and Applicable Law. The authorization and execution of, and the performance of all obligations required by, this Contract will not: (i) cause a breach of any agreement or instrument to which Recipient is a party; (ii) violate any provision of the charter or other document pursuant to which Recipient was organized or established; or (iii) violate any laws, regulations, ordinances, resolutions, or court orders related to Recipient or its properties or operations.

#### SECTION 5 - COVENANTS OF RECIPIENT

Recipient covenants as follows:

A. Notice of Adverse Change. Recipient shall promptly notify DAS of any adverse change in the activities, prospects or condition (financial or otherwise) of Recipient related to the ability of Recipient to perform all obligations required by this Contract.

B. Compliance with Laws. Recipient shall comply with all applicable laws, rules, regulations and orders of any court or governmental authority that relate to this Contract and Recipient's use of the Grant funds.

C. Annual Progress Reports. Recipient must submit to DAS annual progress reports (each a "Progress Report") until Grant funds are fully expended. A Progress Report is due one year from distribution of funding and thereafter annually until the Grant funds are fully expended. Each Progress Report shall contain a brief narrative and financial report on the total use of Grant funds. The narrative and financial report should include, but need not be limited to, the following information:



- (1) Brief description of the Project and use of Grant funds to date;
- (2) Timeline for major Project deliverables;
- (3) Grant funds spent to date; and
- (4) Project milestones met to date.

- D. Books and Records. Recipient shall keep accurate books and records of the uses of the Grant and maintain them according to generally accepted accounting principles.
- E. Inspections; Information. Recipient shall permit DAS and any party designated by DAS to inspect and make copies, at any reasonable time, of any accounts, books, and records, including, without limitation, its records regarding receipts, disbursements, contracts, investments and any other related matters. Recipient shall supply any related reports and information as DAS may reasonably require.
- F. Records Maintenance. Recipient shall retain and keep accessible all books, documents, papers, and records that are directly related to this Contract for a minimum of six years beyond the later of the final and total expenditure or disposition of the Grant. If there are unresolved issues at the end of such period, Recipient shall retain the books, documents, papers and records until the issues are resolved.
- G. Notice of Default. Recipient shall give DAS prompt written notice of any Default as soon as any senior administrative or financial officer of Recipient becomes aware of its existence or reasonably believes a Default is likely.
- H. Contribution.
- 1) If any third party makes any claim or brings any action, suit or proceeding alleging a tort as now or hereafter defined in ORS 30.260 ("Third Party Claim") against State or Recipient with respect to which the other Party may have liability, the notified Party must promptly notify the other Party in writing of the Third Party Claim and deliver to the other Party a copy of the claim, process, and all legal pleadings with respect to the Third Party Claim. Each Party is entitled to participate in the defense of a Third-Party Claim, and to defend a Third-Party Claim with counsel of its own choosing. Receipt by a Party of the notice and copies required in this paragraph and meaningful opportunity for the Party to participate in the investigation, defense and settlement of the Third-Party Claim with counsel of its own choosing are conditions precedent to that Party's liability with respect to the Third-Party Claim.
  - 2) With respect to a Third Party Claim for which State is jointly liable with Recipient (or would be if joined in the Third Party Claim ), State shall contribute to the amount of expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred and paid or payable by Recipient in such proportion as is appropriate to reflect the relative fault of the State on the one hand and of the Recipient on the other hand in connection with the events which resulted in such expenses, judgments, fines or settlement amounts, as well as any other relevant equitable considerations. The relative fault of State on the one hand and of Recipient on the other hand shall be determined by reference to, among other things, the Parties' relative intent, knowledge, access to information and opportunity to correct or prevent the circumstances resulting in such expenses, judgments, fines or settlement amounts. State's contribution amount in any instance is capped to the same extent it would have been capped under Oregon law, including the Oregon Tort Claims Act, ORS 30.260 to 30.300, if State had sole liability in the proceeding.
  - 3) With respect to a Third Party Claim for which Recipient is jointly liable with State (or would be if joined in the Third Party Claim), Recipient shall contribute to the amount of expenses

(including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred and paid or payable by State in such proportion as is appropriate to reflect the relative fault of Recipient on the one hand and of State on the other hand in connection with the events which resulted in such expenses, judgments, fines or settlement amounts, as well as any other relevant equitable considerations. The relative fault of Recipient on the one hand and of State on the other hand shall be determined by reference to, among other things, the Parties' relative intent, knowledge, access to information and opportunity to correct or prevent the circumstances resulting in such expenses, judgments, fines, or settlement amounts. Recipient's contribution amount in any instance is capped to the same extent it would have been capped under Oregon law, including the Oregon Tort Claims Act, ORS 30.260 to 30.300, if it had sole liability in the proceeding.

#### SECTION 6 - DEFAULTS

Any of the following constitutes an "Event of Default":

- A. Any false or misleading representation is made by or on behalf of Recipient, in this Contract or in any document provided by Recipient related to this Grant.
- B. Recipient fails to perform any obligation required under this Contract, other than those referred to in subsection A of this section 6, and that failure continues for a period of 10 business days after written notice specifying such failure is given to Recipient by DAS. DAS may agree in writing to an extension of time if it determines Recipient instituted and has diligently pursued corrective action.

#### SECTION 7 - REMEDIES

- A. Remedies. Upon any Event of Default, DAS may pursue any or all remedies in this Contract and any other remedies available at law or in equity to enforce the performance of any obligation of Recipient. Remedies may include, but are not limited to any one or more of the following:
  - (1) Terminating DAS's commitment and obligation to make the Grant.
  - (2) Barring Recipient from applying for future awards.
  - (3) Withholding amounts otherwise due to Recipient for application to the payment of amounts due under this Contract.
  - (4) Requiring repayment of the Grant and all interest earned by Recipient on those Grant funds.
- B. Application of Moneys. Any moneys collected by DAS pursuant to section 7.A will be applied first, to pay any attorneys' fees and other fees and expenses incurred by DAS; then, as applicable, to repay any Grant proceeds owed; then, to pay other amounts due and payable under this Contract, if any.
- C. No Remedy Exclusive; Waiver; Notice. No remedy available to DAS is intended to be exclusive, and every remedy will be in addition to every other remedy. No delay or omission to exercise any right or remedy will impair or is to be construed as a waiver of such right or remedy. No single or partial exercise of any right power or privilege under this Contract will preclude any other or further exercise thereof or the exercise of any other such right, power or privilege. DAS is not required to provide any notice in order to exercise any right or remedy, other than notice required in section 7 of this Contract.



If to Recipient: Umatilla County  
ATTN: Robert Pahl, CFO  
216 SE 4<sup>th</sup> St. Room 116  
Pendleton, OR 97801  
[robert.pahl@umatillacounty.gov](mailto:robert.pahl@umatillacounty.gov)

- E. No Construction against Drafter. This Contract is to be construed as if the parties drafted it jointly.
- F. Severability. If any term or condition of this Contract is declared by a court of competent jurisdiction as illegal, invalid or unenforceable, that holding will not invalidate or otherwise affect any other provision.
- G. Amendments, Waivers. This Contract may not be amended without the prior written consent of DAS (and when required, the Department of Justice) and Recipient. This Contract may not be amended in a manner that is not in compliance with the Authorization. No waiver or consent is effective unless in writing and signed by the party against whom such waiver or consent is sought to be enforced. Such waiver or consent will be effective only in the specific instance and for the specific purpose given.
- H. Attorneys' Fees and Other Expenses. To the extent permitted by the Oregon Constitution and the Oregon Tort Claims Act, the prevailing party in any dispute arising from this Contract is entitled to recover its reasonable attorneys' fees and costs at trial and on appeal. Reasonable attorneys' fees cannot exceed the rate charged to DAS by its attorneys.
- I. Choice of Law; Designation of Forum; Federal Forum. The laws of the State of Oregon (without giving effect to its conflicts of law principles) govern all matters arising out of or relating to this Contract, including, without limitation, its validity, interpretation, construction, performance, and enforcement.

Any party bringing a legal action or proceeding against any other party arising out of or relating to this Contract shall bring the legal action or proceeding in the Circuit Court of the State of Oregon for Marion County (unless Oregon law requires that it be brought and conducted in another county). Each party hereby consents to the exclusive jurisdiction of such court, waives any objection to venue, and waives any claim that such forum is an inconvenient forum.

Notwithstanding the prior paragraph, if a claim must be brought in a federal forum, then it must be brought and adjudicated solely and exclusively within the United States District Court for the District of Oregon. This paragraph applies to a claim brought against the State of Oregon only to the extent Congress has appropriately abrogated the State of Oregon's sovereign immunity and is not consent by the State of Oregon to be sued in federal court. This paragraph is also not a waiver by the State of Oregon of any form of defense or immunity, including but not limited to sovereign immunity and immunity based on the Eleventh Amendment to the Constitution of the United States.

- J. Integration. This Contract (including all exhibits, schedules, or attachments, if any) constitutes the entire agreement between the parties on the subject matter. There are no unspecified understandings, agreements or representations, oral or written, regarding this Contract.
- K. Survival. The following provisions survive expiration or termination of this Contract: Sections 5.C., 5.E., 5.F., 5.H., 6, 7, 8.H., 8.I and 8.K.
- L. Execution in Counterparts. This Contract may be signed in several counterparts, each of which is an original and all of which constitute one and the same instrument.



**EXHIBIT A**  
**PROJECT DESCRIPTION**

Pursuant to the Authorization, Recipient shall use Grant funds for the Project as follows:

(1) Within 90 days of receiving the Grant funds, Recipient shall enter into an agreement among Recipient, the City of Umatilla, the City of Stanfield, the City of Echo, the City of Hermiston, and any other parties to the agreement to create a coordinated homeless response system (the "System") that consists of, at a minimum:

- (a) The establishment of a coordinated homeless response office;
- (b) An advisory board with representation from the governing body of each member government;
- (c) Specific roles of each member to support the advisory board and office;
- (d) Plans for coordination with any local continuum of care receiving funding under 24 C.F.R. part 578; and
- (e) The establishment of a centralized point of contact for the office.

(2) The System, with Recipient's oversight, shall use the Grant funds to:

- (a) Hire necessary staff for the office;
- (b) Support coordinated communications and public engagement;
- (c) Support community outreach and policy development, including stipends for people with current or recent lived experience of homelessness;
- (d) Acquire technical assistance and capacity building, including contracting with consultants; and
- (e) Pay for other expenses reasonably necessary to meet the requirements in this Exhibit A.

(3) Within one year of receiving the Grant funds, the System, through the advisory board or each member government to the agreement, shall adopt a five-year strategic plan that will identify and set goals for addressing:

- (a) Funding to support the ongoing operations of the System;
- (b) Increasing or streamlining resources and services to people at risk of or experiencing homelessness within the participating cities and counties;
- (c) Incorporating national best practices for ending homelessness;
- (d) Eliminating racial disparities within homeless services within the service area; and
- (e) Creating pathways to permanent and supportive housing that is affordable to local populations experiencing or at risk of homelessness.

(4) No later than November 15, 2023, and September 15, 2024, the System shall provide a report to the Housing and Community Services Department, Oregon Housing Stability Council and one or more appropriate interim committees of the Legislative Assembly in the manner provided in ORS 192.245 on:

- (a) The goals adopted in the five-year strategic plan and the progress made in implementing the plan;
- (b) Other changes in homelessness services, ordinances of member governments relating to homelessness and partnerships or programs established that are specifically related to member

government actions arising out of the agreement; and  
(c) Identified challenges and opportunities relating to:

- (A) Regional coordination of homelessness services and planning;
- (B) Needs for technical assistance regarding program development or other programs from the Housing and Community Services Department; and
- (C) Addressing racial disparities through partnerships with culturally specific and responsive organizations serving populations overrepresented in experiencing homelessness, including Black, Indigenous, People of Color, federally recognized tribes and tribal members and outreach and engagement with these populations.

(5) In performing the Project tasks identified in this Exhibit A, the System shall coordinate with and develop partnerships with local and regional stakeholders, including, but not limited to:

- (a) Advocates for people experiencing homelessness and for people with lived experience of homelessness;
- (b) Community action agencies;
- (c) Housing authorities;
- (d) Affordable housing providers;
- (e) Behavioral health providers;
- (f) Law enforcement;
- (g) Educational agency liaisons for homeless children as described in 42 U.S.C. 11432;
- (h) Local Department of Human Services offices;
- (i) Courts;
- (j) Legal aid;
- (k) Coordinated care organizations, as described in ORS 414.572;
- (l) Emergency shelter providers;
- (m) Homeless service providers;
- (n) Organizations serving and advocating for veterans, homeless youth, youth exiting the foster care system, individuals exiting the criminal justice system, people with disabilities and aging adults, health care systems, domestic violence and sexual assault survivors, members of lesbian, gay, bisexual, transgender, queer or questioning (LGBTQ) communities, people experiencing behavioral health and substance use disorders, faith communities and business communities; and
- (o) The Housing and Community Services Department.

(6) In performing its duties under this section, the System shall coordinate with law enforcement, service providers and governing bodies to implement safe and humane processes to maintain public and environmental health and safety, balancing important individual and community rights.

(7) The System may use Grant funds in excess of those funds needed by the System to accomplish the requirements of the System under sections (1) to (6) of this Exhibit A to support the delivery of homeless services and shelter consistent with the five-year strategic plan, including through contracts with service providers.

# EXHIBIT B

City of Umatilla  
700 Sixth Street  
Post Office Box 130  
Umatilla, OR 97882

## **REQUEST FOR PROPOSALS Project PATH – Practical Assistance through Transitional Housing**

Issuing office, point of contact, and location where copies of this Request for Proposals (RFP) may be obtained:

Dave Stockdale, City Manager  
City of Umatilla  
700 Sixth Street  
Umatilla, OR 97882  
(541) 922-3226  
david@umatilla-city.org



## Table of Contents

REQUEST FOR PROPOSALS.....	1
Project PATH – Practical Assistance through Transitional Housing.....	1
PART I – DESCRIPTION OF PROJECT .....	3
1. General Information .....	5
2. Schedule of Activities.....	5
3. Incurred Costs .....	5
4. Evaluation Criteria .....	6
5. Instructions to Proposers.....	6
6. Protests.....	8
7. Oregon Public Contracts .....	8
PART II - PROGRAM INFORMATION.....	9
8. Scope of Work/Services .....	9
9. Contractor Description/Objectives .....	9
10. Optional Services/Activities .....	10
11. Program Performance Requirements.....	10
Funding and Contract Period .....	10
Administrative and Fiscal Management .....	11
Quality Performance Management and Accountability .....	11
Data Management .....	12
Additional Program Information.....	12
PART III – PROPOSAL CONTENT .....	13
REQUIRED DOCUMENTATION .....	13
PART IV PROPOSER'S STATEMENTS AND CERTIFICATIONS .....	15
PROPOSER'S STATEMENTS.....	15
ADDENDA.....	15
CERTIFICATIONS.....	15

## PART I – DESCRIPTION OF PROJECT

The City of Umatilla is engaging this Request for Proposals (RFP) to obtain submittals from qualified organizations to develop and implement Project PATH, a program designed to provide Practical Assistance through Transitional Housing (PATH). The intent of this program is to bring together various services to assist individuals and families facing homelessness with the objective to move them into and through transitional housing to permanent housing. An integral part of Project PATH will be the suite of services that will be available to participants within the Hermiston, Umatilla, Echo, and Stanfield (HUES) area. A major component of Project PATH will include a facility on property owned by Umatilla County within the City of Umatilla to create a safe space for overnight or longer stays with support services available onsite. The chosen organization will be the designated entity responsible for planning and delivering services for transitional housing and related support services to move an individual from homelessness to permanent housing. The selected contractor will be responsible for management of the Project PATH facility that includes a general building with offices, indoor common area(s), showers, and meal facilities; initially a minimum of 12 sleeping huts that can accommodate one to two people; and outdoor common areas in a secured fenced area. One entity is being sought to coordinate all services.

Project PATH is funded primarily through the Oregon Department of Administrative Services with funds from [House Bill 4123](#) (2022) and the City of Umatilla expects to subcontract with the selected provider for these services. The revenues allocated for these services shall be granted contingent on the availability of funds. The programs funded are contingent on an approved budget by the Oregon State Legislature and a fully executed Intergovernmental Agreement between the Oregon Department of Administrative Services and Umatilla County for the period ending June 30, 2024. Future funding is anticipated to come from a variety of sources including funding from the Contractor, funds obtained through various granting opportunities, general fund sources of the partner agencies, and other funding sources identified to support the variety of services that will be offered. All provider agreements shall be reviewed annually based on fund availability, continued need for the service, priority needs as established by the City of Umatilla, performance and evaluation reviews, and contract compliance.

The purpose of this RFP is to identify a contractor to provide a continuum of services to support entry into transitional housing and assist residents using various onsite and community services to move into permanent housing. These types of services shall include the following:

- Provide 24 hour, 7-day a week, onsite staffing to support the project building that includes offices, residents' showers, a food pantry, and the community kitchen. This includes managing the initial minimum of 12 housing units that will sleep at least one with some units able to sleep two residents.
- Educational Services including, but not limited to, coordination with residents to receive their high school diploma or GED, counseling services to connect residents with local or other traditional educational service providers (BMCC,

EOU, and others), and connecting residents with employer education services (such as CDL training, unemployment counselors, or workforce partnerships).

- Basic level medical, dental, and vision services.
- Transportation to work, educational programs, or other support services associated with Project PATH or deemed necessary for the resident's transition. Assistance is already identified through KAYAK and Umatilla Cab.
- Provision of, or connection to, services for persons with behavioral health conditions and/or substance use disorders.
- Care coordination and/or case management to support access to other needed services that may include education, training, and onsite or offsite work.

Project PATH will also provide Sleep Center Services for identified homeless individuals in addition to the residents on the Transitional Housing path. A primary purpose of this program offering is to replace the Hermiston Warming Station through use of a dedicated area for these temporary facility users. They will have physically separate sleeping quarters but will have access to some or most of the common or community areas (food pantry and showers as examples). This area of the facility is intended to be used as day-to-day or perhaps week-to-week when appropriate based on identified and agreed upon conditions. Users of these services will need to comply with the entire facilities operational rules but will also have a subset of rules especially for them. This will also be the section of the facility used by law enforcement to house individuals who may be illegally camping in right-of-way, along designated trails, or in parks.

The proponents of Project PATH are seeking a qualified Contractor that can demonstrate success or bring partners to the table that have proven experience in moving clients from crises situations to stability in homelessness or other situations that are similar. It is anticipated and expected that the selected Contractor will have experience and success in partnerships and collaborative situations with other service providers to achieve multiple outcomes in moving clients through program offerings with a demonstration of success. This history of proven success should allow a proposer to bring financial or other resources, either in cash or in-kind commitments, as a committed partner in delivering the Project PATH services.

It is anticipated that in year three of operations programmatic offerings would expand to include additional sleeping units, Veteran's services, assistance to family units, and basic childcare.

The City of Umatilla will require the provider to submit a quarterly report to the City Council and present at least annually a report before the City Council. The required content for the quarterly report will be developed by the City of Umatilla through consultation with the provider. A City of Umatilla representative will be allowed to attend, for informational purposes, regular meetings of provider's governing board.

Any public or private agency, organization or individual with service providers who hold all licenses, certificates, authorizations, and other approvals required by law to deliver services is eligible to submit a proposal. All entities submitting Proposals are

referred to as Proposers in this RFP; after execution of the Contract, the awarded Proposer will be designated as Contractor or Provider.

## 1. General Information

To be considered an eligible response the proposal must be submitted by mail, courier, or email no later than 4:00 p.m., on July 7, 2022, to the Umatilla City Hall, 700 Sixth Street, Umatilla, OR 97882 or to [david@umatilla-city.org](mailto:david@umatilla-city.org). The submittal shall identify the contents as "Proposal for Project PATH" either on the envelope or in the subject line of the email.

All proposals received will be evaluated by a committee made up of representatives from Umatilla County and the Cities of Umatilla, Hermiston, Echo, and Stanfield. The evaluation committee will make a recommendation as to which firm should be selected. After receipt of the selection committee's recommendation, the City of Umatilla will make its final decision.

## 2. Schedule of Activities

RFP Released	June 3, 2022	
Bidder's Conference (Optional) (In person and Zoom)	June 15, 2022	11 am PDT
Deadline for Submission of Questions or Written Comments on or Protesting Specification Believed to Limit Competition	June 20, 2022	5 pm PDT
Deadline for proposal submission	July 7, 2022	4 pm PDT
Notification of Review E-mailed	July 14, 2022	
Deadline for Submission of Written Protests of Recommendations	July 21, 2022	5 pm PDT
Award of Contract	August 2, 2022	7 pm PDT
Anticipated Start of Services	August 8, 2022	

It is anticipated that an optional On-Site Presentation may be requested of the top organizations to be done in-person with the Selection Committee to gain a better understanding of the qualifications. This is anticipated to occur the week of July 8 through 13.

Proposals received after the date and hour specified above will not be accepted under any circumstances and will be returned to the Proposer unopened. Proposals must be submitted by mail, courier, email, or in person. Proposals submitted by facsimile transmission will not be accepted.

## 3. Incurred Costs

The City of Umatilla will not be responsible for any cost incurred by prospective firms in preparing or submitting their proposals.

## 4. Evaluation Criteria

Awarding of a contract will be based upon a qualifications-based selection procedure. The following evaluation criteria will be used to evaluate proposals:

Evaluation Criteria	Possible Points
All required components are present in the proposal	Pass/Fail
<b>Service Delivery Components</b>	
Qualifications of the Proposer relative to the requirements outlined in the RFP and examples of relevant experience with delivering required services	25
Approach to delivering required services	20
Plan for delivering services that offer quality and value to the service area	15
Approach to delivery of services beyond the required services and the transition for the services to be added in Year 3	20
<b>Demonstration of Ability</b>	
Proposal to provide innovative and/or value-added services	10
Demonstrate recent experience providing these specific services	15
Ability to begin service delivery upon projected start date	10
<b>Costs and Resources</b>	
Evidence of financial and administrative stability	10
Evidence of experience in and ability to obtain additional financial resources or in-kind services to Project PATH	10
Bring significant financial resources, cash or in-kind, as a committed partner	25
Willingness to negotiate contract terms	15
Cost of Service Delivery	15
<b>Partnerships</b>	
Demonstrates a commitment to collaborate, or partner, with other service providers	10
<b>Total Points</b>	<b>200</b>

## 5. Instructions to Proposers

- A. **General.** Respondents must submit a complete and concise response to this RFP. Proposals must include a statement as to the period the proposal remains valid. All proposals received in response to this RFP will be retained by the City of Umatilla. Proposals should provide complete details concerning the Proposer's ability to meet the requirements of this RFP. The City of Umatilla reserves the right to waive informalities and minor irregularities in proposals, to reject all proposals, and to select the most responsive proposal that best meets the needs of the citizens of the City of Umatilla and the west end of Umatilla County.
- B. **Proposals.** All proposals shall be typed and comply in every manner with the requirements of this solicitation. Each proposal must be signed in ink. If the proposal is made by a firm or partnership, the name and address of the firm or partnership shall be shown, together with the names and addresses of the members. If the proposal is made by a corporation, it must be signed in the name

of such corporation by a person that is authorized to bind the Proposer and who shall also affix the corporate seal of such corporation. Proposals must contain the name, title, address, email, and telephone number of an individual or individuals with authority to bind the Proposer(s) during the period of validity of the proposal. Advertising brochures and generic specifications that are included with a proposal will not be an alternative to specific response to the RFP requirements.

C. **Withdrawal of Proposals.** Proposals may be withdrawn, by written or telegraphic request received from the Proposer, prior to the time fixed for opening. Negligence on the part of the Proposer in preparing the proposal confers no right for the withdrawal of the proposal after it has been opened. The proposal will be irrevocable until such time as City of Umatilla:

- i. Specifically rejects the proposal or
- ii. Awards a contract and said contract is properly executed.

Proposals must be valid for at least one-hundred-twenty (120) days. The Proposer agrees to furnish the services as specified to the City of Umatilla at the prices and with the warranties/guarantees represented for that period.

D. **Modifications.** Any Proposer may modify their proposal by sealed written registered communication at any time prior to the scheduled closing time for receipt of proposals, provided such communication is received prior to the closing time.

E. **Acceptance or Rejection of Proposals.** The City of Umatilla will accept the proposal which, in its estimation, will best serve the interests of the City of Umatilla and the west end of Umatilla County, and reserves the right to award a contract that shall be best for the public good. The City of Umatilla reserves the right to accept or reject any or all proposals received as the result of this RFP, to negotiate with all qualified sources, and/or cancel all or part of this RFP at any time. Until such time as a contract is executed with the successful bidder, the City of Umatilla may cancel all or any part of this RFP. This RFP does not commit the City of Umatilla to pay any costs incurred in the preparation and submission of proposals. Without limiting the generality of the foregoing, any proposal which is late, incomplete, obscure, or irregular may be rejected; any proposal having erasures or corrections in the proposal may be rejected; any proposal accompanied with an insufficient or irregular proposal guarantee may be rejected. Any evidence of collusion between Proposers may constitute a cause for rejection of any proposals so affected.

F. **Interpretations.** No oral interpretations shall be made to any Proposer as to the meaning of any of the proposal documents. Every request for an interpretation shall be made in writing and addressed to the City Manager. All such interpretations and addenda will be sent to all prospective Proposers. Failure of any Proposer to receive any such addendum or interpretation shall not relieve

such Proposer from any obligation under its proposal as submitted. All addenda so issued shall become as much a part of this request for proposal document as if bound herein.

- G. **Nondiscrimination.** The successful Proposer agrees that in performing the work called for by this proposal and in securing and supplying materials, Proposer will not discriminate against any person on the basis of race, color, religion, creed, political ideas, sex, age, marital status, physical or mental handicap, national origin, or ancestry unless the reasonable demands of employment are such that they cannot be met by a person with a particular physical or mental handicap.
- H. **Failure to Submit Offer.** If no offer is to be submitted, do not return the RFP. Failure of the recipient to offer, or to notify the issuing office that future solicitations are desired, will not result in removal of the name of such recipient from the mailing list for the type of services covered by this solicitation.
- I. **Preparation of Proposals.** Proposers are expected to examine the specifications, schedule, and all instructions.

The selected proposal shall be incorporated by reference, with modification as agreed to by the City of Umatilla, into the final contract and shall be binding upon the successful bidder.

Proposers further agree to the following:

- i. To examine all specifications and conditions thoroughly.
- ii. To comply with all Federal, State, County, and City laws, ordinances, and rules.
- iii. To the extent allowed by law, to accept any claims, liens, and demands, and to indemnify and hold harmless the City of Umatilla.

## 6. Protests

Any protests under this RFP shall follow the protest procedures set forth in OAR Chapter 137 Division 46 or Division 47 as appropriate.

## 7. Oregon Public Contracts

All contracts with the City of Umatilla are governed by Oregon public contract and purchasing law as specified in Oregon Revised Statutes Chapter 279 and its related Chapters.

## **PART II - PROGRAM INFORMATION**

### **8. Scope of Work/Services**

This section outlines the role of the Contractor, the City of Umatilla, and other stakeholders in delivering on the City of Umatilla and its partners goals for the contracted Project PATH services and outlines the various activities and services the Contractor is expected to provide.

Project PATH seeks to address emerging law and case law while supporting the homeless community from homelessness through transitional housing to permanent housing. In 2021 the Oregon Legislature passed [House Bill 3115](#) which provides that local law regulating sitting, lying, sleeping, or keeping warm and dry outdoors on public property that is open to the public must be objectively reasonable as to time, place and manner with regards to persons experiencing homelessness. This is envisioned to be accomplished at the Project PATH facility within the City of Umatilla and serve west Umatilla County. Services will include those listed earlier in this RFP and can include other services if proposed.

### **9. Contractor Description/Objectives**

The City of Umatilla is seeking a Contractor who is innovative and capable of ensuring high quality services and who can demonstrate the ability to meet specific requirements necessary for compliance with delivery of required services. A single entity is sought that can provide all the requested services.

#### **Minimum Requirements:**

The following are requirements for the Contractor. The respondent must demonstrate current ability to meet these requirements. If an awarded Contractor cannot meet these requirements, the City of Umatilla has the right to award a new Contractor:

1. The Contractor shall demonstrate existing relationships with providers in the service area to meet the program objectives of Project PATH.
2. The Contractor shall demonstrate the ability to establish a set of organizational policies and facility code of conduct that will advance the success of both staff and residents at Project PATH.
3. The Contractor shall demonstrate the ability to provide basic level medical, dental, and vision services to the recipients of services through Project PATH. This would include the delivery of emergency services, including CPR/First Aid at the Project PATH facility.
4. The Contractor shall demonstrate the ability to coordinate educational services for resident success.
5. The Contractor shall demonstrate the ability to operate required Sleep Center Services.
6. The Contractor shall demonstrate the ability to provide services in a safe and



- secure environment that would limit police intervention at the Project PATH facility.
7. The Contractor shall demonstrate the ability to maintain a facility that is free of drug and alcohol.
  8. The Contractor shall demonstrate the ability to coordinate with and facilitate Project PATH participants obtaining Crisis Stabilization and Substance Use services as needed.
  9. The Contractor shall identify a Program Director.
  10. The Contractor can identify other service offerings.

## **10. Optional Services/Activities**

In addition to the required services, Respondents may recognize community needs that can be met by providing additional value-added services to be identified within the Proposal.

## **11. Program Performance Requirements**

The expenditure of Project PATH funds must result in delivery of services to individuals seeking to move from homelessness through transitional housing to permanent housing.

Program performance and client service outcomes will be monitored. All programs will be required to maintain service standards set by the City of Umatilla with input from stakeholders and partners. If the program's service performance falls below that standard for a three-month period, a corrective action plan will be instituted. If the performance standard does not improve to meet the identified standard within three months following institution of the corrective action plan, the number of individuals and funding may be reduced and/or terminated.

Contract reporting requirements include program reporting requirements, an agency annual audit, quarterly management reports consisting of board of director's meeting minutes (where applicable) and financial, utilization, and performance reports as well as any other incidental reports as requested by the City of Umatilla.

## **Funding and Contract Period**

Initial funding for Project PATH is paid through an Intergovernmental Agreement with the Oregon Department of Administrative Services and Umatilla County.

The contract period will be from start up through June 30, 2024, with five one-year extensions possible based upon contractor performance and availability of funding. Extensions are dependent upon success of the Contractor and available funding. Funding is expected from the partners and the Contractor.

In year three additional services will be required to include coordination and delivery of services to Veterans, family-based services, and childcare delivery.

## **Administrative and Fiscal Management**

Contractor is responsible for assuring that all required core administrative functions, and service delivery operations, are conducted efficiently, effectively, and in compliance with all relevant laws, rules, and regulations. Contractor is also responsible for assuring that all City of Umatilla funding streams for services are braided for maximum leverage to support service delivery while assuring that fiscal accounting methods support accountability for use of funds. Braided funding consists of multiple funding streams brought together to pay for more services than any one stream can support and are tracked separately to report to funders. Contractor shall be responsible for identifying, managing, and reporting in a systematic manner to the City of Umatilla individual funding streams supporting Project PATH services. Funding streams other than initial Project PATH funding could include dollars from Medicaid, Medicare, State/Block Grant, insurance, grants, and partner funds.

Proposers shall identify within the response to the RFP two cost structures. The first, identified as Administrative Development, will address anticipated start up and administrative work that would include the drafting of Standard Operating Procedures (SOPs) and other operational guidance or policy manuals, necessary managerial and fiscal plans, partnership agreements (as appropriate), and any work at the Project PATH site needed prior to opening.

The second cost structure would address Service Operations outlining anticipated operations costs designed as a monthly flat rate for facility operations. In addition to regular operations this should also address anticipated costs for Sleep Center Services.

## **Quality Performance Management and Accountability**

The City of Umatilla and its partners are interested in establishing a quality and performance data set and process to drive, monitor, and evaluate positive outcomes for persons receiving Project PATH services under the provisions of an eventual contract. The Contractor selected will be required to systematically report on established performance measures to the City of Umatilla. The City of Umatilla will work with the Contractor to establish a collaborative data development process, in which the Contractor will play a prominent role, based on consensus agreement on and documentation of, specific uses for sharing data, identifying the minimum types and amounts of data needed to achieve the established purpose, providing ongoing opportunities to inform individuals and the public about how their data are being used, and building privacy, security, and civil liberty protections into the design of the data sharing systems.

The Contractor will provide input into development of the framework for ongoing data collection to support clear actionable milestones, data-sharing, and data-driven process improvement. This data and performance evaluation process is critical to support the City of Umatilla's responsibility to community members to provide validated data to prove the efficacy and impact of the community's investment in Project PATH's services. The City of Umatilla will audit and ensure quality and accountability of the Contractor.

## **Data Management**

It is essential that the Contractor demonstrate electronic data sharing capabilities, considering relevant privacy and security rules and regulations, to support streamlined coordination of services and rigorous outcomes tracking. Contractor will be required to share within legal processes and parameters client information with subcontractors and community partners to coordinate care, monitor outcomes, and produce required reports. Data should be tracked and uses with no greater than a 10 percent error rate.

## **Additional Program Information**

If applicants need additional information about any aspect of the program, questions and requests for information should be addressed to Dave Stockdale. Requested information to the extent it is available, will be provided to any applicant.

## PART III – PROPOSAL CONTENT

### REQUIRED DOCUMENTATION

All responses to the RFP must include all items requested. Proposals which are incomplete or fail to include all items will be rejected. Responses should follow the sequence of questions or documentation requested in all sections of the RFP.

1. (5 pages) Describe your agency's experience in:
  - a. Providing services to the homeless.
  - b. Collaboration with related or beneficial Programs and Initiatives.
  - c. Meeting program requirements. State the types of service and the status and history of each.
  - d. Providing services in rural areas.

Responses should acknowledge and address the Service Delivery Components and Demonstration of Ability items found in the Evaluation Criteria earlier in this RFP.

2. (3 pages) Describe how your agency will address access issues, i.e., who will be served, in what order or priority, and what will happen when services are at capacity. If your agency has developed a policy which addresses these issues, please include it in response to this item.
3. (2 pages) Describe the cultural and language proficiencies of your agency's program staff and your recruitment practices to support and retain staff. Discuss strategies used to ensure that clients using a language other than English will be able to access services, starting with the first point of contact. Include a description of how and when interpreter services are utilized.
  - a. Discuss the most commonly presenting non-majority clients served by your agency and important cultural considerations in service planning and delivery.
  - b. Discuss how your organization will ensure access and service delivery in a culturally appropriate manner to any individual requesting service regardless of the language spoken.
4. (5 pages) Provide an overview of your proposed services, including capacity for number served and areas of expertise recognizing that the Project PATH facility will initially be designed with a minimum of 12 sleeping units. Also address how your agency would scale services when additional sleeping units are added or other mechanisms to grow the Project PATH facility are introduced. Include how services will be scaled in year three to add services for Veteran's, family units, and to provide childcare services.

5. (1 page) Describe how your services will utilize the information contained in the 2021 Umatilla County Community Health Assessment (CHA).  
<https://ucohealth.net/community-health-assessment-2021-2022>
6. (4 pages) Provide your anticipated budget for years 1 and 2 to reflect the cost-of-service delivery relative to the stated services to be delivered. Also include how the addition of services in year three will impact the cost-of-service delivery for Project PATH.
7. (1 page) Describe the strategies your agency uses for cost containment including the ratio of direct to non-direct or administrative costs. Submit the findings of the last three fiscal audits of your agency (will not count toward page total). Please ensure that the date of the audits is clearly indicated. If your organization has not completed three fiscal audits, please provide available audits, available internal financial reports, and the name of your auditing firm.
8. (3 Pages) Describe how your organization will meet the staffing requirements to provide 24-hour coverage to create a safe and secure environment at the Project PATH facility. Provide resume or curriculum vitae for leadership team (will not count toward page total) and a proposed organizational chart of the Project PATH team. If you are planning to hire staff upon award of contract, describe how you will be able to meet the contract requirements from the contract start date.
9. (Pages as necessary) Provide appropriate Oregon license(s) and/or certification(s) necessary to perform services identified in the RFP including proof of State of Oregon Business Licensure or indicate ability to obtain such licensure.
10. (Pages as necessary) Provide proof of insurance or information concerning the ability to obtain insurance protective to the City of Umatilla prior to the start of the contract period to be no less than required under the Oregon Tort Claims Act or \$4,000,000.00, whichever is greater.

## **PART IV PROPOSER'S STATEMENTS AND CERTIFICATIONS**

Proposer's Name: \_\_\_\_\_

### **PROPOSER'S STATEMENTS**

Proposer offers to provide the required services in accordance with the requirements of the RFP stated above and the enclosed proposal. The undersigned Proposer declares that the Proposer has carefully examined the above-named Request for Proposals, and that, if this proposal is accepted, Proposer will execute a contract with the City of Umatilla to furnish the services of the proposal submitted with this form. Proposer attests that the information provided is true and accurate to the best of the personal knowledge of the person signing this proposal, and that the person signing has the authority to represent the individual or organization in whose name this proposal is submitted.

By execution of this Form, the undersigned Proposer accepts all terms and conditions of this RFP except as modified in writing in its proposal. Proposer agrees that the offer made in this proposal will remain irrevocable for a period of sixty (60) days from the date proposals are due.

By execution of this Form, the undersigned Proposer acknowledges that its entire proposal is subject to Oregon Public Records Law (ORS 192.410–192.505) and may be disclosed in its entirety to any person or organization making a records request, except for such information as may be exempt from disclosure under the law. Proposer agrees that all information included in this proposal that is claimed to be exempt from disclosure has been clearly identified either in the Proposer's Statement, or in an itemization attached hereto. Proposer further acknowledges its responsibility to defend and indemnify the City of Umatilla for any costs associated with establishing a claimed exemption.

### **ADDENDA**

Proposer has received and considered, in the enclosed proposal, the terms of any addenda.

### **CERTIFICATIONS**

By signing this Proposer's Certification form, Proposer certifies that:

1. Proposer is  is not  (check one) a resident bidder, as defined in ORS 279A.120.
2. Proposer has not discriminated and will not discriminate against a subcontractor in awarding a subcontract because the subcontractor is a minority, women, or emerging small business enterprises certified under ORS 200.055 or a business enterprise that is owned or controlled by or that employs a disabled veteran, as defined in ORS 408.225.

3. This proposal is made without connection or agreement with any individual, firm, partnership, corporation, or other entity making a proposal for the same services and is in all respects fair and free from collusion or collaboration with any other Proposer.
4. Proposer has, to the best of Proposer's knowledge, complied with Oregon tax laws in the period prior to the submission of this proposal, including:
  - a. All tax laws of the State of Oregon, including but not limited to ORS 305.620 and ORS chapters 316, 317, and 318,
  - b. Any tax provisions imposed by a political subdivision of this state that applied to Proposer or its property, goods, services, operations, receipts, income, performance of or compensation for any work performed, and
  - c. Any rules, regulations, charter provisions, or ordinances that implemented or enforced any of the foregoing tax laws or provisions.

**The undersigned, by signature here, acknowledges, accepts, and certifies to the Proposer's Statements and Certifications as stated above.**

**PROPOSER**

Authorized signature	Proposer's agency or business name
Name of authorized signer	Address
Title	
Date	Federal Tax ID Number

# EXHIBIT C



**RESPONSE TO REQUEST FOR PROPOSALS  
Project PATH – Practical Assistance through Transitional Housing**

**July 7, 2022**

**Submitted to:**

**Dave Stockdale, City Manager  
City of Umatilla  
Umatilla City Hall  
700 Sixth Street  
Umatilla, OR 97882  
(541) 922-3226  
david@umatilla-city.org**

**Submitted by:**

**Stepping Stones of Hermiston Inc.  
P.O. Box 395  
Hermiston, OR 97838**



# TABLE OF CONTENTS

**NOTE:** \* Red asterisks within the body of text are included to support identification of information which is directly relevant to RFP Evaluation Criteria; however, relevant information may also be found in other places.

1.	(5 pages) Agency Experience	p.3
	a.    Qualifications - Providing services to the homeless.	
	b.    Collaboration	
	c.    Program requirements.	
	d.    Providing services in rural areas.	
2.	(3 pages) Access	p.8
3.	(2 pages) Cultural and Language	p.11
4.	(5 pages) Overview Proposed Services	p.13
5.	(1 page) Community Health connection	p.18
6.	(4 pages) Budget	p.19
	Budget	p.20
7.	(1 page) Cost Containment and Audits	p.24
	Audit	p.25
8.	(3 Pages) Staffing	p.32
	Leadership Vitae	p.33
	Service Delivery Partners Organizational Chart	p.37
	Site Operations Organizational Chart	p.38
9.	(Pages as necessary) Licenses and Additional Attachments	p.39
	PDF of State of Oregon Business Entity 1 page	p.40
	CCS letter of support	p.41
	BMCC letter of support	p.42
	WorkSource letter of support	p.43
	DHS email confirmation of support	p.44
	UCo Dept. of Developmental Disability and Veteran Services	p.45
	Sleep Center (Welcome/Agreement)	p.46
	Day Shelter – Guest Expectations	p.53
	Community Member – Goals/Action Plan	p.54
10.	(Pages as necessary) Proof of insurance	p.56
	letter from Simmons Agency	
	<b>PART IV Proposer’s Statements and Certifications</b>	p.58
	<b>Proposer’s Statement of Period of Proposal Validity</b>	p.59

## RESPONSE - REQUIRED DOCUMENTATION

1. (5 pages) - Describe your agency's experience in:
  - a. Providing services to the homeless.

### QUALIFICATIONS – Qualified by Preparation

Stepping Stones Alliance, previously known as Stepping Stones of Hermiston, Inc., was registered as a Domestic Nonprofit Corporation (DNP) entity in the State of Oregon in February of 2020. However, the journey of Stepping Stones began the year prior with the experience of a devoted volunteer at the Hermiston Warming Station.

It began for that individual with the satisfaction of seeing the positive impact on others of a safe, secure shelter during cold winter months, which led to the realization that for a larger portion of the year no such resource was available. Whatever the weather, cold or hot or wet or windy, the lack of shelter from the elements and any assurance of personal safety became a concern that couldn't be disregarded.

In June of 2019, a visit was made to Walla Walla, Washington where a Sleep Center is available 365 nights/year and provides small individual housing units (Conestoga Huts) for their guests. The site was extremely neat and clean and the guests expressed pride in having their own housing unit. The Conestoga huts cost \$1200 to build. **With this visit the dream of providing safe year-round shelter for individuals in West Umatilla County was born and the work started.** (Go to [www.steppingstonesalliance.net](http://www.steppingstonesalliance.net))

What began as a small group of individuals, has expanded to a complete board of directors of a non-profit organization. Board members visited and researched a large variety of existing programs and communicated with their founders: Walla Walla Sleep Center, Watered Garden (Joplin, Missouri), City of Refuge (Atlanta, Georgia), Bybee Lakes Hope Center (Portland Oregon), Other Side Academy (Salt Lake City, Utah), The Church in the Park (Salem, Oregon), Community First (Austin, Texas) and Hope Community (Vancouver, WA).

As the dream expanded beyond the city of Hermiston a new name was adopted, Stepping Stones Alliance. Some of those original board members are still active today. **Knowledge about what works and what doesn't work\*** in various settings has been gathered during the above-mentioned site visits. Stepping Stones embraces the mantra "don't reinvent the wheel". There is a camaraderie and willingness to share among providers. The Walla Walla Alliance has shared their entire Policy and Procedure manual which reflects their experience over the past 8 years.

Stepping Stones' board members are **qualified by years of relevant experience.\*** Their experiences range from Executive Director and General Manager to providers of direct support to people in many special populations, including the homeless, to budget management and Warming Station volunteer, among others. The Stepping Stones Board and staff bring knowledge, skills and experience to the table. The individuals on Stepping Stones board have, even within the past several years, proven their skills and commitment to quality work through conversations, action and information provided to public entities in western Umatilla County. A **detailed composite of Board member and planning staff' relevant experience** is presented in this Response under the title, **Qualifications Vitae Stepping Stones Leadership Team** (see Item 8 Staffing, p.33) We invite your review of the Vitae and will summarize below the primary experience and strengths each individual brings to the work:

**Cathy Lloyd** – Board Chair and President, Energetic and experienced leader, Impassioned initiator of the Stepping Stones vision; director of community groups; professional experience assisting some of the most vulnerable populations of adults and children, including the homeless

**Michael Atkinson** – Board Treasurer, Successful entrepreneurial businessman; member of the original group of Stepping Stones supporters and the Board and still making things happen **Chuck Barnes** – Board Vice Chair, Builder/designer and Executive Director of hospitals and overseer of strategic planning and hospital delivery of support services; compassionate; life-long service toward the betterment of people.

**Sandy Francis** – Former Chair Hermiston Warming Station Chair, Vice Chair and volunteer; survivor of negative childhood foster care system experience and homelessness

**Brandy Medrano** – Board Secretary, Currently working in service delivery assistant role for Eastern Oregon veterans; personal childhood and youth experience with unstable housing,

parenthood, low income, domestic violence

**Steve Eldrige** – Innovative, highly experienced, executive level leader of large utility entity; committed board member for Stepping Stones and numerous other civic and human service organizations

**Roger Condie** – Experienced operations manager of homeless shelters, program developer and substance abuse counselor; current Housing Authority leadership role and named Interim Director of this PATH project.

**Kris Barnum** – Stepping Stones Project Planner, Education program developer, manager, teacher, advisor/success coach of customized training programs for special populations; Utilized collaborative partnerships across business, higher ed, K-12 and social services to build programs that offered “second chances” to displaced, disengaged or low-income individuals

**Stepping Stones is ready now to move** this project forward, building on past accomplishments and on several meaningful and recent experiences delivering services:

**Service delivery experience** is demonstrated by the successful, quick startup of the Hermiston Day Shelter during the month of January 2022. \* When an extreme cold settled in over New Years, Board members recognized the critical need to provide a daytime shelter. The Day Shelter response was conceived, organized and opened within a 24-hour period thanks to countless volunteer hours by community members who were rallied, organized and coordinated by Stepping Stones. During its one month of operation, the Day Shelter served 24 unduplicated individuals. Many came more than one day, resulting in 76 full or partial days of shelter experienced by individuals. Additionally, Stepping Stones board members and staff facilitated connections from the Shelter which resulted in delivery of resources or services from CAPECO’s (Out of the Cold) program for hotel vouchers, to Outreach staff from Support Services to Veterans Families, and COPEs peer counselors. Information was communicated to Desert Rose Ministries. that enabled them to assist an individual to enroll in a long-term drug rehabilitation program.

**Readiness to begin service delivery is yet another qualification of Stepping Stones.** Relative to the needs of the Sleep Center and as a result of our proactive partnership and support of the Hermiston Warming Station (HWS) operation, the full inventory of the HWS was transferred to Stepping Stones when HWS closed their site. These many resources, including but not limited to bedding, pillows, toiletries, hats, gloves, socks, cleaning products, and kitchenware are in our possession and in local storage.

**Another element of our relationship with HWS gives evidence of experience\* providing services to the homeless.** In order to assure overnight staffing at HWS and thus the ability to be open, Stepping Stones investigated security providers, independently hired, provided training and paid part-time staff through funding from the Stepping Stones budget and a generous sponsorship that Stepping Stones solicited from AWS.

**Stepping Stones Alliance leaders are impressively qualified** to assume leadership of the PATH Project. These qualifications include their relevant knowledge, relevant experience, demonstrated commitment and skills in providing services to the homeless and engaging community partners in the task ahead.

**b. Collaboration with related or beneficial Programs and Initiatives.**

**COLLABORATION**

Stepping Stones’ approach to delivering required services will be through collaboration\*. Collaboration means more than just communicating accurate, timely information and more than just coordinating schedules. It means working *together*. It means people, in this case groups of people, working together *toward a common goal*. It requires a level of sharing and integration, and likely some compromise, that brings those involved to not only achievement of their common goal but to deeper relationships and trust.

The objectives and sustainability of Project PATH and Stepping Stones can be accomplished through no other approach. The individuals we will serve deserve no less, especially because collaborative relationships of trust are what they need to see and experience so they can believe and take action toward their own changed future.

Project PATH’s required services are currently being offered in west Umatilla County. However, among the challenges/barriers faced by those experiencing homelessness is transportation to make a connection with those providers. The Navigation Center will be that physical connection point whenever possible.

Facilitating understanding and gaining the support of those same service providers has been the goal of Stepping Stones outreach over the past several years. Information about Stepping Stones' vision and three-phase plan has been shared through emails, Zoom calls and face-to-face meetings and 1:1 conversation. As a result, our name and commitment to collaborative partnership is already known among providers across the region.

Our plan to provide a broad holistic range of supports and services, within a "Housing First" model, has also been made known. Reactions to this model have consistently been supportive, often enthusiastic! The names of those offering Required Services, who have responded with willingness to "come to the table", supported either by letter or verbally, are included along with the date of contact and response type in the Organizational Chart – Service Delivery Partners (see Item 8, p.37) Letters of support are included in Item 9, p.41-44)

See the following list of RFP-named, required service partners, additional value-added providers, along with the names of other entities with whom Stepping Stones has made contact:

**REQUIRED SERVICE PROVIDERS: (see RFP p.3-4)**

Educational Services	Blue Mountain Community College, HHS
Basic medical, dental, vision services	Contacts have been made with providers in each area. The level of commitment at this point varies. Moving all of them forward will be supported by official award of this Contract.
Transportation	Kayak, Umatilla Cab – per UCo contract; EOCCO's facilitated transportation system for OHP members is robust
Behavioral health or substance use disorders	Community Counseling Solutions
Care coordination/case management to support access to other needed services	DHS WorkSource COPES

**VALUE ADDED - SERVICE PROVIDERS: direct contacts made**

Services to veterans	Veteran's Services (VSO's) Umatilla and Morrow County
Transitional housing for parents	Martha's House
Fair housing info. and enforcement	Fair Housing Council of Oregon
Support services to veterans' families	SSVF – within BMAC
Transitional housing support resources	CAPECO
Outreach and referrals	Desert Rose Ministries
Domestic violence services	Domestic Violence Services (Hermiston)
Subsidized Permanent housing options	Umatilla Housing Authority

**OTHER IMPORTANT COMMUNITY PARTNERS: direct contacts made**

Law enforcement support & response as needed	Hermiston and Umatilla Police Departments
Relationships with area faith-based groups	Hermiston Faith-based Advisory Committee
Understanding of community needs	Hermiston Hispanic Advisory Committee
Civic outreach – vision support services	Rotary, Kiwanis, Altrusa
Potential broader transportation services	Morrow County Transportation Coordinator
Sponsorships – additional/future	Amazon Web Services, Fair Housing Council of Oregon, Good Shepherd Community Health Foundation

Stepping Stones representatives are participating regularly in existing groups convened around housing support. These groups include the Home 4 Hope consortium, EO Community Action Group (CAG) run by Fair Housing Council of Oregon, Morrow County Roundtable (hosted by Veterans Services), the Umatilla County committee for mental health ROCK'T, and the Mental and Behavioral Health and Homeless Subgroups for the Umatilla County Community Health Improvement Plan\*.

Stepping Stones will ensure quality and value of service delivery\* through hosting regular

meetings of service providers. We will invite all partners and potential partners to the table in an initial, long-planned and COVID-delayed convening prior to the end of 2022. This meeting early-on in operations will ensure and enhance currency in point of contact lists, clarify service delivery/customer service approach expectations and common understanding of policy and processes. In ensuing years, this annual event will provide for new updates to partners, to the community and support fund-raising. Regular monthly meetings of key PATH required service provider partners will likely become a staple of positive, collaborative relationships.

**C. Meeting program requirements. State the types of service and the status and history of each**

**PROGRAM REQUIREMENTS**

**1. Demonstration of existing relationships with providers.**

In addition to the information included in the tables in “b.” above, existing relationships are named within the Organization Chart- Service Delivery Partners found on [p 37](#) of this Response. The organization chart titled “Service Delivery Partners” reflects the names and dates and descriptions of partnership statuses as of the date of submission of this RFP. Letters of support are also included, attached within [Items 9, p 41](#)

**2. Demonstrate ability to establish organizational policies and code of conduct.**

Stepping Stones board has already ventured into the development of policies and procedures based on those previously used at the Hermiston Warming Station and currently used at Walla Walla Alliance for the Homeless. This work is reflected in the *Sleep Center Welcome and Agreement*, a draft document found in [\(Item 9, p.45\)](#). Some policy and procedure work has been started for the Navigation and Housing Centers. A sample is included: *Community Member Action Plan/Goals* [\(Item 9, p.53\)](#). **Stepping Stones ability in this requirement is further demonstrated** by the various documents and procedures created and effectively utilized at the winter Day Shelter which Stepping Stones, along with community members, set up and operated during the month of January 2022. *Day Shelter-Guest Expectations* [\(Item 9, p. 52\)](#) is a sample of one of one of several policy and procedure documents developed and used in the Day Shelter.

**3. Demonstrate ability to provide basic level medical, dental and vision services.**

Initial contacts have been made with providers since release of the RFP. Stepping Stones’ plan had been to initiate these services at some point after initial startup, allowing time and experience to inform level of demand and information given to providers. These partnerships are represented on the Organizational Chart – Service Providers, found in [Item 8, p.37](#). Stepping Stones will assist Members in becoming aware of these options, making contact with necessary providers, scheduling appointments, and coordinate necessary transportation to those services. Assistance will also be given to help members apply for Oregon Health Insurance and to utilize EOCCO’s coordinated medical transportation and other services.

**4. Demonstrate ability to coordinate educational services.**

A recent letter of support verifies the enthusiastic support of BMCC. Dean Tammy Krawczyk oversees college programs which support completion of high school diploma or GED as well as CTE programs which offer funding for marketable skills training (forklift; CDL, etc.). BMCC has a STEPS Navigator, a program which has the ability to assist with expenses for low income and first-time students. Stepping Stones’ Project Planner has work history as a Success Coach at BMCC within the last few years so relationships are established. In addition, WorkSource has also provided a letter of support and we anticipate that through their extensive employer relationships, workforce training funds and/or the STEP program, WorkSource will assist Stepping Stones members. These letters of support are found within [Item 9, p. 42-43](#)). Contact with HHS principal Tom Spoo has been made and anyone age 18 or under will be given the opportunity to engage in the high school’s well-developed GED program.

**5. Demonstrate ability to operate Sleep Center Services.**

Extensive information and experience have been gleaned from Hermiston Warming Station, board member volunteer experience and Stepping Stones collaborative partnership with HWS during the winter 2021-22 season and prior. Stepping Stones is well prepared to operate the Sleep Center. Many supplies and materials are in-hand, obtained from the Warming Station at their closing. A Sleep Center Welcome and Guest Agreement has been drafted based on Walla Walla Alliances’ manual and HWS’ [\(Item 9, p.45\)](#). Contacts with local churches and community members indicate that volunteers will be forthcoming. Learning from the challenges faced by



HWS, Stepping Stones has developed strategies to better ensure regular, reliable scheduled volunteers. Research and costs have been determined for storage bins, which will provide Sleep Center guests with the option of leaving their belongings in a secured area during the day. This will allow for job interviews and other professional or private contacts to be accomplished without the obvious burden of carrying personal belongings, providing a higher potential for success.

**6. Demonstrated ability to provide services in a safe and secure environment.**

A quote has been obtained for exterior site security including lights and cameras. An interior security video monitors and system, and emergency call button, used at HWS was passed on to Stepping Stones. (See site layout plan, Item 4, p.14) \* Trained Night Staff are part of the Staffing plan. These paid, trained staff members will be on site 24/7. (See Org. Chart-Site Operations, p.38) schedule detail.) Night staff will be trained to perform checks of Sleep Center guest's belongings upon entrance, securing legal but not allowed items, confiscating illegal items, keeping law enforcement intervention at a minimum but notifying when necessary. Night Staff will be trained at the appropriate level, to uphold all laws and board approved Stepping Stones Alliance policy and procedures. All staff and volunteers will also be trained in First Aid/CPR, de-escalation techniques and how to connect with Crisis Stabilization and Substance Use services when needed.

**7. Demonstrate ability to maintain a facility that is free of drug and alcohol.**

As described in Item 6 above, policy and procedures will be established which set rules around drugs and alcohol on site. Both Sleep Center and Housing Center policy will address these issues with strength-based Expectations, rather than punitively crafted rules. We recognize that drug and alcohol use among the homeless is prevalent and that word choice and consistent application of clear policies and procedures can serve to build a community of trust without lowering expectations, particularly among Housing Center members. There will be rules and consequences for not following them detailed in policy and procedures.

**8. Demonstrate ability to coordinate with and facilitate response needed Crisis**

**Stabilization and Substance Use services.** As mentioned in #6 (above), information and training for crisis situations will be provided to staff, particularly to Security. This training will be reviewed and rehearsed so that it is actionable by all who may need to utilize it. Community Counseling Solutions has verbally indicated a willingness to provide this training and has provided a general letter of support. (Item 9, p.41)

**9. Identify a Program Director.** This position will be posted as soon as possible after award of Contract so that a permanent, highly qualified individual can be identified. In the Interim, Roger Condie, MSW, Stepping Stones Alliance board member and experienced manager of programs providing services to the homeless, has agreed to serve in the role of Interim Program Director.

**10. Contractor can identify other service offerings.** A variety are planned. (See Item 4, p.13.)

**d. Providing services in rural areas.**

It was recognized early on that rural Eastern Oregon was different from large cities and unique from even other rural areas. It was also recognized that some individuals simply want a safe place to sleep at night, while others long to find their way toward housing of their own but face obstacles such as skill and resource gaps, and a mindset of flickering hope. Stepping Stones wishes to be there for each of those individuals.

All of the operating programs visited have been in large urban areas: Austin, Texas; Salt Lake City Utah, Portland Oregon, Salem Oregon, Vancouver Washington, Joplin Missouri and Atlanta Georgia. Even Walla Walla Washington at 33,000 is considerably larger than the cities of West Umatilla County. These larger population areas have multiple services available to individuals with a variety of public transport that allows people ready access. Rural Oregon has miles to go between services. Therefore, it is necessary to bring the services to the people.

The Navigation Center of Stepping Stones is meant to be a 'one stop shop' where those in need will be able to get the necessary information about what is available, where to find it and support in accessing it. Most of those services, provided through partners, will be onsite in-person or accessible onsite through technology. Transportation options will be available and arranged when needed.

For rural areas, it is essential to have everything 'under one roof' and to assist people in availing themselves of those services. The collaborative partnership model that Stepping Stones has broadly shared over the last two years will support the 'one stop shop' becoming a reality.

2. **(3 pages) Describe how your agency will address access issues, i.e., who will be served, in what order or priority, and what will happen when services are at capacity. If your agency has developed a policy which addresses these issues, please include it in response to this item.**

## **ACCESS**

**The Stepping Stones Sleep Center** will have complete and board approved policy and procedures around access well before opening. An individual who arrives at the Center will be greeted and given information including the opportunities, expectations/rules and resources available to them.

The included Sleep Center Welcome Expectations and Guest Agreement, a policy and procedure document, was drafted last year based primarily on Walla Walla Alliance's successful policy. It has not yet been formally accepted by the Board. It will be reviewed and adapted and then approved by the Board prior to starting operations. What is prepared at this time is attached for review. (See Item 9, p.45).

Sleep Center access is on a first-come, first serve basis. The Center will meet all Fair Housing nondiscrimination rules. In terms of availability and schedule, the Sleep Center will be a low barrier emergency shelter open from 6pm to 8 am 365 days/year.

Sleep Center volunteers and the Sleep Center Coordinator will present that information. Their skills will be critical in building the initial "reputation" of Stepping Stones among, most importantly, the people we hope to serve. Life experience has likely taught them to be wary of new places and people. Considering the full scope of what we envision for Sleep Center guests (successful exit to permanent housing) it is critical that initial interactions begin to lay a foundation of trust and respect as well as understanding of "the rules". Stepping Stones philosophy and practice will be that anyone is welcome. We will meet people "where they are at", an inclusive philosophy, that allows people to experience acceptance. That said, there will be expectations for behavior

Both the hours and the year-round availability are a significant change from what has been available in west Umatilla County previously. That word will probably spread quickly and while we anticipate seeing some familiar faces, we hope this expansion of availability will be appealing to some who did not utilize the Warming Station. Each guest will sign a Guest Agreement and may stay at the Sleep Center on a night-to-night basis as long as those standards are met. There is no access to the Sleep Center building during the day. There will be a secure storage shed and bins provided if Sleep Center Guests want to leave their belongings there during the day.

The biggest difference from the previous Warming Station will be that Stepping Stones will have staff, called Navigators, available during the day to facilitate individuals' goal setting and connection to needed resources. Information on how a Guest can access a Navigator and those resources will become part of the Sleep Center's welcome and information sharing. This information will be delivered verbally by volunteers and it will be posted in the Sleep Center and explained in flyers posted and made available to guests.

Presenting this information in a welcoming yet effective manner will be the role of the volunteers and Coordinator who staff the Sleep Center. Volunteer training and the resulting presentations will make all the difference in whether Guests will "spread the word" that this is a good place or not. The desired outcomes of this introduction are that guests feel accepted and accept the expectations. Both outcomes are important.

Sleep Center capacity is expected to be approximately 30. Based on its anticipated size, the maximum occupancy of the modular will be 35. There will be several volunteers and security staff also on the premises. When demand exceeds that number, a covered area located behind the Sleep Center module and generally used as an outside smoke area for Guests, will be converted into an overflow sleep area with secured canvas tent "walls". The capacity of this covered area is yet to be determined.

**The Stepping Stones Housing Center** is a group of small transitional units which can house 1-2 adults each. To become eligible for a housing unit, an individual must be or have been a Guest in the Sleep Center, they must meet with a Navigator and set and commit to work toward achieving appropriate goals that will move them toward readiness for permanent housing. Individuals who occupy a housing unit become Members of the Stepping Stones community.

There will be a code of conduct expectation and agreement for membership. To maintain eligibility for a housing unit, Members must meet regularly with their Navigator and demonstrate progress toward their goals. Several examples of transitional housing community codes of conduct have been gathered. Some preliminary drafts exist for Stepping Stones however, completion and board approval will be necessary. This work will commence again as soon as the Contract is awarded.

Beyond eligibility, access to a housing unit will be based on availability. The board's plan is to have 25 housing units ready for occupancy at opening. They will become occupied as individuals move through the specified process. A few of the units will be constructed with larger capacity. These will offer a temporary housing option, if needed, for parents with children. It will, however, be a high priority of Stepping Stones to assist families in speedy application for Martha's House in Hermiston, a facility that specifically serves parents with children. Policy will be put into place for utilizing the larger units if there is demand and no families are present.

If individuals are eligible for the Housing Center but no units are available, overflow space will be provided under the covered outside area. Temporary tent-like sides will be installed. These Members will have access to the Navigation Center, its services, and be assisted by a Navigator in setting and working toward their goals.

If a Housing Center member is not making progress on their goals, they will be assisted in revising those goals so they are more appropriate and achievable but still effective. If there comes a point where an individual has shown they are not willing to put forth the effort needed to achieve readjusted, appropriate goals, they will lose their membership and housing unit occupancy eligibility. They would be able to utilize the Sleep Center at night but would not have access to the benefits of Housing Center membership. Specific policy and procedure for this and many other Housing Center related issues will be established.

An important aspect of the Stepping Stones Housing Center experience will be fulfilling assigned tasks and responsibilities related to Center needs, and engaging in activities that foster a sense of community and healthy relationships among members. The opportunity to work in the role of Peer Mentor will be available. Peer Mentors will support other Members, likely new occupants of the Center, with getting settled, acquainted with all that is available and set up for success in their goals.

Housing Center Member policies pertaining to behavior and interactions will be as simple as possible and ideally self-enforced among housing community members. Navigators will oversee behaviors. Issues will be referred to the Assistant Director. Community events and gatherings, as well as celebrations of achievements will be held to strengthen individual motivation and develop camaraderie among members.

## **CLIENT CONFIDENTIALITY AND SECURITY OF PERSONAL INFORMATION**

The following information is a response to expectations that are stated in the RFP under Data Management p.12. Stepping Stones presents this to lay the foundation for further discussion and policy development. It is placed here because it pertains to Stepping Stones Alliance's responsibilities and responses related Guest/Member legal rights, privacy and regulations.

### **Proposed Guidelines and Policy for**

#### **Assurance of Client Confidentiality and Security of Personal Information**

Overview:

**The basic guideline is that all information and records obtained while providing services to any client are confidential. This guideline sets forth a policy to serve as a format to responding to inquiries regarding clients of Stepping Stones.**



Under Stepping Stones guidelines, client information and records will not be released unless the authorization for release is clearly within the several exceptions which allow release. Violation of the guidelines concerning confidentiality will be of great concern to Stepping Stones.

Upon intake, client and staff will go over client confidentiality and discuss parameters of Release of Information form. Information shared by a client is not to be shared unless it is explicitly stated in the release document. When the release of client information or records is allowable under an exception to the basic guideline, no more information or excerpts from records are to be disclosed than the recipient of the information has asked or needs to know. Any information released will be documented in client's Homeless Management Information System (HMIS) electronic file as well as the client's Stepping Stones file which will be secured on the DROPBOX, a secure cloud storage service located in San Francisco, California. For documents that are required to be maintained as hard copies, these will remain in a file cabinet with locking abilities as well as within a locked office.

Any and all requests for documentation from a client file are to be released by the Assistant Director. If the Assistant Director is unavailable the following procedure is to be adhered to only after unsuccessfully attempting to contact the Program Director. There are eleven ways to release information legally:

1. Signed consent form with the proper format. (Release of Information)
2. Internal program communications: One staff member in an agency may discuss a client with another staff member of the same agency.
3. Communications which do not disclose client-identifying information: A counselor in one agency may seek consultation from a counselor in another agency concerning a certain client's circumstances if the first does not give information which would identify that client.
4. Medical emergencies: A client may be identified if the client is suffering from what appears to be a medical crisis and identification will assist in giving appropriate treatment.
5. Client crimes on program premises: A client may be identified to stop or rectify a crime on the premises of Stepping Stones.
6. Research, audit, or evaluation: Authorized agents of research, funding, or licensing organizations may collect data which may have client-identifying information such as social security numbers. Such agents, however, are held to regulations and no information made public may contain client-identifying information.
7. Child abuse and neglect reporting: The staff of Stepping Stones must report such cases in compliance with federal reporting laws. (This includes but is not limited to abuse, neglect, domestic violence in front of a minor, drug use in front of a minor. Staff is to not report abuse or neglect without first discussing with Assistant Director.)
8. Qualified Service Organization Agreement (QSOA): These are agreements between agencies which allow them to share client-identifying information. Many restrictions apply. For example, such an agreement can only be signed with an agency that performs a service for the first agency for a form of compensation.
9. Police: If an officer comes into the center they may walk around in the center "looking for someone". If an officer asks questions about a specific client, staff must answer to the best of their knowledge. At no time may a staff conceal information about a client to a law enforcement officer.

Staff is to be continuously diligent in the preservation of client confidentiality. This includes but is not limited to keeping client records secure, shredding paperwork with identifying information before discarding it, and only discussing clients or talking with clients in a private environment where conversations cannot be overheard.

**3. (2 pages) Describe the cultural and language proficiencies of your agency's program staff and your recruitment practices to support and retain staff.**

Among the discussion topics Stepping Stones has brought up with potential partners during the preceding months, has been how the barriers that exist because of cultural and language differences can be minimized as we serve our diverse population.

The Stepping Stones board has limited cultural diversity and language proficiency other than English but the staff for the Stepping Stones Center have not yet been hired. The position descriptions for the Assistant Director and the Navigation/Care Coordinator will include the requirement for the individual to be bilingual in Spanish. (See the [Organizational charts, Item 8, p.37-38](#)) We will also invite partner staff to join interviews and invite their feedback on candidates. Ideally these partner staff will bring cultural diversity and bilingual skills to the setting.

**-Discuss strategies used to ensure that clients using a language other than English will be able to access services, starting with the first point of contact. Include a description of how and when interpreter services are utilized.**

In our visits, we were most impressed by the culturally diverse staff and culture at COPES and helpful ideas were gleaned. We also hope to engage COPES staff frequently with new Members at Stepping Stones. COPES staff are registered Peer Support Specialists and thus their primary work is very similar to the initial tasks of the Stepping Stones Navigator.

Effective communication with Stepping Stones clients will be challenging even when English is the shared language and cultures are in common. The life experience of individuals experiencing homelessness often impacts a person's willingness and ability to articulate needs and wants, let alone goals. These will be careful and likely slow conversations. Relationships and trust take time.

In all cases when interpretation is needed, staff and volunteers will utilize language services. This will be part of training and utilizing that service will be practiced. This is especially important at the first Sleep Center "intake". Volunteers will be fully prepared, having Google Translate on their phone, and having practiced using it. As an individual progresses to meeting with a Navigator, again each of those meetings will utilize these services if bi-lingual staff or an in-person translator is not available.

**-Discuss the most commonly presenting non-majority clients served by your agency and important cultural considerations in service planning and delivery.**

Hispanic is the most common non-majority culture. In some areas of Umatilla County it is the majority culture. Spanish and its dialects and Guatemalan culture and language were those most often mentioned to us by social services staff with whom we spoke. One medical provider also mentioned Mandarin as a language for which translation services are needed although not frequently.

Considerations for culturally sensitive service delivery mentioned to us included respectful recognition and patient response to individuals presenting hesitancy or mistrust, often developed over years, even generations of living in the United States. In response to that, and as mentioned, it is vitally important to have bilingual staff and/or have and regularly use translation services and interpreters. (We learned that office staff/receptionists in our area often have translation services available but they don't use them often enough to be well prepared to use them or willing to do so. These situations are highly frustrating and can make the situation even worse.)

The primary advice given in relation to the Hispanic culture, particularly in initial meetings, was to allow extra time, even twice as much time. This gives the best chance for the language barrier to be overcome and also it allows, even with Spanish speaking staff, the time needed for contextual information to be heard and acknowledged. Hispanic culture is a verbal culture, rich in story-telling, which requires more than a quick question and answer/yes and no exchange.

**-Discuss how your organization will ensure access and service delivery in a culturally appropriate manner to any individual requesting service regardless of the language spoken.**

We have learned that OHP provides free translation services by arrangement for dozens of languages. One of the first things Navigators will address is whether an individual needs assistance in signing up for OHP insurance. With OHP and through EOCCO, appointments can be scheduled for online live (often video) services at the time and place of the appointment – this could be in the Navigation Center as easily as in any other provider's office.

In addition, simply having all staff familiar equipped with and practiced in using Google translate will help. Other services for which online services can be purchased and which were recommended by potential partner staff include Language Link, Linguava and Passport to Languages. Further research will be needed. The level of demand for these services will also become clearer once our staff are hired. It is telling, however, that one fully bi-lingual medical office maintains an active subscription to one of these services so they are always prepared for any customer.

4. (5 pages) Provide an overview of your proposed services, including capacity for number served and areas of expertise recognizing that the Project PATH facility will initially be designed with a minimum of 12 sleeping units. Also address how your agency would scale services when additional sleeping units are added or other mechanisms to grow the Project PATH facility are introduced. Include how services will be scaled in year three to add services for Veteran’s, family units, and to provide childcare services.

**AN OVERVIEW OF PROPOSED SERVICES – STEPPING STONES OPERATIONAL PLAN**

Beginning in early 2021 and after visiting with local area officials and visiting other program sites, the board of the Stepping Stones Alliance worked on developing its operation vision and program plan. This plan, inserted below, has been shared and well-received by local city officials and committees, during presentations and partnership-seeking conversations with various service entities and with local elected officials.

In recognition of this same program plan, in June of 2021 Stepping Stones Alliance was awarded grant money from funds provided to the state legislature from the American Rescue Plan Act. Stepping Stones was also awarded grant money from the Good Shepherd Community Health Foundation earmarked for the purchase of a mobile shower unit.

While Stepping Stones Alliance is not yet in operational, additional planning and purchases have been made based toward this Operational Vision.

This overview chart and the items listed below it attempt to not duplicate details included in other sections. See the Organizational Charts. (Item 8, p.37-38) for many details regarding hours of operations, etc. This section does seek to clarify “where” within the Centers model, the many resources and services will be delivered. A list of Additional Scaled Services is included.

**Stepping Stones Operational Vision:**

<p><b>Phase 1 – The Sleep Center</b> Fall of 2022 following a 2021/2022 winter season partnership with Hermiston Warming Station, the year-round overnight emergency shelter will launch.</p>	<p><b>Phase 2 – The Navigation Center</b> Incremental launch will begin as possible in 2022 as expanded facilities become available and already committed service delivery partners can be scheduled.</p>	<p><b>Phase 3 – The Housing Center</b> Late Fall/Early winter is targeted for opening the first group of small housing units to those demonstrating readiness. Additional units will be added as participant numbers increase.</p>
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**The Pathway to Self-Reliance**

<p><b>Enter here: The Sleep Center</b> Night to night shelter for those in need <b>Maximum of 35 in modular bldg.; Accommodate overflow in outside tent shelter, set up when needed.</b></p>	<p><b>Then engage here: The Navigation Center</b> Needed services and access to resources are available to active participants delivered during all operational hours by staff, community partners and volunteers</p>	<p><b>Stability while progressing:</b> <b>The Housing Center</b> <b>Initial 25 transitional housing</b> units for participants engaged with Navigation Center resources and personal action plan</p>
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## **Phase 1: Sleep Center**

1. This will be a large modular building within the site fencing but separate from the rest of the project. The building will have its own entrance. It will be locked throughout the day. Staff will be in the Sleep Center during all its operational hours
2. Admission to the Sleep Center will occur from 6:00 pm to 10:00 pm. No admission will be allowed after 10:00 pm unless prior arrangements have been made or an emergency admission is deemed necessary via law enforcement or medical personnel.
3. The Sleep Center will have an outside storage area, a smoke area and a fenced area for pets.
4. Inside the Sleep Center will be set up like a large dormitory with beds, storage totes, a small kitchenette for warming foods, 2 half bathrooms, a small computer work station area and a small commons area.
5. All individuals will initially spend time at the Sleep Center.
6. The Sleep Center will not discriminate against any person on the basis of race, color, religion, creed, political ideas, sex, age, marital status, physical or mental handicap, national origin, or ancestry. (Excerpt from RFP p. 8)
7. Sleep Center guests will have the opportunity to engage with the Navigation/Care Coordinator if the guest is interested in becoming a Housing Unit Member.
8. Sleep Center will have written, posted expectations/rules regarding what can be brought in and what will be confiscated and locked up and what will not be allowed on the premises.
9. Sleep Center guests will be able to get vouchers from the Sleep Center Coordinator to use the shower unit during daytime hours. Use will be at a scheduled day and time.
10. Guests will be able to leave some belongings in a secure area during the day time but guests will not have day time access to those items. Items left for an extended period will not be kept at the Center as per the signed guest agreement.
11. Guests will not be allowed to loiter around the Site property during day time hours and will be subject to trespass.
12. In the event of overflow need for emergency housing, additional cots and mats can be placed within the Sleep Center building and/or an overflow tent may be placed on the concrete pad behind the Sleep Center to provide for additional sleep area.

## **Phase 2: The Navigation Center**

1. The Navigation Center will be a double wide mobile structure owned by the City of Umatilla
2. The Navigation Center will be in a fenced secured area
3. The Navigation Center will house the office space for the Program Director and the Assistant Director
4. The Navigation Center will have a Navigation/Care Coordinator and will have additional Navigators (as needed) who will be trained in Crisis Recognition. These individuals will be tasked with meeting with each Housing member and setting goals, developing appropriate goal action plans and scheduling regular progress assessment meetings with the Housing members.
5. The Navigation Center will have several partitioned office areas where Service Delivery Partners will meet 1:1 with Guests/Members.
6. Washer and dryer will be located in the Sleep Center or in Navigation Center (tbd) and will be available per signup to Housing Center members. Sleep Center Guests will be able to have their laundry done by Sleep Center volunteers or staff on designated nights. Staff or volunteers will operate the appliances.
7. The Navigation Center will have computer work stations available for Housing Member use.

8. The Navigation Center will have an open area suitable for small classes or group sessions.
9. No weapons, drugs or banned substances will be allowed in the Navigation Center.
10. The Navigation Center will be staffed during all open hours.
11. The Navigation Center will have a kitchen area that will be secured in a way that Housing Members are able to access and use, per a sign-up sheet, from 6:00 am until 9:00 pm daily.

### **Phase 3: The Housing Center**

20 individual units will be built and ready for use by Winter 2022/2023.

They will house 20 individuals/couples

1. The Housing Center will be in the same secure fenced area as the Navigation Center.
2. The Housing Center will be open to Housing unit members 24 hours a day but no access to the grounds will be permitted between the hours of 10:00 pm and 8:00 am unless prior arrangements have been made (due to work, counseling session, classes etc.) or in the case of an emergency.
3. There will be a qualifying process to become a member of the Housing Center and to gain transitional housing.
4. All members will have spent time in the Sleep Center and will have established appropriate goals and a plan with a Navigator. Housing unit members will all set appropriate attainable goals towards long term permanent housing of their own.
5. All members will sign a Code of Conduct and agree to abide by all Housing center rules.
6. No weapons, alcohol or banned substances will be allowed on the Housing center site.
7. A 2 unit portable shower trailer, already in our possession, will be available per signup, for Housing Center members.
8. All Housing center members will participate in keeping the Center neat and clean.
9. Housing Center Members will have access to scheduled use of: the community kitchen, shower trailer, computer work stations, laundry facilities and any other community facilities.
10. The Housing Center will uphold the same non-discrimination policy as the Sleep Center.
11. Each housing unit may house one person/couple. Access to services for Veterans will be available upon startup of the Housing Center. Connections have already been established with Veteran Services.
12. Family units may apply to become Housing Center members after staying at the Sleep Center and after verifying family relationship.
13. A navigator will assist family units needing childcare in making contact with the necessary resources and will provide assistance in helping them obtain transportation. Childcare will not be available on site and adults are responsible for the care and supervision of their children while on the Stepping Stones site.

### **Response to increased demand:**

- In the event of overflow, the covered concrete pad in the Sleep Center outside area will have drop down canvas sides that can provide a place for additional cost to be placed for additional Guests or Housing Members.
- The Conestoga huts are constructed of quickly available materials and are quick to construct (approximately 24 man hours). On the two acres of land available, there will be room to add additional housing units if the need arises.
- Ready to add an additional 10 housing units. This will include 2 larger units for family use (families staying at the Stepping Stones Housing Center will be encouraged and assisted in applying for housing at Martha's House)

**All individuals receiving service at the Stepping Stones Site will have access to:**

1. Scheduled transportation to and from the site via: Kayak and/or City taxi services. Specific drop off locations and times will be established.
2. Some parking will be available for member vehicles but the vehicles must be drivable and be registered with the Program Director.
3. All individuals will have access to small food pantry, clothing pantry
4. The opportunity to meet with the Navigation/Care Coordinator and strive to become Housing Center Members.

**Scaled Services and Other/Additional Service Offerings Available by Year 3:**

1. Additional larger units structured for families in need of short-term transitional housing.
2. An on-site van available to assist in transportation needs in relation to jobs, training, education or medical needs that are not able to be met by: Kayak, City Taxi, Care Van or other public transportation.
3. On-site vocational (job skills) training per market demand for employment (TBD)
4. Self Reliance skills training including
  - a. Garden classes (onsite raised bed gardens)
  - b. Cooking classes
  - c. Clothing care classes
  - d. Budgeting and basic money management classes
5. Basic automotive care classes (see site layout which includes Safe Parking spaces)
6. Training for Housing Members to become Peer Mentors
7. High School Interns providing volunteer services
8. Job Search preparation
  - a. Resume, cover letter
  - b. Job applications
  - c. How to introduce yourself
  - d. Interview preparation and practice
9. Scheduled Celebrations for those achieving goals
10. Community Activities such as: barbecues, movie nights, card nights etc.
11. Access to hair cuts



**5. (1 page) Describe how your services will utilize the information contained in the 2021 Umatilla County Community Health Assessment (CHA).\_**  
<https://ucohealth.net/community-health-assessment-2021-2022>

The process of data collection and therefore the information contained in the 2021 Umatilla County Community Health Assessment (CHA) was highly impacted by the COVID 19 pandemic and the unprecedented response demanded of health officials. From our review of that process and decisions that resulted, as well as recent updates on the status of progress toward completion of the Community Health Improvement Plan, we appreciate that a multitude of factors have come together that impact the output.

That said, there is no question of the importance of the work that is continuing. Community Health Improvement Plans are important and even, in the best of times, have limitations. Large scale plans come with effort. To that point Cathy Lloyd is involved in two working subgroups, Mental and Behavioral Health and the Homelessness. She will continue that involvement in part because the lives of the individuals Stepping Stones seeks to help are so dramatically impacted by health care access barriers and gaps in equity of health care delivery.

Areas of concern across community health are often directly and/or indirectly linked to homelessness and become barriers to gaining housing and self-sufficiency.

We anticipate that in full operation, Stepping Stones will not only facilitate access to health care services by some of the county's most vulnerable citizens, but that improved access will bring individuals directly to providers rather than the Emergency Room. Stepping Stones has the potential to become a new conduit for more efficient and cost-effective access to health care, for impacting health care equity in west Umatilla County, as well as adding to data, in terms of demographic, health status and behavior information, on a population segment that is historically hard to find.

**6. (4 pages) Provide your anticipated budget for years 1 and 2 to reflect the cost-of-service delivery relative to the stated services to be delivered. Also include how the addition of services in Year Three will impact the cost-of- service delivery for Project PATH.**

A description of the budget set up, per the RFP direction, is included on the Budget Summary page below with necessary four pages of budget below. To clearly address Costs and Resources (Evaluation Criteria) line items we provide these responses:

- **Financial and administrative stability:** Stability can confidently be deduced from the level and tenure length of Board members when functioning at Executive Leadership levels, experiences which included oversight of large corporate and non-profit budgets over the course of many years.
- **Obtain resources:** Experience is shown in the resources which Stepping Stones brings to the table at this time. Good Shepherd and Fair Housing funds are grants for which we applied and were awarded. HWS’ donation of its remaining inventory is also evidence, as is the sponsorship obtained from AWS which supported winter season Warming Station staffing. Taken from an element of the budget not included in this document, current **revenue** is identified:

48,000	Good Shepherd Community Foundation Grant						
10,000	Fair Housing Grant						
50,000	donation from Church of Jesus Christ of Latter Day Saints/not finalized until August 2022)						
40,000	individual donations						
1,000,000	District 57 American Rescue Plan						

- **Bring resources:** The total of the current revenue listed above is \$1,148,000. The Good Shepherd funds have already purchased the 2-unit shower trailer which is in our possession and ready for immediate use on the new site.
- **Willingness to negotiate terms:** Stepping Stones, as a new entity, has no encumbering obligations which might limit willingness and ability to negotiate an agreement for PATH. This project embodies our full vision.
- **Cost of Service Delivery and Monthly Rate for Facility Operation:** The projected annual Service Operations budget total is based on our best sense of expenses, acknowledging the yet unknown level of responsibility for ongoing utilities and property maintenance costs. This figure is impacted by our access to the American Rescue Act Funds, which are now budgeted to cover salaries and wages both years and significant other capital construction. Based on these factors, Stepping Stones projects a monthly flat rate of \$24,890.

**YEAR THREE**

No separate budget is designated for Year Three add-ons. The Year Three add-ons mentioned in the RFP will be addressed within the Years One and Two budgets.

1. **Veterans:** Information will be provided to members about the services available to veterans. Office space will be provided for Veteran Service personnel to meet with veterans and facilitate transportation for veterans to the local Veterans office in Hermiston. We have also established a partnership with Nyla Holt, SSVF (Supportive Services for Veterans Families Outreach Manager, who does ‘in the field’ outreach for veterans in the county.
2. **Families:** It is the intention to build two slightly larger Conestoga huts for families that will be available on the opening day of the Housing Center. Family units will be accommodated in the Sleep Center first if confirmation of family relationships is needed. Stepping Stones has also made a commitment to facilitate referrals to Martha’s house. This process can take a week or more. Stepping Stones will provide transitional housing until the Martha’s house application process is complete.
3. **Child Care:** While child care will not be available on site to Housing Center members, Navigation staff will assist members in locating child care resources and assist in providing transportation on an as needed basis.

## BUDGET SUMMARY

The budget is divided into set up (aka Administrative development) and operational costs (aka Service Operations). These are estimates since product prices change on a regular basis and it is still undetermined how much support cities will provide with respect to staffing. Additionally as a cost containment measure, the Stepping Stones board and the Executive (Program) director will seek ways to use volunteers, get material donations and obtain in-kind donations. (i.e. the budget contains the cost of a new on-site van but hopefully a good used van will be able to be obtained). Currently our direct to non-direct or administrative costs is very small. Board members are not being reimbursed for their time or services so administrative costs currently consist of the expense of licensure and the expense of a mail box. It is anticipated that this will continue to be the trend.

Shared Costs	
Fencing	
Outdoor Lights	
Outdoor Security System	\$21,000 <i>\$18k + poles and pole setting cost estimate</i>
Executive Director	
Van	\$45,000
Pick up Truck	\$30,000
indoor security system including monthly service	
*Space for additional input*	
<b>Total Shared Costs</b>	<b>\$96,000</b>
<b>Sleep Center Costs</b>	\$482,060 See "Sleep Center Costs" tab for detail
<b>Navigation Center Costs</b>	\$236,475 See "Sleep Center Costs" tab for detail
<b>Housing Center Costs</b>	\$420,606 See "Housing Center Costs" tab for detail
<b>Total Direct Costs</b>	<b>\$1,235,141</b>
<b>Indirect Costs</b>	\$ 5,250.00 Includes: licensing, PO Box, accounting costs
<b>Indirect vs direct costs:</b>	0.42%

*Breakdown of total costs (excluding shared costs):*

Service Operations	\$298,680.00
Administrative Development	\$840,461.25

**SLEEP CENTER COSTS**

<u>Expense</u>	<u>Total Amount</u>	<u>Additional Info</u>	<u>Type of Cost</u>
Fencing	\$4,400	<i>just around sleep center modular</i>	set up
Covered concrete patio	\$1,251	10'x15'x7' patio cover Arrow Home Depot unassembled	set up
Fenced Area	\$750	<i>for pets</i>	set up
covered smoke area	\$1,251	10'x15'x7' patio cover Arrow Home Depot unassembled	set up
modular for sleep center	\$250,000	<i>includes set up</i>	set up
replacement items	\$2,000	<i>bedding, general supplies</i>	operational
misc supplies	\$2,000	<i>kitchen and food supply replacement</i>	operational
4 replacement beds yearly	\$1,280		operational
Beds	\$8,000	<i>25 bunks</i>	set up
dishwasher	\$528	<i>whirlpool/hone depot</i>	set up
storage shed	\$7,600	<i>High Cube used insulated container 8'x8'x40'</i>	set up
large bulletin/white board for communication	\$100		set up
Sleep pads	\$0	<i>HWS donation</i>	set up
refrigerator	\$813	<i>20 cubic/home depot</i>	set up
microwave	\$0	<i>HWS donation</i>	set up
double sink	\$180		set up
hot water urn	\$0	<i>HWS</i>	set up
dish sets	\$500	<i>12 sets for 4 plates, cups, bowls, small plates</i>	set up
glasses	\$150	<i>64 glasses</i>	set up
washer and dryer	\$0	<i>HWS donation</i>	set up
Silverware for Kitchenette	\$250	<i>6 sets of 8 settings</i>	set up
Food Supplies for Kitchenette	\$1,500	<i>oatmeal, tea, coffee, etc.</i>	set up
2-3 Long Tables	\$0	<i>HWS donation</i>	set up
Folding Chairs	\$0	<i>HWS donation</i>	set up
Intake desk	\$0	<i>HWS donation</i>	set up
Locking filing cabinets	\$0	<i>HWS donation</i>	set up
Totes for overnight items	\$0	<i>HWS donation</i>	set up
Totes for day items	\$2,212	<i>50 gallon heavy duty wheeled trash can 25 for sleep center guests 88.49</i>	set up
Sleep center Coordinator	\$25,000	<i>20/week \$20/hour</i>	operational
Security Cameras	\$0	<i>SSA and HWS donation</i>	set up
Small area for volunteers w seating	\$1,000		set up
Small sitting area for guests	\$2,000		set up
floor lamp for volunteer area	\$150	<i>for volunteer and security guard area</i>	set up
Shower vouchers	\$0	<i>SSA donation</i>	operational
Small food pantry	\$1,000		operational
Small clothing pantry	\$0	<i>donations</i>	operational
Small toiletry pantry	\$0	<i>donations</i>	operational
Copies of Policies and Procedures	\$0	<i>donation from Fair Housing</i>	set up
Printed Spanish/English conduct agreements	\$200		set up
bulletin board	\$65		set up
Partitioned area for searches	\$0	<i>Lloyd donation</i>	set up
Locked area for contraband	\$200		set up
Fire Extinguishers	\$150	<i>6 extinguishers</i>	set up
smoke and CO2 alarm	\$60	<i>30 detectors/\$30 each</i>	set up
security staff	\$153,000	<i>14 hours/night/\$30/hour 365 days/year</i>	operational
First aid and CPR Training	\$2,500		operational
Crisis stabilization training	\$0	<i>through CCS</i>	operational
twin mattresses	\$8,000	<i>50 for sleep center</i>	set up
mattress covers	\$1,000	<i>50 mattress covers</i>	set up
plastic sheets	\$1,000	<i>50 plastic sheets</i>	set up
pillows	\$750	<i>50 pillows</i>	set up
plastic pillow covers	\$500	<i>50 pillow covers</i>	set up
sheets and pillow cases	donations	<i>HWS</i>	operational
blankets	donations	<i>HWS</i>	operational
clip on bed lights	\$720		set up
<b>Total Sleep Center Costs</b>	<b>\$482,060</b>		

**NAV CENTER COSTS**

<u>Expense</u>	<u>Total Amount</u>	<u>Additional Info</u>	<u>Type of Cost</u>
Community Bulletin Board	\$100		set up
lap top for executive director	\$1,600		set up
Executive Director	\$40,000	<i>including benefits</i>	set up
Executive Director	\$60,000		operational
Assistant Director	\$50,000	<i>including benefits</i>	operational
Common Building	\$50,000	<i>Double wide owned by City of Umatilla: get copy of size and floor plan</i>	set up
Remodel Expenses	\$10,000	<i>partitioning bedrooms/seperating kitchen from the rest of the center</i>	set up
Furniture for Common Area	\$4,000		set up
Computer Work Station	\$7,000	<i>towers, keyboards, mouse for 6 stations/Best Buy items</i>	set up
commercial washer	\$2,500	<i>staff use to wash bedding items</i>	set up
commercial dryer	\$2,500	<i>staff use to wash bedding items</i>	set up
4 computer desks	\$500		set up
4 desk chairs	\$275		set up
computer printer/fax machine	\$1,500		set up
2 four drawer locking file cabinets	\$400	<i>get lateral cabinets for hanging files</i>	set up
office supplies	\$1,000		operational
intake desk	\$200		set up
member lockers	\$3,000	<i>2 sets/36 lockers</i>	set up
Office Desk and Chairs	\$1,000	<i>Support Services</i>	set up
computer software	\$900	<i>Office 365 \$12.50 per mo. 12 months x 6</i>	operational
Sleep center Coordinator	TBD		
Facility Coordintator	TBD		
Navigation Coordinator	TBD		
<b>Total Costs</b>	<b>\$236,475</b>		

## HOUSING CENTER COSTS

<u>Expense</u>	<u>Total Amount</u>	<u>Additional Info</u>	<u>Type of Cost</u>
Conestoga Huts	\$50,000	<i>25 huts</i>	set up
Heating Units	\$2,760	<i>need 25</i>	set up
Wiring for Housing Units	TBD		set up
Power Source for Housing Units	TBD		set up
Covered Outside Common Area	\$6,000	<i>15x20 area on concrete pad</i>	set up
storage area	\$1,520	<i>2-High Cube used insulated container</i>	set up
smoke and co2 detectors	\$900	<i>30 total</i>	set up
Picnic Tables	\$1,600	<i>4 folding adult size tables w/bench</i>	set up
Lighting for Outside Common Area	TBD		set up
Common Building	\$250,000		set up
Shower Unit w Sign up Sheets	\$48,000		set up
Power for Shower Unit	TBD		set up
Water Access for Shower Unit	TBD		set up
Water Drainage Access for Shower Unit	TBD		set up
Community Bulletin/Notice Board	\$100		set up
Fenced Pet Area	\$736		set up
Smoke Area	\$1,250	<i>10'x15'x7' patio cover Arrow Home D</i>	set up
Chairs for Smoke Area	\$100		set up
Ash trays for Smoke Area (2)	\$140		set up
Fencing around entire site			
porta pots (Jimmy Johns	\$3,500	<i>4 porta pots for housing unit area</i>	set up
portable hand washing station	\$3,200		set up
shower unit	\$48,000		set up
electrical and water set up	TBD		set up
washers and dryers for member use	\$2,800	<i>2 sets/Samsung</i>	set up
<b>Total Housing Center Costs:</b>	<b>\$420,606</b>		

7. (1 page) Describe the strategies your agency uses for cost containment including the ratio of direct to non-direct or administrative costs. Submit the findings of the last three fiscal audits of your agency (will not count toward page total). Please ensure that the date of the audits is clearly indicated. If your organization has not completed three fiscal audits, please provide available audits, available internal financial reports, and the name of your auditing firm.

**Stepping Stones Alliance Cost Containment Measures:**

- The model chosen for the housing unit is called a Conestoga Hut. This model has been in use in both Walla Walla Washington and in Eugene Oregon for five or more years. The supplies cost approximately \$1600 and the unit is easily made. A sample unit was built by four SS board members and advisory council in June 2020. The board investigated the pallet shelters as well as a variety of stick-built units and determined that the Conestoga huts costs are between \$3000-\$6000 less per unit than other housing options.

- The board will use a combination of paid and volunteer labor to build the huts which increases savings.
- The Conestoga hut with its triple layer of insulation reduces the amount of electricity needed for additional heating.
- The Conestoga huts are simple housing units containing a heating unit and a bed platform. This reduces the cost of building as well as upkeep.
- Since the Conestoga hut is made out of common materials such as lumber, pvc pipe, wire cattle panels etc., repairs can be made easily and quickly when needed.
- The SS board will actively recruit community individual and company donations through its website as well as through in person presentations to various service organizations and churches.
- The Stepping Stones project will use service partners/organizations to provide the professional services and support that Housing members will require.
- Stepping Stones continually seeks financial donations, material donations and in-kind donations to help minimize costs to the project.
- To keep staff costs down, the Sleep Center Coordinator will be actively engaged in outreach, recruitment and coordination of volunteers to staff the Sleep Center. Additional volunteers will be recruited for tasks and roles other than the Sleep Center. These needs will emerge once Stepping Stones is operational.
- Donated time: Board members actively work on the project without any compensation.

# Financial Audit Report

Prepared by

**Jenna Gordon**

**HardSave, LLC**

Fiscal Year ending: December 31, 2021



# Executive Summary

This report details the audit and inspection done on the company's order and internal auditing process. Upon inspection, it was recognized that the company had efficient processes. Also included in the report are identified areas for improvement in line with human resources during busy hours or peak seasons.

## Objectives

The following objectives were accomplished during the conducted audit:

1. Review the accuracy of the financial statements.
2. Evaluate the effectiveness of internal controls.

## Scope

This report covers the company's financial statements and internal control process in pursuit of the company's mission to provide overnight housing and assistance to homeless or low income persons in the area of Umatilla County for the duration of 2021.

## Assessment

- Minimal transactions occurred during the year: primarily expenses incurred for project management, a short term note and donation(s).
- Receipts and financial records are complete.
- Recommendation to require two check signers to strengthen internal control.

## Conclusion

The company's financial statements and internal control processes are accurate and adequate for the duration of the inspection, including all receipts and financial records. Boardmember are also informed about the process and know about the protocols that the company observes in terms of keeping 100% audit and financial records.

## Recommendations

- Two check signers are recommended to increase internal controls.
- Centralize storage of support documents including invoices and notes.



## **HARDSAVE, LLC**

To the Board of Directors  
Stepping Stones of Hermiston, Inc  
Hermiston, Oregon

Date **1 July 2022**

We have audited the accompanying statement of financial position of Stepping Stones of Hermiston as of December 31, 2022, and the related statements of activities and change in net assets, functional expenses, and cash flows for the year then ended. These financial statements are the responsibility of Stepping Stones of Hermiston's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Stepping Stones of Hermiston as of December 31, 2022, and its change in net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Sincerely,

*Jenna Gordon*

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**Jenna Gordon**



# Stepping Stones Alliance, LLC

## Statement of Financial Position

As of December 31, 2021

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
Basic Business Checking (8212) - 1	48,076.04
<b>Total Bank Accounts</b>	<b>\$48,076.04</b>
<b>Total Current Assets</b>	<b>\$48,076.04</b>
<b>TOTAL ASSETS</b>	<b>\$48,076.04</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Short-term business loans	14,160.00
<b>Total Other Current Liabilities</b>	<b>\$14,160.00</b>
<b>Total Current Liabilities</b>	<b>\$14,160.00</b>
<b>Total Liabilities</b>	<b>\$14,160.00</b>
Equity	
Retained Earnings	174.04
Net Revenue	33,742.00
<b>Total Equity</b>	<b>\$33,916.04</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$48,076.04</b>

# Stepping Stones Alliance, LLC

## Statement of Cash Flows

January - December 2021

	TOTAL
OPERATING ACTIVITIES	
Net Revenue	33,742.00
Adjustments to reconcile Net Revenue to Net Cash provided by operations:	
Short-term business loans	14,160.00
<b>Total Adjustments to reconcile Net Revenue to Net Cash provided by operations:</b>	<b>14,160.00</b>
<b>Net cash provided by operating activities</b>	<b>\$47,902.00</b>
NET CASH INCREASE FOR PERIOD	<b>\$47,902.00</b>
Cash at beginning of period	174.04
<b>CASH AT END OF PERIOD</b>	<b>\$48,076.04</b>

# Stepping Stones Alliance, LLC

## Statement of Activity January - December 2021

	TOTAL
Revenue	
Sales	46,380.00
<b>Total Revenue</b>	<b>\$46,380.00</b>
GROSS PROFIT	<b>\$46,380.00</b>
Expenditures	
Advertising & marketing	
Website	5,000.00
<b>Total Advertising &amp; marketing</b>	<b>5,000.00</b>
Contract labor	
Contract labor - Project Management	7,500.00
<b>Total Contract labor</b>	<b>7,500.00</b>
General business expenses	100.00
Bank fees & service charges	38.00
<b>Total General business expenses</b>	<b>138.00</b>
<b>Total Expenditures</b>	<b>\$12,638.00</b>
NET OPERATING REVENUE	<b>\$33,742.00</b>
NET REVENUE	<b>\$33,742.00</b>

8. **(3 Pages) Describe how your organization will meet the staffing requirements to provide 24-hour coverage to create a safe and secure environment at the Project PATH facility. Provide resume or curriculum vitae for leadership team (will not count toward page total) and a proposed organizational chart of the Project PATH team. If you are planning to hire staff upon award of contract, describe how you will be able to meet the contract requirements from the contract start date.**

#### **STAFFING – ORGANIZATIONAL CHARTS**

Note: Leadership Qualifications Vitae (4 pages) is included following the charts.

Stepping Stones has developed two organizational charts. One, **Site Operations**, reflects the entire operation, showing all the positions under the Program/Executive Director and supervision lines. Included you will find the anticipated hours/schedule of all these staff which provides for 24/7 coverage.

Note that site and building safety and security are also provided for by fencing, locked gates, physical equipment including exterior lighting, cameras, and a security system. Interior spaces, especially the Sleep Center, are also equipped with camera and security system for monitoring overnight by security staff.

The second organizational chart, **Service Delivery Partners**, names the organizations which provide the Required Services and which have agreed either verbally or through a letter of support to partner with Stepping Stones.

The Service Delivery Partners chart clarifies their lines of communication with the Navigation/Care Coordinator for scheduling and Assistant Director for partnership agreements and on-going collaboration. The Program Director will maintain full oversight including a key role in fostering healthy, productive, on-going relationships and agreements with these critical partners.

Additional service providers have been contacted and with whom relationships have been established. These are prepared to provide value-added services from Year One.

#### **STATEMENT ON FUNDING TO HIRE AT CONTRACT DATE**

Staff salaries and wages for Year One and Year Two are identified in the budgeted items for the awarded American Rescue Act funds (\$1M) and will be covered by that budget.

#### **LEADERSHIP QUALIFICATIONS - VITAE**

(not counting in page requirement)

Please see the inserted documents which presents the experience and qualifications of the Stepping Stones Board of Directors and Planning staff.

Qualifications Vitae

**STEPPING STONES ALLIANCE  
LEADERSHIP TEAM**

**Professional Expertise**

**Executive Leadership**

Executive Director, Umatilla County Housing Authority, 9 months  
General Manager and CEO, Umatilla Electric Cooperative, 25 years  
Executive Director, Support Services/Operations Mgmt., Trios Hospital, Kennewick, 15 years  
Founder and President, Atkinson Staffing, a mid-sized company, over 30 years  
Founder and President, Agri-Labor, Inc., a mid-sized company, 8 years  
Administrator for Columbia Region, Elder Care Company

**Civic Involvements, Leadership and Membership**

Board chair, Hermiston Warming Station, Chair 3 years; Vice Chair 1 year  
Volunteers, Hermiston Warming Station, 7 years  
Board members, Stepping Stones Alliance, 11 years total

Board, Good Shepherd Health Care System, 19 years  
Board, Oregon Association of Hospital and Health Systems, 2 years  
Board, Trucare Pregnancy Clinic, 8 years  
Board, Hermiston Rotary Foundation, 7 years  
Various Industry Association boards, multiple years  
President, Umatilla School Board, 2 years; 3 additional years as Board Member  
President, Oregon Association of Talented and Gifted, 2 years, 6 years total service  
Priest in Charge, St. John's Episcopal Church, 25 Years  
Assistant Band Director, Hermiston High School, 10 years  
Current President, Altrusa of Hermiston, member 8 years  
President and "Volunteer of the Year" Hermiston Little League  
Hermiston Education Foundation, member

**Business Development, Management and Support**

Helped launch Eastern Oregon Telecom and LS Networks, a fiber optic company (during tenure as UEC General Manager)  
Instrumental role in the successful competition for Amazon Data Systems to locate in Umatilla Electric's service area, approx. 2010  
Strategic Planning, Designated Lead, as Executive Director, Trios Hospital, Kennewick, 15 years  
Owner, Becoming You – providing training and counseling to parents and families  
Assistant Manager, Hallett Cinemas LLC, 2 years  
Executive Assistant to General Manager, PGE, Hermiston Generating Plant, 11 years  
Atkinson Staffing, a mid-sized company, Founder and President, over 30 years  
Agri-Labor, Inc., a mid-sized company, Founder and President, 8 years  
Clover Housing Group, a small business, Founder and President, 5 years

**Financial Oversight and Management**

**Per Executive Leadership experience, listed above:**

Full budget oversight, all budgets, 15 hospital departments, 15 years  
Full budget oversight, as General Manager, 25 years  
Full budget oversight, Atkinson Staffing, Agri-Labor, Clover Housing Group, total 43 years



**Financial Oversight and Management cont.**

Budget development and full oversight; multiple WA state grant-funded customized training programs, Worker Retraining Allocation & WorkFirst Block Grant, 11 years  
Human Resources Department, Lamb Weston, 8 years  
Independent contractor, Customized workforce/workplace training, 5 years  
City Treasurer, City of Heppner, 5 months

**Partnerships and Collaborations**

Ogden-Weber Community Action Partnership, Regional Director, Volunteer Income Tax Assistance (VITA), 4 years  
Diocese of Eastern Oregon  
Gateway to College Programs, a K-12/Community College partnership model, provided Start-up & on-going program support, 5 years

**Education, Training and Human Services**

Program/Project Development and Management

Program Manager, Volunteers of America, transitional housing program for young men, Utah, 4 years  
Program Manager, Elijah Family Homes, a transitional housing and recovery program for parents and children, 1 year  
Case Manager, Lantern House Homeless Center, 3 years  
Regional Director, VITA, Ogden Weber Community Action Partnership, 4 years  
Facilitator for Alzheimer Association  
Programs Manager, WorkFirst (low-income parents) & Customized Workforce Training, 6 years  
Project Director, YouthBuild, DOL grant-funded, youth re-engagement program, 1 year  
Program Development & Instructional Coach, Community colleges nation-wide, for Gateway to College National Network (re-engaging out-of-school youth), 5 years

Direct Service Delivery

Assistant to VSO, Morrow County Veterans Services, 3 years  
Provided speech/language/hearing services, testing, Hermiston School District, 5 years; Umatilla Educational Service District, 3 years  
Facilitator, Alzheimer Association  
Student Success Coach, & WorkFirst JOBS Engagement Specialist, BMCC, 5 years  
Academic Advisor, Success Coach, and Faculty, Human Development Dept., Adult High School Diploma Program, Worker Retraining Programs, 17 years  
Substance Abuse Group Facilitator, Ogden, UT, 3 ½ years  
Substance Abuse Counselor, Ogden, UT, 2 years  
Substance Abuse Counselor, Metamorphosis, 1 year

Service Delivery Coordination

Associate Director, Clark College at Town Plaza, a Washington WorkSource One-Stop location including employment, social and health services, basic education and workforce training and vocational rehabilitation providers, 4 years  
Chair, Northern Utah Case Management coalition, 2 years

## Education

### **Graduate degrees:**

MSW, Saint Louis University, 2010  
MBA, Portland State University  
MS Educational Audiology, Utah State University  
MS Vocational Technical Education, Washington State University

## Education cont.

### **Undergraduate degrees:**

BA, Social Work, Idaho State University, 2003  
B.TH, Northwest Christian College  
BS, Speech Communications Disorders, University of New York Buffalo  
BS, Secondary Education, Washington State University  
BS, Electrical Engineering, Oregon State University AA,  
Ricks College, Idaho

### **Professional Certificates, Licenses, Endorsements**

Endorsements in Speech and Language; Special Education; Gifted Education; K-12 Certification  
Leadership Training for Workforce Deans, Centers of Excellence, WA State Community Colleges

Courses for professional development, including electric utility, telecom, Human Resources,  
management (including financial management), National Rural Cooperative Association,  
Northwest Public Power Association, Governance Institute, Estes Park Institute

Courses for business management, Oregon State University

Certified Doula, State of Oregon (53 babies and counting)  
DAT Responder, Red Cross, 2 years  
FEMA Certified – Emergency Preparedness  
Teacher/Trainer: Becoming a Love and Logic Parent  
Trainer: De-escalation

### **Second Language Proficiency**

Spanish (1) American Sign Language (1)

### **Practical Skills**

Carpentry, Electrical, Electronics

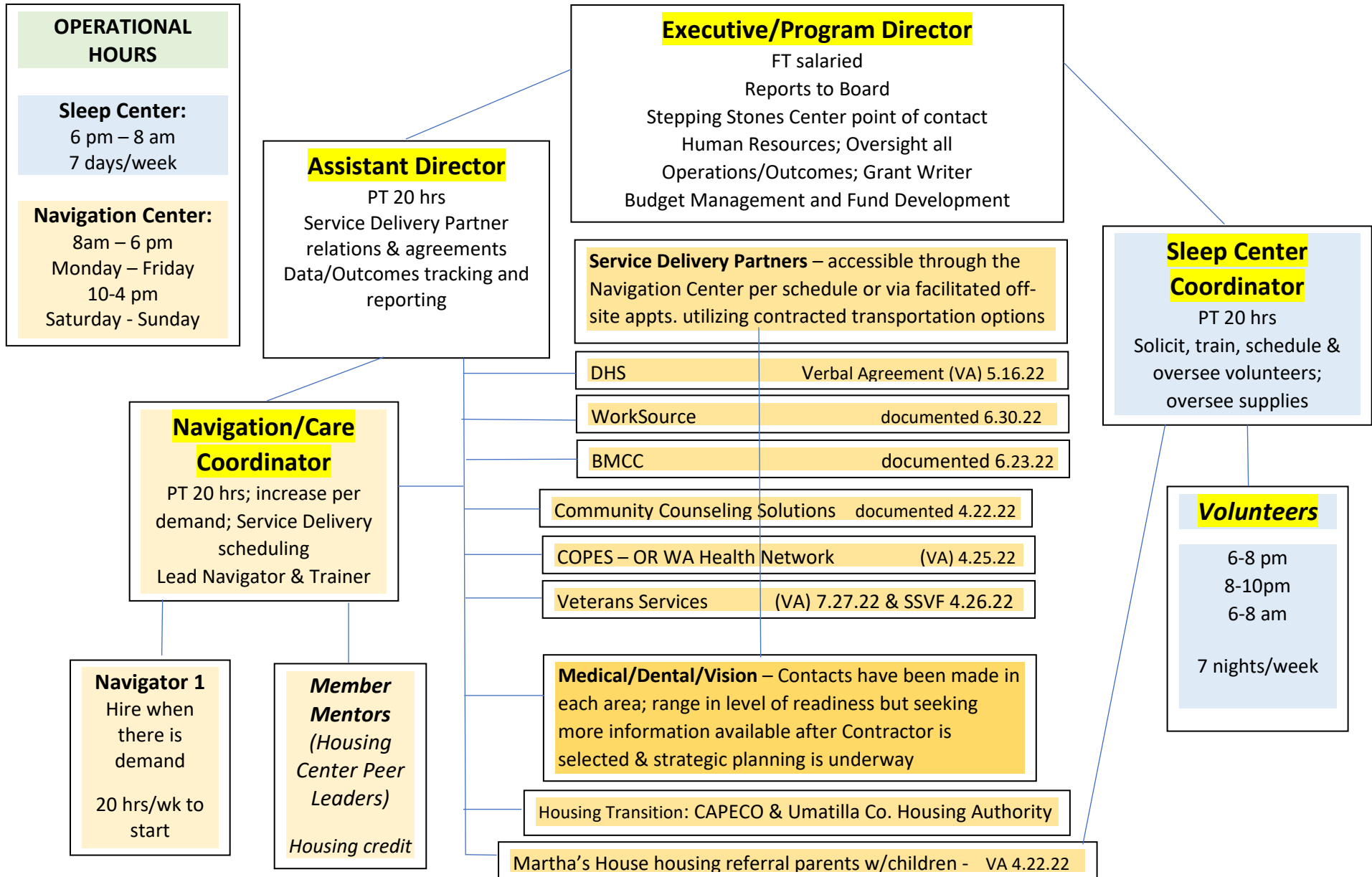
### **Collective Years of Volunteering & Service to Special Populations**

23 years – Combined service with Hermiston Warming Station  
30 years – Providing direct services: advising, success coaching, teaching, care & training  
services to special populations including: low-income parents, dislocated workers, English  
language learners, developmentally disabled, veterans' services, out-of-school youth re-  
engagement, elder care, Alzheimer's and dementia care, speech and language learners,  
substance abuse counseling

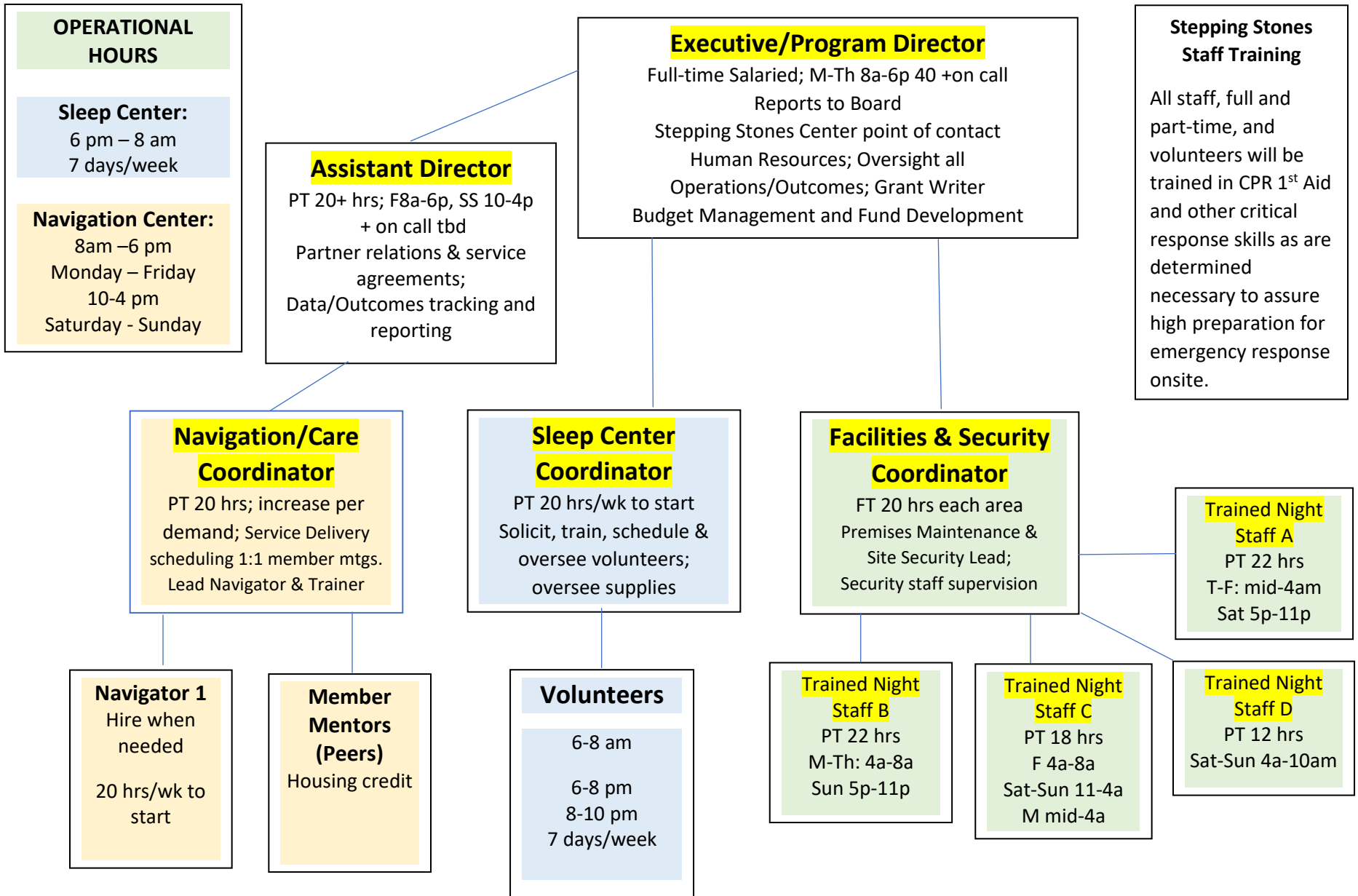
### **Life Experiences/Unique Accomplishments**

- Facilitated collaborative new program planning among K-12 districts, community colleges and social service providers, establishing braided-funding agreements, coordinated outreach efforts and referral systems – Gateway to College National Network locations in PA, New Jersey, CA, Kansas, Texas, MN, WA, Ohio
- Experienced unstable housing, low income, young mother; experienced domestic violence at young age.
- Foster care system, entered at age 7; exited to adoption age 10 (abusive home); lived homelessness during childhood
- Designed, with architectural team, two hospitals and multiple additions. Directed construction of new hospital on Greenfield site in Kennewick, WA. Directed construction of 6-floor medical office building at same site. Worked with State and local jurisdictions for site, licensing, compliance with codes, etc.

STEPPING STONES ALLIANCE – **Service Delivery Partners** Organization Chart



STEPPING STONES ALLIANCE **SITE OPERATIONS** organizational chart



9. **(Pages as necessary) Provide appropriate Oregon license(s) and/or certification(s) necessary to perform services identified in the RFP including proof of State of Oregon Business Licensure or indicate ability to obtain such licensure.**

#### **LICENSING**

Currently Stepping Stones has obtained the necessary registrations from the state of Oregon ([See below](#)) and the United States government to operate as a non-profit organization. At the present time, no other certifications or licensures are necessary.

When the need arises and relationships are confirmed, Stepping Stones will work with due diligence with the City of Umatilla or the designated entity to obtain and maintain the necessary business license, city endorsements, licensing restrictions (if apply), employer tax registration, unemployment insurance, industrial insurance, etc.

#### **ADDITIONAL ITEMS**

Per advice received during the Bidders Conference, additional attachments which are referenced throughout this document are included in this section. These items are each listed in the Table of Contents as well.



## Business Registry Business Name Search

[New Search](#)

### Business Entity Data

07-05-2022 17:54

Registry Nbr	Entity Type	Entity Status	Jurisdiction	Registry Date	Next Renewal Date	Renewal Due?
1644486-99	DNP	ACT	OREGON	02-13-2020	02-13-2023	
<b>Entity Name</b>	STEPPING STONES OF HERMISTON INC.					
<b>Foreign Name</b>						
<b>Non Profit Type</b>	PUBLIC BENEFIT					

[New Search](#)

### Associated Names

Type	PPB	PRINCIPAL PLACE OF BUSINESS
<b>Addr 1</b>	505 N 1ST PLACE	
<b>Addr 2</b>		
<b>CSZ</b>	HERMISTON	OR 97838
<b>Country</b>	UNITED STATES OF AMERICA	

*Please click [here](#) for general information about registered agents and service of process.*

Type	AGT	REGISTERED AGENT	Start Date	Resign Date
<b>Name</b>	MICHAEL ATKINSON			
<b>Addr 1</b>	505 N 1ST PLACE			
<b>Addr 2</b>				
<b>CSZ</b>	HERMISTON	OR 97838	Country UNITED STATES OF AMERICA	

Type	MAL	MAILING ADDRESS
<b>Addr 1</b>	PO BOX 395	
<b>Addr 2</b>		
<b>CSZ</b>	HERMISTON	OR 97838
<b>Country</b>	UNITED STATES OF AMERICA	

Type	PRE	PRESIDENT	Resign Date
<b>Name</b>	CATHY LLOYD		
<b>Addr 1</b>	1600 W ORCHARD AVE		
<b>Addr 2</b>			
<b>CSZ</b>	HERMISTON	OR 97838	Country UNITED STATES OF AMERICA

Type	SEC	SECRETARY	Resign Date
<b>Name</b>	JEFFREY SNELL		
<b>Addr 1</b>	505 N 1ST PLACE		
<b>Addr 2</b>			
<b>CSZ</b>	HERMISTON	OR 97838	Country UNITED STATES OF AMERICA

[New Search](#)

### Name History

Business Entity Name	Name Type	Name Status	Start Date	End Date
STEPPING STONES OF HERMISTON INC.	EN	CUR	02-13-2020	

Please [read](#) before ordering [Copies](#).

[New Search](#)

### Summary History

Image	Action	Transaction	Effective	Status	Name/Agent	Dissolved By
-------	--------	-------------	-----------	--------	------------	--------------



PO Box 469  
550 W Sperry St.  
Heppner, OR 97836  
541-676-9161  
Fax: 541-676-5662

April 22, 2022

Re: Partnership commitment - Stepping Stones Alliance project Dear

Cathy Lloyd, President, and the Board of Directors,

This letter verifies the commitment of Community Counseling Solutions (CCS) to be a contributing partner in the work to achieve the vision of Stepping Stones Alliance.

We believe Stepping Stones' emergency shelter and transitional housing project would have an immediate positive impact by addressing the existing gap in housing available to individuals and families in need in West Umatilla County and Morrow County. Our understanding of this project's goals has developed through the conversations we have had with Stepping Stones leaders since in February 2022.

In addition, it is our commitment to partner with Stepping Stones in coordination and delivery of wrap-around services and resources necessary for individuals to gain life stability and thus be prepared to move successfully from transitional to permanent housing. CCS works toward providing dynamic, progressive and diverse services to support the well-being of our communities, and is thus prepared to provide one or more of the following services: case management, peer support, referral, screening, assessment and individual therapy.

Thank you for inviting our participation in this important undertaking to better meet the housing and health needs of individuals in our two-county area. We look forward to this partnership continuing in the years ahead.

Sincerely,

A handwritten signature in blue ink that reads "Kimberly Lindsay".

Kimberly Lindsay  
Executive Director

[www.communitycounselingsolutions.org](http://www.communitycounselingsolutions.org)

*Providing dynamic, progressive and diverse supports to improve the well-being of our communities.*





BMCC PENDLETON  
2411 NW Carden Ave. • PO Box 100 • Pendleton, OR 97801  
(541) 276-1260 • [www.bluecc.edu](http://www.bluecc.edu)

June 23, 2022

To Whom It May Concern:

I write with an enthusiastic voice of support for the application soon to be submitted for the Stepping Stone Alliance to develop a Stepping Stones Center.

As one of the key partners in this highly collaborative effort, Blue Mountain Community College (BMCC) has the experience in working with innovative businesses to develop highly successful training programs that will provide the skilled workforce needed to advance the various industries that comprise the region's economy. Collaborating in this project to provide an accessible pathway toward stable housing and self-reliance is a part of our college mission in supporting our communities with basic education and training opportunities.

BMCC is poised to customize training, provide insight and needed expertise in adult basic education, GED, English Language Acquisition, and outreach to collaborating regional partners.

Relationship building is the cornerstone to every worthwhile collaboration and BMCC stands ready to help facilitate and advance this work in all aspects. Please know that I am happy to engage in any further discussions you may feel you need.

With kind regards,

Tammy Krawczyk, Dean  
CTE & Workforce Development

BMCC BAKER COUNTY  
3275 Baker St.  
Baker City, OR 97814  
(541) 523-9127

BMCC HERMISTON  
975 SE Columbia Dr.  
Hermiston, OR 97838  
(541) 567-1800

BMCC MILTON-FREEWATER  
311 N Columbia Dr.  
Milton-Freewater, OR 97862  
(541) 938-7176

BMCC MORROW COUNTY  
PO Box 939/300 NE Front St.  
Boardman, OR 97818  
(541) 481-2099



# Oregon

Kate Brown, Governor

**Employment Department**

950 SE Columbia Dr #B

Hermiston, OR 97838

541-786-8458

TTY-TDD 711

[www.Employment.Oregon.gov](http://www.Employment.Oregon.gov)



Date 6-29-2022

**RE: Partnership with Stepping Stones Alliance/PATH Project**

Dear Cathy Lloyd, President, and the Board of Directors,

This letter verifies the commitment of Oregon Employment Department to be a contributing partner in collaborative work to achieve the vision of Stepping Stones Alliance as a potential Contractor for Umatilla's PATH project.

We believe Stepping Stones' emergency shelter and transitional housing project would have an immediate positive impact and address the existing gap in housing available to individuals and families in need in West Umatilla County.

In addition, it is our commitment to partner with Stepping Stones to assure effective coordination and access to wrap-around services and resources needed by individuals to gain life stability, permanent housing, including training and employment. They will thus be better prepared to move successfully from transitional to permanent housing. Oregon Employment Department works to help all Oregonians and is thus prepared to provide employment services to help bring stability to Oregonians

Thank you for inviting our participation. We look forward to this partnership continuing in the years ahead.

Sincerely,

Matt Willson

Area Manager | Oregon Employment Department | Eastern Oregon Workforce Area

Work Cell: 541-786-8458 | Email: [matthew.a.willson@employ.oregon.gov](mailto:matthew.a.willson@employ.oregon.gov)



Developmental Disabilities  
Veterans Services

6/27/22

**Re: Letter of Support - Stepping Stones Alliance/Project PATH**

Dear Cathy Lloyd, President and the Board of Directors,

This letter verifies the commitment and desire of Umatilla County Human Services (Developmental Disabilities Program and Veteran Services Program) to be a contributing partner in the work to achieve the vision of Stepping Stones Alliance.

We believe Stepping Stones' emergency shelter and transitional housing project would have an immediate positive impact by addressing the existing gap in housing available to individuals and families in need in West Umatilla County. Our knowledge of Stepping Stones Alliance's goals has developed since my initial conversations with Cathy at the ROCKit group in 2021, and further information was gathered through community meetings, and mutual participation in the Home 4 Hope consortium and planning for Project Community Connect/Veterans Stand Down later this year.

Umatilla County Developmental Disabilities and Veteran Services are supporting individuals/families to have an opportunity for their best life. UCDD helps individuals with intellectual and developmental disabilities by being committed to health/safety, choice, and community inclusion. Umatilla County Veteran Services is committed to educating, advocating, and navigating veterans' benefits programs with veterans and their families to ensure maximum benefits are received. Both departments are eager to be among the community providers who utilize the proposed Stepping Stones Navigation Center as a point for contact with individuals with intellectual and developmental disabilities and veterans and their families.

Thank you for inviting our participation in this critical undertaking to better meet the housing and health needs of individuals in our area. We look forward to this partnership continuing in the years ahead.

Sincerely,

*Kim Beck*

Director, Umatilla County Human Services  
Developmental Disability Program and Veteran Services

[Kim.beck@umatillacounty.gov](mailto:Kim.beck@umatillacounty.gov)

541.240.2270

**From:** [ILAOA Dianna](#)  
**Sent:** Tuesday, July 5, 2022 12:43 AM  
**To:** [SteppingStones Alliance](#)  
**Subject:** RE: Stepping Stones support

Hello Kris,

My apologies, I am out of the office through 07/08/2022. I will get you the letter of support when I return.

Thank you for your patience and understanding. Dianna



## **Welcome to the Sleep Center**

### **What is the Sleep Center?**

The Sleep Center provides a temporary safe place for individuals until they can arrange more permanent housing. It is an emergency shelter and should not be considered a long-term home.

Stepping Stones Alliance does not and shall not discriminate on the basis of race, color, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status, in any of its activities or operations.

### **What is required to enter?**

The Sleep Center is a low barrier shelter. Admission is open to all adults who need emergency shelter and obey the Sleep Center rules.

Admission is behavior based. As long as individuals are peaceful and obey the rules, they are allowed to enter. This means that although the Sleep Center prohibits alcohol, marijuana, and illicit drugs on site, individuals seeking shelter are not subjected to drug testing as an admission requirement.

Individuals invited to stay are considered Guests of the Sleep Center.

## Stepping Stones Sleep Center

# Guest Expectations & Agreement

### Introduction

Stepping Stones Alliance Board of Directors has established these rules for the Sleep Center. **Before being invited to stay at the Sleep Center, each Guest will acknowledge receipt of this information and agree to abide by that which is stated in this document by signing at the Agreement on the last page.**

**Definition:** Within this document and the language of Stepping Stones, an expectation is a rule, but it comes from a place respect for all people. Consequences follow when a person chooses to not follow an expectation.

**These Guest Expectations ensure the safety and respectful treatment of all Sleep Center Guests and staff.**

- **Failure to obey the rules may result in trespass.** Trespass is defined as prohibited/no access to or use of the facility. Serious or multiple violations may result in extended or even permanent trespass.
- **Criminal actions will be immediately reported and responded to by local law enforcement.**

**The following rules apply to all three Sleep Center areas:**

- 1. Dormitory building**
  - 2. Back patio and smoking area**
  - 3. Storage shed**
- **Loitering is not allowed** outside the front entrance to the Stepping Stones Center buildings or in the vicinity of its secured property line.
  - **Surveillance equipment** includes video cameras.

- **Law enforcement** is ready to respond when loitering is known or suspected.

## **Section I - Hours, Entrance and Exit**

1. **Guests may enter** only between 6:00 p.m. and 10:00 p.m. daily except for emergencies. Anyone seeking entry after 10:00 pm will be denied entry for that evening.

- Guests brought in by police, fire, EMS, hospital staff, clergy or DHS staff may be admitted at any hour.
- Guests who have employment or are attending recovery services may enter after hours if prior arrangements have been made and approved.

2. **Agreement** - Upon arrival Guests must complete Sleep Center Intake. Intake begins with meeting with the Stepping Stones representative to review the **Guest Expectations & Agreement** in full and agreeing by signature to abide by the rules;

3. **Sign In/Out** - Everyone entering and exiting the Sleep Center (guests, volunteers, staff, law officials etc.) must sign in and out at each occurrence.

4. **No Reentry** - Guests who exit between the hours of 10:00 p.m. and 9:00 a.m. may not reenter that night except for emergencies;

5. **Controlled Entry** – No one is allowed in the Sleep Center other than persons who are approved to spend the night (Guests), Stepping Stones representatives or approved EMS or support providers;

6. **Underage Individuals** – No minor shall be allowed in the Sleep Center unless accompanied by his/her parent or legal guardian;

7. **Morning Exit** - Guests responsibilities are to:

- Wipe down the sleeping mat they used every morning using disinfectant wipes (provided)
- **Peaceably exit the Sleep Center by 9:00 a.m.**
- Note: The Sleep Center is closed to all Guests from 9:00 a.m. until 6:00 p.m.

## **Section II - Behavior and Interactions**

8. **Respect Others** - No Guest may do an act, omit or fail to act, engage in a course of activity, or create or maintain a condition which unreasonably:

- Interferes with the comfort, solitude, health, or safety of others
- Offends common decency
- Offends common sensibilities and senses by way of extreme noise, light or odor
- Obstructs or renders hazardous for public Passage any public way or place

9. **Respect Sleep Center Staff** - Guests shall not willfully hinder, delay, or obstruct any security contractor or designated sleep center supervisor in the discharge of their official powers or duties

10. **Substance Influenced Behavior** - Guests who may be under the influence of substances will be allowed to stay as long as they are respectful, cooperative, are non-disruptive and can hold all bodily functions.

11. **No Smoking Inside Sleep Center** – Smoking is allowed in the designated smoke area outside during designated times.

12. **Use of Restrooms** - Guests urinate and defecate only in bathrooms, portable restrooms, porta-potties, or sani-cans designated by the Stepping Stones Center for that purpose

13. **Sleep Clothing** – Guests will abide by these rules:

- Guests must sleep fully clothed. Hoodie, shirt, tank top, shorts, jeans, sweats, pajamas, etc. are considered fully clothed. Undergarments are not considered fully clothed;
- Socks must be worn anytime Guests' feet are on the floor; Socks are available as needed

14. **Sexual Activity Prohibited** –

- There is no co-sleeping by guests of opposite or same sex.
- Guests shall not engage in sexual intercourse, sexual contact (meaning any touching of other intimate parts of another person for the purpose of gratifying sexual desire of either party or a third party), or masturbation;



15. **Sound or Noise** – Guests shall not cause or create any sound or noise that unreasonably disturbs or interferes with the peace, comfort and repose of others

- **Particularly, between the hours of 10pm and 9am**, Guests shall not use instruments or devices that generate or make any sound that can be heard beyond that Guest’s assigned bed area

### **Section III - Use of Space and Storage of Possessions**

14. **Personal Property Space** - Guests shall keep and confine their personal property to the area assigned to them by a designated Sleep Center intake staff. Designated walkways and paths shall be kept clear.

15. **Timeframe** – Guests must remove their personal property from the sleeping area each day, and any items left in the sleeping area after 9:00 a.m. each day shall be deemed abandoned and may be removed by the Stepping Stones Alliance.

16. **Sleep Center Space** - Areas shall be kept clean and free of junk, litter, and debris, and users must deposit their trash and garbage in receptacles designated by the Stepping Stones Alliance for waste disposal.

17. **Private Property** - Users/guests shall not take, use, or possess the personal property of other users without their express permission.

18. **Sleep Center Property** - Guests shall not take, use, or possess property belonging to the Stepping Stones Alliance, its security contractor, or any designated sleep center staff without the express permission of the owner of the property.

19. **Prohibited Property** - With the exception of perishable food, users may not possess or bring any of items prohibited in the Sleep Center from the storage shed into the sleeping area;

### **Section IV - Prohibited Items**

20. **No Weapons** - No weapons may be possessed, displayed, or used except by public safety personnel and security contractors.

21. **No Fires or Open Flames** are allowed.

22. **No Marijuana** may be possessed or used.

23. **No Alcohol** - No open or unopened packages containing alcohol may be possessed.

### **Section V - Pets**

24. **Health and Safety** - Pets shall not be allowed if they are dangerous, diseased, or aggressive toward persons or other animals;

25. **Control and Clean Up** - Pets must be kept on a leash or kept in a kennel, and users must immediately clean up after their pets and dispose of any waste in receptacles designated by the Stepping Stones Alliance for waste disposal;

### **Section VI - Storage Shed Privileges**

The Sleep Center's storage shed may be available for daytime storage of personal belongings as follows:

26. **Storage Container Limit** - Guests are limited to one (1) storage container per person; each container is to be labeled with Guest's name and dated;

27. **Prohibited Storage Items** - Guest's individual storage totes may not store:

- Illegal drugs
- Marijuana
- Alcohol
- Flammable or combustible liquids or materials
- Toxic liquids or materials
- Corrosive liquids or materials
- Weapons
- Ammunition or other explosive materials
- Stolen property
- Perishable foods
- Putrid materials
- Garbage, litter, or debris

28. **Time Limitation** - Property may be stored for no longer than seventy-two (72) consecutive hours (3 days), and any property left in the storage area longer than seventy-two (72) consecutive hours shall be deemed abandoned

and may be removed by the Stepping Stones staff, a security contractor, or a designated Stepping Stones supervisor;

29. **Container Capacity** - All property must be stored in a container designated by the Stepping Stones Alliance for that purpose, and any property left outside of a designated container shall be deemed abandoned and may be removed by the Stepping Stones Alliance, a security contractor, or a designated Stepping Stones supervisor;

30. **Storage Risk** - Property may be stored at the sole risk of its owner, and the Stepping Stones Alliance and/or its personnel shall not be responsible for theft, loss, destruction, or damage of stored property.

## **Stepping Stones Alliance Sleep Center Guest Rules**

### **AGREEMENT**

**By signing below, I understand and affirm that I have read and understand the Sleep Center and Storage Shed rules and agree to abide by all applicable rules.**

**I also understand and affirm that if I violate the rules I may be ordered to immediately leave and not return to the designated sleeping area.**

---

Guest Signature / Date

---

Printed Name

Witnessed by: \_\_\_\_\_

Stepping Stones Center Representative / Date

Revised: 4-2-2022

# DAY SHELTER - GUEST EXPECTATIONS

- NOTE: You will be asked to verify with your signature, that you understand and accept these expectations.

## When you come in

- Sign in please; one at a time
- **Remember COVID;** Maintain appropriate distances (5-6')  
We have and encourage masks; Mask must be worn in food area; Exception is when you are eating or sleeping.  
Use hand sanitizer and wipes liberally
- Locate the bathrooms; Please limit your time
- **Let us get your food and fix it for you!** We need to limit touches.  
You may eat what you want here. Food is not available to take from the shelter other than 1-2 fruit or granola bars.

## Behavior Expectation

- Be nice to others in words and actions
- Don't break any laws
- Keep your personal belongings picked up
- Clean up after yourself

## Before you leave

- Please put your blanket into a plastic bag for when you return (Staff will write your name on the bag and store it.)
- **Gather up and take all your personal belongings with you**
- Wipe down the spaces, chairs or beds you have used
- Tell staff if you are leaving; They will note the time

## Will you need taxi transportation at noon shelter closing?

- Taxi goes to Walmart parking lot
- We will call and schedule the pickup.

**GOAL: HOUSING**

Action Steps:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Resources or help I need: \_\_\_\_\_

Follow up date:

Goal Complete

**GOAL:**

Action Steps:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Resources or help I need: \_\_\_\_\_

Follow up date:

Goal Complete

**GOAL:**

Action Steps:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Resources or help I need: \_\_\_\_\_

Follow up date:

Goal Complete

**GOAL:**

Action Steps:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Resources or help I need: \_\_\_\_\_

Follow up date:

Goal Complete

**GOAL:**

Action Steps:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Resources or help I need: \_\_\_\_\_

Follow up date:

Goal Complete

**GOAL:**

Action Steps:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Resources or help I need: \_\_\_\_\_

10. (Pages as necessary) Provide proof of insurance or information concerning the ability to obtain insurance protective to the City of Umatilla prior to the start of the contract period to be no less than required under the Oregon Tort Claims Act or \$4,000,000.00, whichever is greater.



June 30, 2022

Stepping Stones of Hermiston Inc  
PO Box 395  
Hermiston, OR 97838

RE: RFP for Project PATH – City of Umatilla

To Whom it May Concern

Thank you so much for the opportunity to provide insurance coverages as required within the RFP provided by city of Umatilla.

Prior to the start of the contract term, we will provide proof of insurance as required to include City of Umatilla as additional insured with a limit of \$4,000,000 or the amount required by Oregon Tort Claims Act, whichever is greater.

I look forward to hearing back from you regarding the contract.

Sincerely,

A handwritten signature in blue ink that reads 'Aloras Winters'.

Aloras Winters CIC AAI CPIW  
Commercial Insurance Agent

## PART IV PROPOSER'S STATEMENTS AND CERTIFICATIONS

Proposer's Name: **Stepping Stones Alliance**

### PROPOSER'S STATEMENTS

Proposer offers to provide the required services in accordance with the requirements of the RFP stated above and the enclosed proposal. The undersigned Proposer declares that the Proposer has carefully examined the above-named Request for Proposals, and that, if this proposal is accepted, Proposer will execute a contract with the City of Umatilla to furnish the services of the proposal submitted with this form. Proposer attests that the information provided is true and accurate to the best of the personal knowledge of the person signing this proposal, and that the person signing has the authority to represent the individual or organization in whose name this proposal is submitted.

By execution of this Form, the undersigned Proposer accepts all terms and conditions of this RFP except as modified in writing in its proposal. Proposer agrees that the offer made in this proposal will remain irrevocable for a period of sixty (60) days from the date proposals are due.

By execution of this Form, the undersigned Proposer acknowledges that its entire proposal is subject to Oregon Public Records Law (ORS 192.410–192.505) and may be disclosed in its entirety to any person or organization making a records request, except for such information as may be exempt from disclosure under the law. Proposer agrees that all information included in this proposal that is claimed to be exempt from disclosure has been clearly identified either in the Proposer's Statement, or in an itemization attached hereto. Proposer further acknowledges its responsibility to defend and indemnify the City of Umatilla for any costs associated with establishing a claimed exemption.

### ADDENDA

Proposer has received and considered, in the enclosed proposal, the terms of any addenda.

### CERTIFICATIONS

By signing this Proposer's Certification form, Proposer certifies that:

1. Proposer is  is not  (check one) a resident bidder, as defined in ORS 279A.120.
2. Proposer has not discriminated and will not discriminate against a subcontractor in awarding a subcontract because the subcontractor is a minority, women, or emerging small business enterprises certified under ORS 200.055 or a business enterprise that is owned or controlled by or that employs a disabled veteran, as defined in ORS 408.225.



3. This proposal is made without connection or agreement with any individual, firm, partnership, corporation, or other entity making a proposal for the same services and is in all respects fair and free from collusion or collaboration with any other Proposer.
4. Proposer has, to the best of Proposer's knowledge, complied with Oregon tax laws in the period prior to the submission of this proposal, including:
  - a. All tax laws of the State of Oregon, including but not limited to ORS 305.620 and ORS chapters 316, 317, and 318,
  - b. Any tax provisions imposed by a political subdivision of this state that applied to Proposer or its property, goods, services, operations, receipts, income, performance of or compensation for any work performed, and
  - c. Any rules, regulations, charter provisions, or ordinances that implemented or enforced any of the foregoing tax laws or provisions.

**The undersigned, by signature here, acknowledges, accepts, and certifies to the Proposer's Statements and Certifications as stated above.**

**PROPOSER**

Cathy Lloyd  
 Authorized signature

Cathy Lloyd  
 Name of authorized signer

President, Board Chair  
 Title

7.7.22  
 Date

Stepping Stones Alliance  
 Proposer's agency or business name

P.O. Box 395  
 Address

Hermiston, OR 97838

84-4739478  
 Federal Tax ID Number

## **PROPOSERS STATEMENT OF PERIOD OF PROPOSAL VALIDITY**

This proposal from Stepping Stones Alliance is valid until November 15, 2022 (131 days).

Stepping Stones agrees to furnish the services as specified to the City of Umatilla at the prices and with the warranties/guarantees represented for that period.

# EXHIBIT D

## TRANSITIONAL HOUSING SERVICES AGREEMENT

This TRANSITIONAL HOUSING SERVICES AGREEMENT (this “**Agreement**”), dated as of November 1, 2022 (the “**Effective Date**”), is entered into by and between STEPPING STONES OF HERMISTON INC., an Oregon nonprofit corporation, with offices located at 505 N First Place, Hermiston, Oregon (“**Stepping Stones**”), and CITY OF UMATILLA, an Oregon municipal corporation, with offices located at 700 Sixth Street, Umatilla, Oregon (“**City**”).

1. **Services.** Stepping Stones shall provide to City the services (the “**Services**”) set out in **Exhibit A**. Stepping Stones shall provide the Services (a) in accordance with the terms and subject to the conditions set forth in this Agreement; (b) using personnel of required skill, experience, licenses, and qualifications; (c) in a timely, workmanlike, and professional manner; (d) in accordance with the highest professional standards in Stepping Stones’ field; and (e) to the reasonable satisfaction of City. Stepping Stones shall comply with all City rules, regulations, and policies when providing the Services. Nothing in this Agreement shall be construed to prevent City from itself performing or from receiving services from other providers that are similar or identical to the Services.

2. **Fees and Expenses; Member Fees.**

2.1 For the Services to be performed hereunder, City shall pay to Stepping Stones (against Stepping Stones’ invoice) a fixed fee of \$31,000.00 per month (the “**Fee**”) within thirty (30) days after the end of each month, provided that Stepping Stones has furnished a correct invoice and completed the Services to City’s reasonable satisfaction (as set out in Section 1). The Fee is inclusive of the cost of all materials used for the provision of the Services. City shall reimburse Stepping Stones only for expenses that have been pre-approved in writing by City in its reasonable discretion, within thirty (30) days of receipt by City of Stepping Stones’ invoice, which shall be accompanied by receipts and supporting documentation reasonably acceptable to City.

2.2 In addition to Fees from City, Stepping Stones has pledged to spend at least \$1,100,000.00 of its own funds during the first two years of the Term to provide the Services as mutually identified by Steppings Stones and City. Stepping Stones and City shall collaborate to identify both the initial expenditure of these funds towards the Services during the first two years of the Term. Stepping Stones and City shall enter into a separate agreement concerning the appropriation of these funds towards the Services and the long-term ownership, maintenance, and liability of all capital outlay purchases equal to or greater than \$5,000 and shall do so no later than January 31, 2023.

2.3 Stepping Stones shall establish each adult individual that it provides Services to as a **Member**, which membership City or Stepping Stones may revoke if a Member does not comply with the rules applicable to the Project PATH Facility (defined below) in City or Stepping Stones’ reasonable judgement. Stepping Stones shall assist the City in ensuring that each and every Member shall not be considered a “tenant” under the Oregon Residential Tenant Act (ORS Chapter 90), or any successor laws, and shall ensure that no Member has any rights as a tenant under such laws.

3. **Confidentiality.** All non-public, confidential or proprietary information of City (“**Confidential Information**”), including, without limitation, any information relating to those receiving services from Stepping Stones, disclosed to Stepping Stones, whether disclosed orally or disclosed or accessed in written, electronic, or other form or media, or otherwise learned by Stepping Stones in providing services, and whether or not marked, designated, or otherwise identified as “confidential,” in connection with this Agreement is confidential, solely for Stepping Stones’ use in

performing this Agreement and may not be disclosed or copied unless authorized by City in writing. Confidential Information does not include any information that: (a) is or becomes generally available to the public other than as a result of Stepping Stones' breach of this Agreement; or (b) is obtained by Stepping Stones on a non-confidential basis from a third-party that was not legally or contractually restricted from disclosing such information. Upon City's request, Stepping Stones shall promptly return all documents and other materials received from City. City shall be entitled to injunctive relief for any violation of this Section.

4. Term. This Agreement shall commence as of the Effective Date and shall continue thereafter for a period of two years, then automatically renew for successive one-year periods, unless sooner terminated pursuant to Section 5 (the "Term").

5. Termination Due to Default; Voluntary Termination.

5.1 Either party may terminate this Agreement, effective upon written notice to the other party (the "**Defaulting Party**"), if the Defaulting Party: (a) materially breaches this Agreement, and the Defaulting Party does not cure such breach within 30 days after receipt of written notice of such breach; (b) becomes insolvent or admits its inability to pay its debts generally as they become due; (c) becomes subject, voluntarily or involuntarily, to any proceeding under any domestic or foreign bankruptcy or insolvency law, which is not fully stayed within seven business days or is not dismissed or vacated within 45 days after filing; (d) is dissolved or liquidated or takes any corporate action for such purpose; (e) makes a general assignment for the benefit of creditors; or (f) has a receiver, trustee, custodian, or similar agent appointed by order of any court of competent jurisdiction to take charge of or sell any material portion of its property or business.

5.2 Either party may terminate this Agreement with 90 days' prior written notice to the other party.

5.3 If, for any reason, the City terminates this agreement or elects to not renew this agreement upon the expiration of the term, the City shall pay a Termination Fee to Stepping Stones according to Exhibit B. If, for any reason, Stepping Stones terminates this agreement according to the notification requirements expressed in this agreement, Stepping Stones will receive the amounts due according to Exhibit B, less 20% of the amount owed.

6. Effect of Expiration or Termination. Upon expiration or termination of this Agreement for any reason, Stepping Stones shall promptly: (a) deliver to City all documents, work product, and other materials, whether or not complete, prepared by or on behalf of Stepping Stones in the course of performing the Services; (b) return to City all City-owned property, equipment, or materials in its possession or control; (c) remove any Stepping Stones-owned property, equipment, or materials located at City's locations; (d) deliver to City, all documents and tangible materials (and any copies) containing, reflecting, incorporating, or based on Confidential Information; (e) provide reasonable cooperation and assistance to City in transitioning the Services to an alternate service provider or to the City; (f) on a pro rata basis, repay all fees and expenses paid in advance for any Services which have not been provided; (g) permanently erase all Confidential Information from its computer systems; and (h) certify in writing to City that it has complied with the requirements of this Section 6.

7. Independent Contractor. It is understood and acknowledged that in providing the

Services, Stepping Stones acts in the capacity of an independent contractor and not as an employee or agent of the City. Stepping Stones shall control the conditions, time, details, and means by which Stepping Stones performs the Services. City shall have the right to inspect the work of Stepping Stones as it progresses solely for the purpose of determining whether the work is completed according to this Agreement. Stepping Stones has no authority to commit, act for or on behalf of City, or to bind City to any obligation or liability. Stepping Stones shall not be eligible for and shall not receive any employee benefits from City and shall be solely responsible for the payment of all taxes, FICA, federal and state unemployment insurance contributions, state disability premiums, and all similar taxes and fees relating to the fees earned by Stepping Stones hereunder.

8. Indemnification. Stepping Stones shall indemnify, defend, and hold harmless City and its employees, agents, affiliates, successors, and permitted assigns (collectively, "**Indemnified Parties**") against any and all losses, damages, liabilities, deficiencies, claims, actions, judgments, settlements, interest, awards, penalties, fines, costs, or expenses of whatever kind, including reasonable attorneys' fees, fees and the costs of enforcing any right to indemnification under this Agreement, and the cost of pursuing any insurance providers, incurred by Indemnified Parties arising out of or resulting from any claim of a third party arising out of or occurring in connection with Stepping Stones and the Services or this Agreement. Stepping Stones shall not enter into any settlement without City's prior written consent.

9. Compliance with Law. Stepping Stones and those it engages to perform the Services are in compliance with and shall comply with all applicable laws, regulations, and ordinances. Stepping Stones and those it engages to perform the Services have and shall maintain in effect all the licenses, permissions, authorizations, consents, and permits that it needs to carry out its obligations under this Agreement.

10. Insurance. During the Term and for a period of one year after expiration or termination of this Agreement for any reason, Stepping Stones shall, at its own expense, maintain and carry insurance in full force and effect with financially sound and reputable insurers, that includes, but is not limited to, commercial general liability with limits no less than \$2,000,000 per occurrence and \$4,000,000 in the aggregate (or such amounts as required under the Oregon Tort Claims Act, whichever is greater), including bodily injury and property damage, which policy will include contractual liability coverage insuring the activities of Stepping Stones under this Agreement. Upon City's request, Stepping Stones shall provide City with a copy of the required policies and/or certificate of insurance from Stepping Stones' insurer evidencing the insurance coverage specified in this Agreement. The certificate of insurance shall name City as an additional insured. Stepping Stones shall provide City with 30 days' advance written notice in the event of a cancellation or material change in Stepping Stones' insurance policy. Except where prohibited by law, Stepping Stones shall require its insurer to waive all rights of subrogation against City's insurers and City or the Indemnified Parties.

11. Oregon Tort Claims Act. Notwithstanding anything to the contrary in this Agreement, Stepping Stones acknowledges that City's liability is subject to the Oregon Tort Claims Act (ORS Sections 30.260 through 30.300), or any successor law.

12. General. Each of the parties hereto shall use reasonable efforts to, from time to time at the request of the other party, without any additional consideration, furnish the other party such further information or assurances, execute and deliver such additional documents, instruments, and

conveyances, and take such other actions and do such other things, as may be reasonably necessary or appropriate to carry out the provisions of this Agreement and give effect to the transactions contemplated hereby. Each party shall deliver all communications in writing either in person, by certified or registered mail, return receipt requested and postage prepaid, by email (with confirmation of transmission), or by recognized overnight courier service, and addressed to the other party at the addresses set forth above (or to such other address that the receiving party may designate from time to time in accordance with this section). This Agreement and all matters arising out of or relating to this Agreement, including tort and statutory claims are governed by, and construed in accordance with, the laws of Oregon, without giving effect to any conflict of laws provisions thereof that would result in the application of the laws of a different jurisdiction. Either party shall institute any legal suit, action, or proceeding arising out of or relating to this Agreement in the federal or state courts in each case located in Portland, Oregon. EACH PARTY HEREBY IRREVOCABLY AND UNCONDITIONALLY: (A) CONSENTS AND SUBMITS TO THE EXCLUSIVE JURISDICTION OF THE AFOREMENTIONED COURTS; AND (B) WAIVES ANY OBJECTION TO THAT CHOICE OF FORUM BASED ON VENUE OR TO THE EFFECT THAT THE FORUM IS NOT CONVENIENT; (C) WAIVES ANY RIGHT TO TRIAL BY JURY; AND (D) WAIVES PERSONAL SERVICE OF ANY SUMMONS, COMPLAINT, OR OTHER PROCESS, WHICH MAY BE MADE BY ANY OTHER MEANS PERMITTED BY OREGON LAW. This Agreement contains the entire understanding of the parties with respect to the subject matter hereof, and supersedes all prior and contemporaneous written or oral understandings, agreements, representations, and warranties with respect to such subject matter. The invalidity, illegality, or unenforceability of any provision herein does not affect any other provision herein. The parties may not amend this Agreement except by written instrument signed by the parties. No waiver of any right, remedy, power, or privilege under this Agreement ("**Right(s)**") is effective unless contained in a writing signed by the party charged with such waiver. No failure to exercise, or delay in exercising, any Right operates as a waiver thereof. No single or partial exercise of any Right precludes any other or further exercise thereof or the exercise of any other Right. The Rights under this Agreement are cumulative and are in addition to any other rights and remedies available at law or in equity or otherwise. Stepping Stones may not directly or indirectly assign, transfer, or delegate any of or all of its rights or obligations under this Agreement, voluntarily or involuntarily, including by change of control, merger (whether or not such party is the surviving entity), operation of law, or any other manner, without the prior written consent of City. Any purported assignment or delegation in violation of this Section shall be null and void. This Agreement is binding upon and inures to the benefit of the parties and their respective successors and permitted assigns. Except for the parties, their successors and permitted assigns, there are no third party beneficiaries under this Agreement. Any provision that, in order to give proper effect to its intent, should survive the expiration or termination of this Agreement, will survive such expiration or termination. This Agreement may be executed electronically and in counterparts.


*[Signature page follows]*

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the Effective Date by their respective officers thereunto duly authorized.

**CITY:  
CITY OF UMATILLA**

By:   
Name: David Stockdale  
Title: City Manager

**STEPPING STONES:  
STEPPING STONES OF HERMISTON INC.**

By:   
Name: Cathy Lloyd  
Title: Board Chair/ President

## Exhibit A

### Description of Services

Primarily, Stepping Stones will assist the City in the development, implementation, and operation of Project PATH, a program designed to provide Practical Assistance through Transitional Housing ("PATH"). Stepping Stones shall provide a safe space for overnight or longer stays with support services, available onsite at the facility located at the intersection of Bensel Road and Lind Road in Umatilla, Oregon (the "Project PATH Facility"), to individuals and families facing homelessness by planning and delivering services for transitional housing and related support services to support an individual through the transition from homelessness to permanent housing. Specifically, Stepping Stones shall provide the following services to Member participants from the Cities of Hermiston, Umatilla, Echo, and Stanfield and generally western Umatilla County:

1. Provide 24 hour, 7-day a week onsite staffing to support the people using the Project PATH Facility, which includes offices, indoor common area(s), showers, a food pantry, and the community kitchen; initial minimum of 12 housing units that will sleep at least one with some units able to sleep two Members; and outdoor common areas in a secured fenced area.
2. Provide standard operating business hours open to the general public, with restricted access to non-authorized individuals.
3. Provide services in a safe and secure environment that would limit the amount of necessary police intervention at the Project PATH facility.
4. Maintain the Project PATH Facility free of drugs and alcohol.
5. Educational and trade services including, but not limited to, coordination with Members to receive their high school diploma or GED, counseling services to connect Members with local or other traditional educational service providers (BMCC, EOU, and others), and connecting Members with employer education services (such as CDL training, unemployment counselors, trade services, or workforce partnerships).
6. Provide access to basic level medical, dental, and vision services, including the delivery of emergency services, including CPR and first aid and obtaining Crisis Stabilization and Substance Use services as needed.
7. Transportation to work, educational programs, or other support services associated with Project PATH or deemed necessary for the Members' transition. (Assistance needs have already been identified through KAYAK and Umatilla Cab.)
8. Provision of, or connection to, services for persons with behavioral health conditions and/or substance use disorders.
9. Care coordination and/or case management to support access to other needed services that may include education, training, and onsite or offsite work.



10. Provide Sleep Center Services for identified homeless individuals in addition to the Members participating in the Transitional Housing program.
11. Coordinate partners that have proven experience in moving clients from crises situations to stability in homelessness or other situations that are similar.
12. By approximately year three of operations, programmatic offerings expand to include additional sleeping units, Veteran's services, assistance to family units, and basic childcare coordination as needed.
13. Submit two quarterly reports (each October and April) to the City Council, present a semi-annual report (each January), and present an annual report (each July) before the City Council. Submit incidental reports as requested by City and regularly and systematically report on performance of the Services and impacts on recipients. The required content for all reports will be developed by City through collaboration with Stepping Stones. A City representative will be allowed to attend, for informational purposes, regular meetings of Stepping Stones governing board. Stepping Stones shall identify a Executive Director for Project PATH that will interface with City.
14. Provide electronic data sharing, considering relevant privacy and security rules and regulations, to support streamlined coordination of services and rigorous outcomes tracking; share within legal processes and parameters client information with subcontractors and community partners to coordinate care, monitor outcomes, and produce required reports. Data should be tracked and uses with no greater than a 10 percent error rate.
15. Assure that all required core administrative functions, and service delivery operations, are conducted efficiently, effectively, and in compliance with all relevant laws, rules, and regulations. Assure that all funding streams for Services are braided for maximum leverage to support service delivery while assuring that fiscal accounting methods support accountability for use of funds. Braided funding consists of multiple funding streams brought together to pay for more services than any one stream can support and are tracked separately to report to funders. Stepping Stones shall be responsible for identifying, managing, and reporting in a systematic manner to City individual funding streams supporting the Services.
16. At City's request, draft standard operating procedures ("SOPs") and other operational guidance or policy manuals, necessary managerial and fiscal plans, partnership agreements (as appropriate), and perform any work at the Project PATH site, as described in the scope outlined in the body of this agreement, needed prior to opening.
17. Collaborate with City to develop a 5-Year Strategic Plan to be adopted by City Council and all PATH partners no later than May 15, 2023. As necessary, amend all SOPs and other manuals in accordance with the adopted 5-Year Strategic Plan to the City's satisfaction.
18. Maintain reasonable service standards set by City according to the scope of services as described in this agreement. City will make every reasonable effort to collaborate and consult with Stepping Stones prior to the incorporation and implementation of all service standards.

EXHIBIT B

TERMINATION FEE SCHEDULE

Calendar Year Termination Occurs	Total Termination Fee
2023	\$797,000
2024	\$712,000
2025	\$623,000
2026	\$534,000
2027	\$445,000
2028	\$356,000
2029	\$267,000
2030	\$178,000
2031	\$89,000
2032	\$0

# Project PATH

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Practical Assistance through  
Transitional Housing

5-Year Strategic Plan

## Table of Contents

Introduction	Page 3
Vision, Mission, and Values	Page 4
Project Description	Page 5
Advisory Committee, Contractor, and Partners	Page 7
Funding	Page 9
Words and Phrases to Know	Page 10
Strategic Plan	Page 13
<ul style="list-style-type: none"><li>• Goal Area 1: Shelter</li><li>• Goal Area 2: Services</li><li>• Goal Area 3: Housing</li><li>• Goal Area 4: Advocacy</li></ul>	
Implementation	Page 15
<ul style="list-style-type: none"><li>• Identify funding to support the ongoing operations.</li><li>• Increasing or streamlining resources and services to people at risk of or experiencing homelessness within the participating cities and counties.</li><li>• Incorporating national best practices for ending homelessness.</li><li>• Eliminating racial disparities within homeless services within the service area.</li><li>• Creating pathways to permanent and supportive housing that is affordable to local populations experiencing or at risk of homelessness.</li></ul>	

## Introduction

In the summer of 2018 then Governor Kate Brown and Housing Policy Advisor James LaBar released a Housing Policy Agenda for Oregon addressing Housing Stability for Children, Veterans, and the Chronically Homeless. The Policy Agenda provides background information on families experiencing homelessness, the concern for growing homelessness in the Veterans community, the number of chronically homeless individuals, and a realization that homelessness is not just a problem in Oregon's big cities. It is here in rural eastern Oregon as well.

The Policy Agenda says the following about Rural Communities in Oregon:

Urban Oregonians are not the only people facing housing challenges. An analysis done by Oregon's Office of Economic Analysis (OEA) shows that rural housing affordability is a significant issue in Oregon. OEA found that the median household income in rural Oregon at \$41,098 is very similar to the median household income in the rural United States at \$42,174. However, while median household incomes are similar, the housing prices in rural Oregon are much higher than in the rural U.S. The median home value in rural Oregon is 30 percent higher than in the rural U.S. at \$151,500 compared to \$95,700, and median rents are 16 percent higher in rural Oregon than in the rural U.S. at \$580 compared to \$500.

Other themes heard throughout OHCS's outreach efforts for the Statewide Housing Plan were that the challenges related to housing stability and housing quality are present all across the state, not just in metropolitan areas, and that rural areas often face unique barriers to accessing resources due to limited capacity and infrastructure. The lack of building in rural communities has many causes, including but not limited to: lack of capacity of local governments to plan for and facilitate housing development; identifying buildable lands; local policies that disincentivize residential development; limited capacity or presence of local developers willing to work in rural communities; lack of construction labor/capacity to deliver the housing; and financial dynamics that make it difficult for rural housing developments to be viable.

Emerging law and case law (Martin v City of Boise) prompted the Oregon Legislature in 2021 to pass [House Bill 3115](#) which provides that local law regulating sitting, lying, sleeping, or keeping warm and dry outdoors on public property that is open to the public must be objectively reasonable as to time, place, and manner with regards to persons experiencing homelessness. In western Umatilla County a partnership has emerged bringing the cities of Hermiston, Umatilla, Echo, and Stanfield (HUES) together with Umatilla County to address these issues through Project PATH, a program designed to provide Practical Assistance through Transitional Housing (PATH). The intent is to bring together services to assist individuals and families facing homelessness with the objective to move them into and through transitional housing to permanent housing.

## Vision, Mission, and Values

Thanks to the Mid-Columbia Houseless Collaborative for the inspiration.

### **Vision:**

Project PATH envisions a region with equal opportunities and support, where everyone who needs stable housing can find and afford it – especially communities who have faced disproportionate barriers to housing – so everyone can achieve the best quality of life possible.

### **Mission:**

Through collaboration and advocacy, we work to reduce homelessness in western Umatilla County by expanding housing capacity and ensuring supportive services are provided in culturally affirming ways that uphold human dignity.

### **Values:**

*Compassion and humanity* are at the core of our work. As a collaborative, we recognize the hardships that homeless community members experience and the common humanity we all share, regardless of our housing status.

We value *collaboration and partnership*; working together helps us provide greater support to homeless and unstably housed community members.

*Advocacy* allows us to do more to support the vulnerable populations we serve when we champion strategic investments, projects, and policy changes.

We elevate *lived experience*. We cannot do this work without acknowledging the disproportionate barriers the housing crisis has created for communities of color and other traditionally marginalized populations. We cannot effectively advocate for solutions without lifting the voices of those who are or have been homeless.

We value *tenacity and perseverance*. Homelessness is a complex issue that cannot be solved overnight; we acknowledge that this work requires visionary leadership and resilience.

## Project Description

Project PATH brings together Umatilla County and the communities of Hermiston, Umatilla, Echo, and Stanfield (HUES) to address the issue of homelessness in west Umatilla County. It is envisioned to be a model program implemented to serve multiple communities that will, along with its contractor, provide a PATH from homelessness to transitional housing to permanent housing and along the way begin to address the myriad reasons that an individual or family may be experiencing homelessness that could include lack of work, mental health issues, or substance abuse issues. The Project PATH Advisory Committee members must also work to assure that various types of housing are available within their communities to not only support Project PATH but also provide a continuum of housing options to meet the requirements found in Oregon's statewide planning program under Goal 10 Housing.

To implement a significant part of Project PATH's Vision the Advisory Committee, through the City of Umatilla as the lead agency, will contract to provide a suite of services that will be available to participants within the HUES area. A major component of Project PATH is a facility on property owned by Umatilla County within the City of Umatilla to create a safe space for overnight or longer stays with support services available by referral or onsite. The Stepping Stones Alliance is the designated entity responsible for planning and delivering services for transitional housing and related support services to move an individual or family from homelessness to permanent housing. They are responsible for management of the Project PATH facility that includes a general building with offices, indoor common area(s), showers, and meal facilities; individual shelter units that can accommodate one to two people; and outdoor common areas securely fenced.

A continuum of services to support entry into transitional housing will be used to assist residents utilize various onsite and community services to move towards and into permanent housing. These types of services shall include the following:

- Provide 24 hour, 7-day a week, onsite staffing to support the project buildings that includes offices, residents' showers, a food pantry, and a community kitchen. This includes managing the individual shelter units that will sleep one to two members.
- Educational Services including, but not limited to, coordination with members to receive their high school diploma or GED, counseling services to connect members with local or other traditional educational service providers (BMCC, EOU, and others), and connecting members with employer education services (such as CDL training, unemployment counselors, or workforce partnerships).
- Access to basic level medical, dental, and vision services.
- Access to transportation services to facilitate travel to work, educational programs, or other support services associated with Project PATH or deemed necessary for the member's transition.
- Provision of, or connection to, services for persons with behavioral health conditions and/or substance use disorders.
- Care coordination and/or case management to support access to other needed services

that may include education, training, and onsite or offsite work.

Project PATH, through its contractor, will also provide Emergency Overnight Shelter for identified homeless individuals. A primary purpose of this program offering is to replace the Hermiston Warming Station through use of a dedicated area for these temporary facility users. They will have physically separate sleeping quarters but may have access to selected common and community areas (food pantry and showers as possible examples). Users of these services will need to comply with the entire facilities operational rules but will also have a subset of rules especially for them. This will also be the section of the facility used by law enforcement and emergency responders to house individuals who may be illegally camping in right-of-way, along designated trails, or in parks or have been treated at a local hospital or urgent care.



## Project PATH Advisory Committee, Primary Contractor, and Partners

A representative from Umatilla County along with the cities of Hermiston, Umatilla, Echo, and Stanfield comprise the Project PATH Advisory Committee. Working with the primary contractor, the Stepping Stones Alliance, the success of Project PATH will be achieved through partnerships and collaborative situations with other service providers to achieve multiple outcomes in moving clients through the program offerings with success achieved when the client finds permanent housing.

### **Advisory Committee Members:**

Umatilla County	Dan Dorran, Commissioner
City of Hermiston	Byron Smith, Manager
City of Umatilla	Dave Stockdale, Manager
City of Echo	David Slaght, Administrator
City of Stanfield	Benjamin Burgener, Manager

### **Primary Contractor: Stepping Stones Alliance**

Jesalyn Cole, Executive Director  
 Board Members (see the Stepping Stones Alliance website for a current list):  
 Cathy Lloyd, Board Chair and President  
 Michael Atkinson, Board Treasurer  
 Chuck Barnes, Board Vice Chair  
 Sandy Francis  
 Vacancy, Board Secretary  
 Phil Spicerkuhn  
 Roger Condie  
 Vacancy  
 Vacancy

**Project PATH Partners:** This listing is provided as a representation of the partners identified at the time of adoption of the Strategic Plan in Spring 2023. It is anticipated that this list of partners will grow and change over time. For a current listing of active partners in Project PATH and with Stepping Stones Alliance please refer to the Stepping Stones Alliance website.

<b>Provided Service</b>	<b>Service Provider</b>
Education	Blue Mountain Community College (BMCC) Hermiston High School (HHS)
Basic Medical, Dental, and Vision	
Transportation	Kayak (Service of the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) Umatilla Cab Umatilla County Public Transit

Behavioral Health/Substance Abuse Disorders	Community Counseling Solutions (CCS)
Care Coordination/Case Management	Oregon Department of Human Services (DHS) WorkSource Community Outreach Prevention Engagement Services (COPEs) Community Action Program of East Central Oregon (CAPECO)
<b>Value Added Services</b>	<b>Service Providers</b>
Services to Veteran's	Veteran's Service Office (VSO) Umatilla and Morrow Counties Supportive Services for Veterans Families (SSVF) within Blue Mountain Action Council (BMAC)
Transitional Housing for Parents	Martha's House
Fair Housing information and Enforcement	Fair Housing Council of Oregon
Transitional Housing Support Resources	Community Action Program of East Central Oregon (CAPECO)
Outreach and Referrals	Desert Rose Ministries
Domestic Violence Services	Domestic Violence Services (Hermiston)
Subsidized Permanent Housing	Umatilla Housing Authority
<b>Community Partner Services</b>	<b>Service Providers</b>
Law Enforcement support and response	Umatilla Police Department Hermiston Police Department Umatilla County Sheriff's Office
Faith Based Support	Hermiston Faith-Based Advisory Committee Church of Jesus Christ of Latter-Day Saints New Hope Faith Presbyterian Church
Disabled/Developmentally Disadvantaged	ARC of Umatilla County
Hispanic Community Support	Hermiston Hispanic Advisory Committee
Civic Outreach	Rotary Kiwanis Altrusa Lions
Community and Business Sponsorship	Amazon Web Services Good Shepherd Community Health Foundation

## FUNDING

Project PATH will be initially funded primarily through the Oregon Department of Administrative Services with funds from [House Bill 4123](#) (2022). Future funding is anticipated to come from a variety of sources including funding from the Contractor, funds obtained through various granting opportunities, general fund sources of the partner agencies, and other funding sources identified to support the variety of services that will be offered. Once this initial funding is expended the Project Path Advisory Committee will need to identify ongoing funding sources and mechanisms to assure Project PATH's success. This could include actions outside of this Strategic Plan within each HUES community and Umatilla County to assure a variety of housing opportunities as envisioned under the statewide planning programs Goal 10. Working with the Umatilla County Housing Authority and local housing developers new housing projects should have available housing for individuals and families working through transitional housing to permanent housing solutions.

The Stepping Stones Alliance brought to the project funds secured through the American Recovery Plan, Amazon Web Services, Good Shepherd Community Foundation Grant, a Fair Housing Grant, a donation from the Church of Jesus Christ of Latter Day Saints, and individual donations. Ongoing funding will need to be planned for and obtained through grants, fundraisers, and work projects that can be developed. Projects throughout the country provide examples of funding opportunities through the creation of stores, service companies, and similar opportunities.

The Project PATH HUES communities, Umatilla County, and the Stepping Stones Alliance are all required to adopt annual budgets which will include funding for necessary annual activities or address how services of the Stepping Stones Alliance will be accomplished.

## Words and Phrases to Know

Thanks to the Mid-Columbia Houseless Collaborative for the inspiration.

**Affordable and Accessible Housing:** Housing that includes features that make it usable for people with disabilities or limited mobility and allows residents to spend no more than 30% of their income to live there.

**Area Median Income (AMI):** The household income for the “middle” household in a geographic region. Half of the families in a region earn more than the AMI, and half earn less. The U.S. Department of Housing and Urban Development calculates and defines the AMI for specific geographic areas across the county every year. Housing providers then use this number as a reference point when setting local income and affordability requirements for available housing units.

**Acquisition and Rehabilitation/Rehab:** The process of gaining ownership and management rights over a real estate property and renovating existing units rather than developing new units. Acquisition and rehab are valuable tools used by proponents of affordable housing and preservation.

**BIPOC:** An acronym that stands for “Black, Indigenous, and people of color.” This is a term used to describe communities of color, while centering the experience of Black and Indigenous people, who experience disproportionately high institutional barriers.

**Chronically Homeless:** Experiencing homelessness for at least a year, or repeatedly over time, while struggling with a disabling condition like a serious mental illness, substance use disorder, or physical disability.

**Coordinated Entry:** A process developed to ensure that all people experiencing a housing crisis have fair and equal access to resources and are quickly assessed for, referred, and connected to housing and other assistance based on their vulnerabilities and strengths.

**Culturally Responsive/Culturally Specific Services:** Being able to understand and consider the different cultural backgrounds of clients, and respecting clients’ customs, experiences, perspectives, and language when assisting them to access resources.

**Equity/Equitable:** While an Equal approach means giving everyone the same resources, an equitable approach acknowledges that each person has different circumstances, needs, and institutional barriers they have faced. Equity means allocating resources and opportunities in a way that creates equal outcomes.

**Equal Opportunity:** While equity creates equal outcomes equal opportunity requires treating people without discrimination particularly based on race, sex, age, or disability. It provides an equal playing field.

**Goal 10 Housing:** As one of 14 statewide planning goals, Goal 10 directs cities to allow a variety of housing locations, types, and densities. In the context of this Strategic Plan Goal 10 is defined as one mechanism that can be used to assure a supply of housing to meet a variety of needs, including housing in support of Project PATH and its stated objectives and priorities.

**Guest:** An individual who stays at the Emergency Overnight Shelter.

**Homeless/Homelessness:** Lacking a place to live.

**Houselessness:** An alternative to homelessness is houselessness because many people who are or have been unhoused prefer it. This is because “home” is more than a building where a person lives; it represents community, social connections, memories, friends, family, or more. People who lack a physical house often still identify strongly with a place they call home.

**Housing Stabilization:** The process of connecting to a wide range of individualized services – not just those that are directly related to housing – that help facilitate a person’s ability to find and/or stay in housing.

**HUES:** This refers to the municipalities of Hermiston, Umatilla, Echo, and Stanfield.

**Impact Fees:** Fees charged to property developers by local governments for the new infrastructure that must be built to accommodate new development.

**Individual Shelter Units (ISU):** A small one- to two-person unit designed to provide a secured sheltered area for sleeping and limited personal items.

**Jail Diversion:** Community-based services that are designed to keep individuals, especially those with behavioral health issues, from becoming incarcerated by connecting them to other community-based resources like mental health support, substance abuse services, employment services, and housing. Jail diversion aims to minimize the contact individuals have with law enforcement and help them avoid or reduce jail time.

**LGBTQ+:** An abbreviation for lesbian, gay, bisexual, transgender, queer or questioning, and more. These terms are used to describe a person’s sexual orientation or gender identity.

**Lived Experience (with homelessness):** Personal knowledge about homelessness that has been gained because of going through homelessness first-hand rather than through representations constructed by others.

**Medical Respite:** Medical respite care is short-term residential care for people experiencing homelessness who are too ill or frail to recover from an illness or injury on the streets, but not ill enough to be in a hospital. Medical respite care helps people rest and recover in a safe environment while accessing medical care and other supportive services.

**Member:** An individual who is participating in services provided through Project PATH and the Stepping Stones Alliance. They may also have an agreement to use an Individual Shelter Unit.

**Point in Time Count:** Also known as the PIT Count, this is the annual count of sheltered and unsheltered people experiencing homelessness across the United States during the last ten days of January.

**Preservation:** The process of retaining existing affordable housing, whether at subsidized or fair market costs, and protecting its affordability for current and future tenants.

**Rapid Re-Housing:** A type of housing assistance that quickly helps people experiencing homelessness to get into housing with the help of application fees, security deposit funding, time-limited rent assistance, incentives to encourage landlords to place clients in their units, and case management services.

**Reintegration After Incarceration:** The process a person goes through to re-enter society and become a productive member of the community after serving time in jail or prison.

**Services/Supportive Services:** Aid that makes it easier for someone to get into and stay in housing long-term by enhancing their overall way of living. Examples include help directly related to housing – such as rent assistance – or other resources, such as reliable transportation, affordable childcare, food assistance, training in budgeting and money management, health care, job training, mental health services, or substance abuse treatment.

**Supportive Housing:** The combination of ongoing affordable housing assistance, such as rent subsidies, with flexible and supportive services for people experiencing homelessness. The goal of supportive housing is to help people stay housed and live a more productive life in the community. There are multiple models of supportive housing: it could include the construction or renovation of new housing, setting aside units in privately-owned buildings, or leasing individual apartments throughout a specific geographic area where clients can receive services from supportive case managers.

**Traditional Health Workers:** Frontline public health workers who work in a health care clinic or community to assist individuals to achieve positive, health-related outcomes. Examples of traditional health workers include community health workers, personal health navigators, peer support specialists, and peer wellness specialists. Traditional health workers may have a particular specialty area or background, such as being a peer support specialist who uses their personal experience recovering from addiction to help a client struggling with a substance use disorder. Or they may promote health on a more holistic level by helping clients navigate multiple supportive services, including those that are not related to health care but contribute to overall well-being and stability.

## Strategic Plan

Thanks to the Mid-Columbia Houseless Collaborative for the inspiration.

To meet the Mission, Vision, and Values identified in this planning document the Project PATH Advisory Board has identified the following Goals and strategies.

### Goal Area 1: Shelter

Objective: Assure that shelter is available in west Umatilla County serving the HUES communities. Support the Stepping Stones Alliance in providing shelter services.

Strategic Priorities:

1. The Project PATH Advisory Committee will work to improve coordination with service providers.
2. Identify and prioritize funding for shelter, rehousing, and staff. This includes funding for the Stepping Stones Alliance and their work as a contractor to Project PATH.

### Goal Area 2: Services

Objective: Ensure the supportive services delivered in west Umatilla County meet client needs.

Strategic Priorities:

1. Increase accessibility of services with a focus on needs identified by clients.
2. Address gaps in services for the homeless and those at risk of homelessness.
3. Strengthen communication between service providers.
4. Invest in transportation networks to allow those seeking services to get to appointments, work, or other aspects of life's needs.
  - a. Coordinate transportation services to include various Kayak routes and revisions to routes, services provided by local cab or other similar operators, and invest in vehicles as appropriate and available.
  - b. Assure that future updates to the Umatilla County and HUES communities Transportation System Plans include transit and related components with reference to transportation needs related to the homeless and those at risk of homelessness.
  - c. Invest in the required transportation connections imposed by the land use decision for the Project PATH facility in the City of Umatilla which includes a connection to the proposed Umatilla River Trail system connecting the HUES communities.

### Goal Area 3: Housing

Objective: Preserve and expand affordable, accessible housing.

Strategic Priorities:

1. Increase the supply of housing units that low-income households can afford.
2. Use preservation, acquisition, and rehabilitation to protect the region's existing supply of affordable, accessible housing.
3. Prioritize access to affordable, accessible housing units for communities of color and other traditionally underserved populations.
4. Educate elected officials, community leaders, and the public about why our region needs more affordable and accessible housing.
5. Assure that the participating communities have Comprehensive Plans with policies

supportive of needed housing at a variety of price ranges and rent levels.

#### Goal Area 4: Advocacy

Objective: Advocate, engage the community, and build support for the region's efforts to address homelessness.

##### Strategic Priorities:

1. Communicate to build awareness and support.
2. Use accurate data to inform people of the realities of homelessness and to address opposition to the Advisory Committee's priorities.
3. Advocate for funding and policies that support the Advisory Committee's strategic investments both in our individual communities and the HUES area collaboratively.

The Stepping Stones Alliance has identified that their work will focus on Connecting, Developing, and Supporting. These actions support the Goals, Objectives, and Strategic Priorities identified by the Project PATH Advisory Committee.

Annually the Project PATH Advisory Committee will review this Strategic Plan and if warranted will make changes to assure that these Goals, Objectives, and Strategic Priorities are implemented successfully. The first Strategic Plan was adopted by all five participating jurisdictions through their governing body. Any changes would also need to be adopted by all five governing bodies.



## Implementation

To meet the guidelines of HB 4123 funding the following implementation requirements are to be included in this Strategic Plan. They are as follows:

1. Identify funding to support the ongoing operations.  
This is addressed earlier in the Strategic Plan under the heading Funding. Ongoing work will be required to assure the longevity of both Project PATH and the Stepping Stones Alliance.
2. Increasing or streamlining resources and services to people at risk of or experiencing homelessness within the participating cities and counties.  
Project PATH has identified several Goals, Objectives, and Strategic Priorities that work to assure resources and services are available to those at risk of or experiencing homelessness. While many services have been available within the HUES communities historically this is the first-time coordination of services is being done with the involvement of local cities and the county.

The Stepping Stones Alliance, the Project PATH selected contractor to implement and coordinate delivery of the services, has three components to the program that includes a sleep center, navigation center, and housing center. Individuals generally and most often would enter the program through the emergency overnight shelter which provides night to night shelter. Once established in the program, engagement would occur in the navigation center where needed services and access to resources are available to active members and delivered during all operational hours by staff, community partners, and volunteers. The housing center will initially offer 20 individual shelter units for participants engaged with navigation center resources.

3. Incorporating national best practices for ending homelessness.  
Homelessness continues to increase across the HUES Communities, the State of Oregon, and nationally. There are a number of programs and service providers that are doing exemplary work and seeing success in moving participants from homelessness into transitional housing and eventually into permanent housing. But providing that initial shelter is not enough. It requires a continuum of services to address a wide range of concerns and problems that the homeless may be facing that includes access to mental health services, transportation services, job training, and shelter. It also requires working to establish affordable and accessible housing for individuals and families seeking to make the transition. Or in some cases providing that bridge from the edge of the abyss to the promise of a home.
4. Eliminating racial disparities within homeless services within the service area.  
The Project PATH Advisory Committee members need to assure that services and materials offered by them, and any partners, are available in English and Spanish. Regionally work with potential partner agencies to assure that offered services are

available without limitations based on racial or other potentially discriminating factors.

Several key Stepping Stone Alliance staff are multilingual. Publications and social media are being provided in English and Spanish. Operation of the Project PATH facility will be done as a low barrier shelter lowering or eliminating barriers to shelter and services.

5. Creating pathways to permanent and supportive housing that is affordable to local populations experiencing or at risk of homelessness.  
Project PATH Advisory Committee communities will continue to work on housing opportunities as outlined in Oregon's statewide planning program Goal 10 and the multitude of measures that are being created through legislation and policy work by the State of Oregon. Implementation of the Goals identified earlier in this Strategic Plan will also work to build a larger and more stable supply of affordable and accessible housing options.

Stepping Stones Alliance is partnering with CAPECO and the Umatilla County Housing Authority to create opportunities for permanent housing. Plans include development of larger transitional housing moving to permanent housing over time.