

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

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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

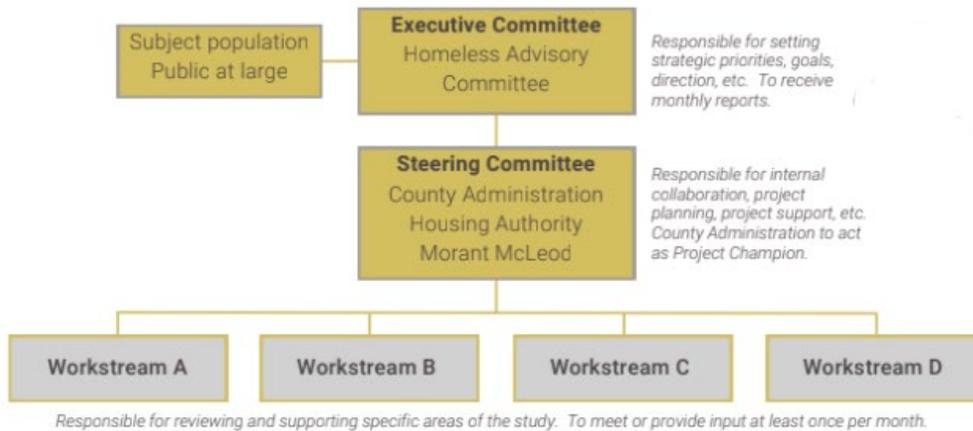
When tasked with addressing a community-centric issue, Morant McLeod employed a phased approach spread over a year, ensuring that every step was rooted in thorough research, community engagement, and iterative development. The timeline was as follows:

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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.

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- 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

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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

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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 Oregon51.35%
- Do you have children56.76%
- Military status11.11%
- Medical insurance.....77.78%
- Medical conditions.....61.11%
- Disability conditions52.78%
- Mental health conditions.....45.71%
- History of anxiety, depression, bipolar.....57.58%
- Dental concerns.....58.33%
- Vision concerns.....55.56%
- Tobacco69.44%
- Alcohol.....51.35%
- Religion.....69.44%
- Working cell phone.....72.22%
- Local supports.....62.86%
- Aware of support services68.57%
- 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.

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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.

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

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

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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.

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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.

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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.

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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.

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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.

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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	2,090		
Standard Deviation	+/- 891		

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.

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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.

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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
- 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.

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“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

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- February 21, 2023 conversation with Debra Jones, Centro de Ayuda in person
- February 21, 2023 conversation with Alex Llumiquinga Pérez, Arcoiris 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 Arcoiris 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

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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

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- 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
- ii. City of Depoe Bay
Kimberly Wollenberg, City Recorder
Phone: 541-765-2361
Email: recorder@cityofdepoe.org
- iii. City of Lincoln City
Daphnee Legarza, City Manager
Phone: 541-996-1200
Email: dlegarza@lincolncity.org
- iv. City of Newport
Spencer Nebel, City Manager
Phone: 541-574-0603
Email: s.nebel@newportoregon.gov
- v. City of Siletz
Mayor Will Worman
Phone: 541-444-2521
Email: mayor@cityofsiletz.org
- vi. City of Toledo
Judy Richter, City Manager
Phone: 541-635-2003
Email: judy.richter@cityoftoledo.org
- vii. City of Waldport
Dann Cutter, City Manager
Phone: 541-563-3561 X7
Email: dann.cutter@waldport.org
- viii. City of Yachats
City Manager
Phone: 541-547-3565
Email: 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 _____
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

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

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.

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
Arcoiris Cultural Centro de Ayuda Coastal Support Services *Agape Respite Center Project Bravery Reconnections Counseling South Lincoln Resources The HUB?	Family Promise 3 CPR contract units Faith Based Shelter Rotations *variable HelpingHands Lincoln City Hope Center variable Lincoln County Corrections Youth TIDES 12 beds Health- & Human-Services & Housing Authority of Lincoln County *Winter Shelter 30-40 beds My Sisters Place Yachats Community Presbyterian Church *Don's Place 5 units of 2 beds ReConnections Counseling FUSE 3 CPR contract units	C.H.A.N.C.E. 12 CPR contract units Helping Hands Reentry Lincoln City Hope Center ~70 beds Lincoln County Parole & Probation Tides 1 & 2 24 beds Women's Shelter 6 beds Honors House 6 beds NW Coastal Housing Coastal Phoenix Rising (CPR) 38 units *Nate's Place ~35 units ReConnections Counseling Bold 5 units Women's Home 7 units 3 CPR contract beds Samaritan Health Services 4 CPR contract beds Samaritan House 11 units * St. Luke by the Sea - Conestoga Program 2 units St. Stephen Episcopal Church *Tiny Home Village 12 units	Community Services Consortium Pelican Place 12 units Tern House 6 units First Presbyterian Church of Newport & Habitat for Humanity of Lincoln County *Hope Rises Village 5 units Lincoln County Mental Health 9 Yaquina Breeze contract units Lincoln County Mental Health & Housing Authority of Lincoln County *Lighthouse Village 28 units NW Coastal Housing Yaquina Breeze 9 units *Blackberry Hill 3 units *Project Turnkey 2.0 ~8 units Oxford House Yaquina Bay 6 units Siletz Tribal Housing Department Elder Cottages 6 units	Housing Authority of Lincoln County 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 Housing Authority of Lincoln County Housing Choice Vouchers (Sec. 8) 570 vouchers Innovative Housing *25th Street Apartments 107 units NW Coastal Housing The Ridge 80 units *Blackberry Hill 8 units *Coast Vineyard Tiny Home Village 12 units *Nates Place 8 units Siletz Tribal Housing Department 151 units	Confederated Tribes of Siletz Indians 100 homes Habitat for Humanity of Lincoln County 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 NW Coastal Housing *Garden Estates 1 home Proud Ground 10 CLT homes	More Words Coming in a Later Draft

Commented [KS1]: Dan Logue
 Director
The HUB
jet458@yahoo.com
 (541) 999-5613

Unsheltered: 71	Total: 12 beds Pending: 5 units + 50 - 60 beds	Total: 61 units + 106 beds Pending: 49 units	Total: 39 units Pending: 44 units	Total: 473 units 570 vouchers Pending: 188 units	Total: 31 homes Pending: 4 homes	Total: Data coming in a later draft
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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	2,090		
Standard Deviation	+/- 891		

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). 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.