Clatsop County

Ten Year Plan to End Homelessness

2012 - 2022

Clatsop Homeless Coalition

Clatsop County Ten Year Plan to End Homelessness

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Introduction

The Clatsop Homeless Coalition respectfully submits this initial plan for the development of a Ten Year Plan to End Homelessness to the Clatsop County Board of Commissioners and Oregon Housing and Community Services.

President Obama endorsed "Opening Doors: Federal Strategic Plan to Prevent and End Homelessness" in 2010 reflecting the national priority of ending homelessness. Legislative and budgetary measures have been and will continue to be initiated to follow the plan. The Office of the Governor of the State of Oregon issued Executive Order No 06-05 in April of 2006 in which the Governor established the Ending Homelessness Advisory Council (EHAC). The council, chaired by Oregon Housing and Community Services Deputy Director Rick Crager, published "A Hope for Home", Oregon's ten year plan to end homelessness in June, 2008. The EHAC was also tasked with helping to ensure every county in Oregon originated a local plan to end homelessness. To that end, they contracted the Corporation for Supportive Housing (CSH) to provide training and to help those counties without plans establish them. They provided a "Charrette"-style training in October, 2011 which was attended by the Clatsop Homeless Coalition core team.

Clatsop Community Action (CCA) took the lead to formulate this plan since it is the primary non-profit agency responsible for mobilizing resources to help end poverty in Clatsop County. As such, CCA established a core team which became the Clatsop Homeless Coalition. The Coalition, as a team, commenced the development of the planning process for Clatsop County and formulated this plan. This plan is submitted to meet requirements for completion as mandated by The US Department of Housing and Urban Development (HUD). Initiating a plan is likewise in line with the President's Federal Strategic Plan to Prevent and End Homelessness and Oregon's Ending Homelessness Advisory Council Action Plan. Work will continue in Clatsop County with leaders, experts, homeless program staff, and program participants in order to fine tune and adapt state level recommendations into the workable, feasible realities within Clatsop County.

Historical Background

President L. B. Johnson, during his war on poverty, starting in 1964 originated community action programs to mobilize resources to end poverty. The State sanctioned program for Clatsop County is Community Action Team Inc. (CAT) {St. Helens}. It actually encompasses Columbia, Clatsop, and Tillamook counties. The State passes housing assistance program funding on a formula basis to CAT. CAT uses the same formula (based on poverty levels, unemployment, and point in time homeless counts) to likewise pass funding. CAT has a contract with CCA in Clatsop County to pass on the funding. OAR 813-145-0000 discusses the Emergency Shelter Grant Program (ESGP) requirements which stipulate the application shall contain a certification letter executed by the appropriate ***local jurisdiction*** approving the agency's use of program funds as proposed in the application. The CCA Board of Directors passes ***all ESGP funds on to three agencies in Clatsop County***. The funding is approved by the County Commissioners annually.

Significant legislation regarding the war on poverty was later enacted through the McKinney-Vento Homeless Assistance Act which was originally passed in 1988. HUD created the concept of a Continuum of Care (CoC) and encouraged communities that received funding for homeless services or that intended to request these funds to do so through CoC's. Grants awarded by federal agencies other than HUD are often operating outside the sphere of coordination offered by local CoCs. Such programs may be redundant or offered in a "vacuum" without access to complementary services such as affordable housing, case management, benefits assistance, and vocational support.

The breadth of homelessness in any one area may be masked since individuals can easily receive services from multiple delivery systems. The initial idea of the CoC became more formalized in 1995-96. The concept of the CoC also focused on creating a community-wide planning process that identified specific goals and activities. The CoC further evolved in the 2000's when HUD required any community requesting or receiving HUD funding during the annual application process to belong to a CoC. In rural areas, coordination and application processes were incorporated into a body known as the "CoC - Balance of State" which has become known as the Rural Oregon Continuum of Care (ROCC). Clatsop County is a member of the ROCC. Each county is expected to oversee planning processes for services and housing systems tasked with serving homeless people and with integrating a ten year plan to end homelessness into goals and activities within the local housing and supportive services systems.

The McKinney-Vento Homeless Assistance Act, as amended in 2009, is known as the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act. The Act under 42 US Code 11302 defines the terms "homeless", "homeless individual", and "homeless person" as: (1) an individual or family who lacks a fixed, regular, and adequate nighttime residence; (2) an individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground; (3) an individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements; (4) an individual who resided in a shelter or place not meant for human habitation and who is exiting an institution where he or she temporarily resided; (5) an individual or family who will imminently lose their housing; and (6) unaccompanied youth and homeless families with children and youth defined as homeless under other Federal statutes who: (A) have experienced a long term period without living independently in permanent housing; (B) have experienced persistent instability as measured by frequent moves over such period; and (C) can be expected to continue in such status for an extended period of time because of chronic disabilities, chronic physical health or mental health conditions, substance addiction, histories of domestic violence or childhood abuse, the presence of a child or youth with a disability, or multiple barriers to employment. Notwithstanding any other provision of this section, the Secretary shall consider to be homeless any individual or family who is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life threatening conditions in the individual's or family's current housing situation, including where the health and safety of children are jeopardized, and who have no other residence and lack the resources or support networks to obtain other permanent housing.

Ten Year Plan Local History

CCA had been working on writing a ten year plan to end homelessness since 2002. Unfortunately, agency priorities, turnover, and budget reductions constantly impeded progress. Even though actions were taken to attack homelessness issues, no formal plan was ever originated or published. Numerous needed actions were identified and initiated through the process including:

- Community Action Team (CAT) Regional Housing Center originated
- CCA grant written for a homeless case manager (now ended)
- Shelter Resources added Senior & Disabled Housing at Mill Pond
- CCA Ready to Rent Classes started
- County Resource Guide published
- CCA commenced ABC's of First Time Homebuyer Classes
- CAT/ CCHA/NOHA/CCA hosted Housing Solutions I, II, and III conferences

- NOHA/CCA started Individual Develop Account Program
- Warming Shelter (First Baptist) started
- Construction of a new CCA Regional Food Bank (RFB)
- CCHA added 42 units of affordable housing with Clatsop Shores acquisition
- 14 Food Pantries/Local Agencies added to CCA Regional Food Bank Network
- 18 distribution sites added to CCA Regional Food Bank Network
- CCHA Wapiti project completed for 8 affordable housing units
- CCA Personal Care Pantry opened
- CCHA Tilikum Perm. Supportive Housing Project added 8 units for chronically homeless
- CCA mail/phone services started for homeless clients
- Gateway II project added 33 affordable housing units
- CCHA adds 4 units of affordable housing with Canim acquisition
- County In-line group started
- CCA Project Homeless Connects held (2010, 2011, 2012)
- Energy Assistance Programs brought into county agency (CCA)
- Commenced annual Veteran Stand Down events
- Pioneer House closed, reopened, closed again due to funding shortfall; reopened again as Hutchen's House (domestic violence/sexual abuse victims only) (WRC)

Planning Process

In October of 2011, CCA arranged for twelve professionals from nine different agencies in Clatsop County to travel to Redmond, Oregon to participate in a Charrette process sponsored by Oregon Housing and Community Services. The training was led by the Corporation for Supportive Housing (CSH). The individuals attending the training from Clatsop County (leaders, professionals, service providers and program participants) eventually agreed to form the Clatsop Homelessness Coalition, the core team submitting this plan.

A Memorandum of Understanding attached as Exhibit (1) was signed by the each member agency of the core team shortly upon returning from the training in order to have an official agreement and commitment to commence the ten year plan document origination process.

The Coalition continued the work which began in Redmond and continued for these past several months since that training. The intent is to bring other agencies and partners into the process once the original plan is accepted by the Commissioners.

The people who attended the Charrette and their organizational affiliations include:

Name	Organization
George Sabol	Clatsop Community Action (CCA)
Sherry Gantenbein	Oregon Department Of Human Services (DHS)
Bobbie Barbour	Clatsop Behavioral Health (CBH)
Alan Evans	Helping Hands
Lynn Boyle	Lighthouse Christian Church
Pat Paschal	Helping Hands
Pat Burness	Clatsop County Women's Resource Center (WRC)
Kathryn Burr	Clatsop County Women's Resource Center (WRC)
Gary Barber	Oregon Employment Department – Experience Works
Patrick Preston	Oregon Employment Department – Veteran Representative
Todd Johnston	Northwest Oregon Housing Authority
Linda Higgins	Clatsop Veterans Services Office – volunteer for CVSO

Note: Mark Terranova, the director of The Restoration House, could not attend the training but was a member of the core team through the process and Philip and Buffie Simmons took over the County Veteran Services Office contract.

The Charrette Process, designed by state staff and steering committee members, hoped the result would be to help with completion of plans for the 18 rural counties in Oregon without completed plans. This original plan relies heavily on the results of the Charrette and their report: Final Framework for the Development of Ten Year Plans for Rural Oregon submitted by Corporation for Supportive Housing (CSH) staff.

Limited funding was available to send representatives to the Charrette process in Redmond so individuals and agencies were asked to provide support for their representative to attend the planning process. CCA covered the majority of expenses, hoping for possible reimbursement from the State. The State reimbursed the expenses to CCA in February of 2012. We recognize the commitment and dedication demonstrated by all each agency's willingness to expend scarce personal and institutional resources especially during trying economic times.

The Charrette Process – October 2011

The "Charrette" process was facilitated by the Corporation for Supportive Housing (CSH). It brought together local and national experts on six issue areas over two full days of intense dialogue at the Redmond Oregon Expo Center. Each conversation occurred in a "fishbowl" setting with a group of experts sitting in a circle surrounded by outer circles of community stakeholders. For the first hour, the local and external experts engaged in a dialogue that encouraged thinking of new systemic and programmatic responses in the issue areas. Experts from diverse communities and organizations drew from their experiences and expertise to exchange views and craft suggestions for moving forward.

While the expert dialogue occurred, the rest of the Charrette participants observed the discussion without comment. Half way through, the conversation among the experts ended and CSH facilitated audience observations and feedback. During this time, the experts were not allowed to respond and community members were given ample opportunity to agree with or challenge the experts and to offer other suggestions on the issue areas. The purpose of this part of each session was to engage the community members in the discussion and benefit from their expertise and experiences.

The Charrette provided a fast-paced but thorough exploration of critical aspects of developing a plan and action steps. Experts shared solutions to common issues facing communities addressing system and service issues related to homelessness. The six issue areas were:

- Discharge Planning
- Systems of Care
- Housing Opportunities
- Keys to Housing
- Performance Measures/Political Will
- Emergency Response

Notes were collected and the Corporation for Supportive Housing (CSH) staff developed a comprehensive initial list of suggestions for county activities for review and comment by steering committee members and all attendees in a webinar format. Changes were made and a final report was presented via a webinar to all interested participants. It is from this list of suggestions formulated by the Charrette participants and local and national experts that the initial Clatsop County planning document was generated.

Homelessness Statistical Data

The most recent point in time count was conducted during the last ten days of January, 2012 in accordance with HUD and Oregon Housing and Community (Rural Oregon Continuum of Care) guidelines. Complete data will not be available until April of 2012, however the overall count indicates a significant increase in the homeless population. In 2011, the count yielded 258 families, 407 individuals as homelessness. The 2012 count indicates 459 households, 653 homeless individuals in Clatsop County. The statistical data from 2011 in the tables below yield unsettling information. The results of the 2012 count will obviously be even worse as stated above. Over 68% of those homeless had no service available for housing needs. Over 30% of those homeless were children. Over 34% of those with no service available for housing needs were children.

Table A - **General Information – homeless count**

General Information – homeless count	Households	Total Individuals	Children (Under 18)
1 Parent Family	54	133	77
2 Parent Family	21	76	34
Couple w/ children	16	31	0
Single individual	154	154	0
Unaccompanied Youth	12	12	12
Unaccompanied Pregnant Youth	1	1	1
TOTALS	258	407	124

Table B - **Homeless with no services available**

Homeless with no services available	Households	Total Individuals	Children (Under 18)
1 Parent Family	43	107	63
2 Parent Family	20	72	32
Couple w/ children	15	29	0
Single individual	89	89	0
Unaccompanied Youth	10	10	10
Unaccompanied Pregnant Youth	1	1	1
TOTALS	178	308	106

The major reported reasons for homelessness in order of most reported:

- Unemployment
- Couldn't afford rent
- Substance Abuse
- Kicked out by family/friends
- By choice
- Domestic violence
- Eviction
- Criminal history
- Poor rental history

Target Populations - Homelessness priorities

With the 2011 data collected at Clatsop Community Action indicating 68 % of those experiencing homelessness as not having services available and with over 34% of those with no service available for housing needs being children, selecting a priority target population is rather easy: families first in a housing first model.

Key Partners

Improvement to this ten year plan to end homelessness in Clatsop County will require the involvement of individuals from across diverse systems who work collectively to develop a sustainable system of collaboration and coordination. Partners must include:

- Housing (Emergency Sheltering, Local Landlords, Affordable Housing Developers)
- Corrections/Probations (Adult and Juvenile)
- Law enforcement/courts/legal aid
- Mental Health (Substance Abuse, Mental Illness, Developmental Disabilities)
- Disability Services (Supportive Services, SSI and SSD benefit filing and recovery)
- Veteran's Affairs (Housing, benefit filing and recovery)
- Vocational Rehabilitation
- Job Training
- Domestic Violence
- Transportation
- Child Care
- Medical Services (Public Health, Hospitals, Family Health Centers, Healthy Kids)
- Faith-based organizations
- Senior Services
- Education/Job Training
- Youth Services (Schools, Head Start, DHS – Self Sufficiency, Emancipation Services)

Many relationships are already strong and stable with long histories of working together on other initiatives. As a community action contractor, designated by statute, CCA houses some of the many important services in-house. These include continuum of care coordination, housing rental assistance and case management, affordable housing development with Community Action Team Inc, providing some low income housing in the 22 unit Hilltop Apartment complex, operating the Regional Food Bank, and overseeing various energy assistance programs. CCA provides some state funding to three shelters. CCA has successful shared programs with various community partners and has strong relationships with several community-based service agencies as well as faith-based organizations.

Focused attention on improved relationships with the schools would improve our ability to serve homeless youth. Linkages with local public health and private providers are also essential. There is also a need to improve coordination with local law enforcement and medical and mental health providers in order to address those clients who frequently cycle through the homeless system.

Most partner agencies are listed within the Clatsop County Resource Directory (2011-2012) attached to this report as Exhibit (3).

Type of Housing Needed

Based on the implementation of the HEARTH legislation, research shows that individuals who are moved from homelessness into permanent housing as quickly as possible but in less than 30 days are rapid refocusing away from shelter and transitional housing. However, research recognizes that in rural areas, a wide array of housing alternatives may not be present.

WHAT WE HAVE

- Clatsop County Housing Authority affordable housing units
- Northwest Oregon Housing Authority affordable housing units
- Northwest Oregon Housing Authority voucher program
- Clatsop Community Action low income apartments
- Clatsop Community Action low income transitional apartments (limited - 2 units)
- Clatsop Community Action rental assistance programs (limited - SHAP, EHA, EFSP)
- Clatsop Community Action Continuum of Care transitional program (limited - 2 units)
- Women's Resource Center sexual abuse/domestic violence emergency shelter
- Helping Hands emergency shelter(s) and transition program
- Restoration House recovery/rehabilitation shelter
- Astoria Rescue Mission shelter (faith-based requirement)
- The Savior's House shelter (faith-based transitional program requirement)
- First Baptist Warming Shelter (limited and only several days per year)

Year Round Beds/Units

Family Beds	Family Units	Individual Beds	Total Year-Round Beds
Emergency Shelter			
	5	35	35
Domestic Violence Shelter			
	5	7	22
Transitional Housing			
	16	43	43
Permanent Supportive Housing			
	8	40	40

WHAT WE NEED

Below is a list of housing needed to meet the needs of non-served, yet eligible individuals:

- Permanent Supportive Housing for: chronically homeless, mentally ill and developmentally disabled, people recovering from substance abuse, returning veterans with many of the issues addressed, and chronically mentally ill
- Transitional Housing for families and individuals (very limited available)
- Transition Center (jail/prison transition) – (closed due to budget cuts)
- Emergency Shelter (insufficient amount in county)
- Shelter for youth transitioning out of foster care or homelessness for other reasons
- Group homes for homeless youth with mental illness, substance abuse or criminal issues
- Pool of Receptive Landlords willing to work with people with challenged rental history/credit
- Warming Shelters (more when necessary – extremely limited)

Coalition discussion review

The Coalition discussed many issues regarding homelessness. Below is a recap of some of the multitude of issues discussed:

- Cultivate private landlords to rent to homeless/low-income individuals/families case managed.
- Work with the cities and the county to change development codes to enable more affordable housing to be developed, update formal housing production plans using green technology; change zoning requirements to enable more affordable housing to be developed.
- Work with governmental agencies and private developers to donate surplus land for affordable/special needs housing.
- Increase bed capacity of already established shelters
- Apply for HUD housing funding for returning veterans and people with disabilities.
- Identify housing units for people who have been incarcerated/on parole.
- Develop support systems for those making transition from incarceration into the community.
- Develop strategies to address needs of teens leaving the foster care system.
- Support expansion of existing drug court program and encourage creation of similar behavioral treatment court programs, including mental health court.
- Establish jail discharge protocols regarding housing and services referrals.
- Establish hospital discharge protocols regarding housing and services.
- Establish institutional discharge policies to include immediate access to services.
- Establish protocol to allow information sharing among service providers.
- Support services that stabilize people into a permanent housing situation.
- Provide emergency shelter base of stability with efficient transition out into stable housing.
- Address stigma of criminal background and spotty employment history with employers.
- Engage employers to open doors for chronically homeless.
- Establish protocol for processing requests for services for homeless and those at risk of becoming homeless.
- A plan will be more efficient and effective while costing less over the long term.
- Improve outreach to homeless.
- Implement new data sharing technology acceptable across all agencies serving homeless.
- Create innovative new partnerships to help end homelessness.

Charrette Issue Area Action Items

1. Discharge Planning

There are a number of systems which discharge individuals from institutions which deserve planning attention. Institutional discharge is most often a transition phase for the individuals involved. Efforts should be made to place individuals and families in the most permanent situation possible so as to keep people from becoming homeless and/or cycling back into those systems and institutions. Preventing expensive human, societal, and financial costs also support effective transition planning. The systems that should be involved in planning include: legal, medical, mental health, and child welfare. These action items are a few to consider for our area.

1.1 Initiate dialogue across community based services and institutions involved in discharging individuals and families (medical, mental health, legal, child welfare, etc.) in conjunction with housing and homelessness services to determine roles and responsibilities regarding discharge, re-entry, recidivism prevention and transition planning.

1.2 Implement and direct resources available to support individuals and families transitioning from institutions. Some examples include Measure 57 resources for people leaving corrections; Adult Mental Health Initiative (AMHI) for resources for people leaving mental health facilities, and OHCS resources for homeless households. We need to determine how these resources can leverage other funds/housing programs in our community to ensure housing placement and stability for re-entry.

1.3 Take advantage of and create opportunities to develop programs and community facilities which would further housing opportunities for people coming out of institutional settings. Expand the opportunities for housing for individuals transitioning from institutions through partnerships, co-location, housing rehabilitation, etc.

1.4 Engage Hospitals – Develop a transitions program to help people transition out of hospital settings. Initiate a process to develop respite and housing supports for people who are homeless and need a place to stay after receiving hospital care.

1.5 Develop a Frequent User Project to educate decision makers about the actual costs of serving frequent users who are cycling through corrections, hospitals, psychiatric beds and other institutions. Use this process to advocate for resources to be directed to improving system responses where possible.

2. Systems of Care

Improvement in the systems of care requires efficient collaborations at both the policy/funding level as well as the program and service delivery level. Involving new partners to the table to plan for systems change, it is important to be transparent about how each agency or system will benefit from the partnership. We recognize that it will take time to build new working relationships and the trust to maintain commitment to partnership agreements as we develop new habits of working together.

2.1 Create a local "Interagency Council" that has diverse representation across services, housing, corrections, human services, employment and related agencies that touch homelessness to shape the ongoing collaboration needed to implement improvements in addressing homelessness.

2.2 Include our local Housing Authorities to discuss housing opportunities and to adjust policies that better serve homeless and vulnerable populations. Some local agencies may be able to take on HA duties to streamline workload for housing authorities to allow them to expand their reach and effectiveness.

2.3 Develop pilot projects that resolve community issues, including shared funding streams. Use these projects to develop effective system of care which provides the needed continuum of services for local residents.

3. Housing Opportunities

Financial pressure from Federal, State, and Local agencies coupled with an ongoing recession necessitates communities to ensure that resources are used most effectively for the right populations. Communities should ensure their stock of beds and units for homeless people are best serving the populations they are meant to serve. Here are some approaches for doing so.

3.1 Develop clear and consistent language about transitional housing, permanent housing, permanent supportive housing, prevention, emergency responses, and rapid re-housing among all providers and advocates. Defining these approaches also means creating clear program models for each.

3.2 Reach out to landlords of existing affordable housing stock to place homeless and special needs people. Rent assistance and subsidy will go further and services may support other tenants in building with support from agency.

3.3 Embody "flexibility with accountability" at all levels to allow funders, providers, line staff and clients/tenants control over their appropriate level of decision making to be able to help solve the problem at hand.

3.4 Target housing resources to the appropriate households. For example, permanent supportive housing is an expensive intervention and therefore should be reserved for homeless people with special needs who require supportive services to remain stable in housing for the long- term.

3.5 Reduce stays in emergency shelter and transitional housing as much as possible and focus on lasting housing placement for homeless individuals and families.

3.6 Educate service providers, landlords, and mainstream systems about Housing First models and put them into practice where feasible.

3.7 Consider shared housing models for appropriate populations such as transition age youth (18-24), people in recovery, domestic violence survivors, and others.

3.8 Take advantage of "bricks & sticks" opportunities. Target CDBG dollars to create new options for placement. Explore the opportunity to fund an effort that can increase the stock of housing available to homeless and extremely low-income households.

4. Keys to Housing

People who experience homelessness often have many barriers to accessing permanent housing. Whether it's criminal background, poor rental history, lack of employment and income or other obstacles, in a tight rental market finding housing through non-profit or private market is difficult. These barriers require systemic interventions but in the meantime, people need housing now.

4.1 Implement "Ready to Rent" classes. Tailor them to specific populations such as youth or young adults or those with criminal backgrounds.

4.2 Establish Rent Guarantee Fund from local resources to leverage State Guarantee Fund to mitigate landlord risks for renting to tenants who are have challenged rental history.

4.3 Educate landlords and property management companies about housing homeless, special needs and vulnerable people, including peer dialogues among landlords who have housed riskier tenants with other landlords who may be interested.

4.4 Create opportunities for low barrier housing for people who need housing and services to support a transition to improved health and housing stability. After a successful participation in this low barrier housing where the individual demonstrates their success in paying the rent and maintaining the physical structure in good order, more traditional landlords will be ready to rent to them.

4.5 Develop a social network site that links the community "givers" with those that need items. Create a public portal where linkages can happen to provide furniture, clothes, household goods and services to those in need without the need for storage and intermediaries.

5. Performance Measures – Political Will

To create a compelling case for elected officials and other funding sources, a clear case of successful outcomes needs to be presented. In this environment with dwindling resources, there is more competition for fewer dollars. It is no longer enough to just talk about the need. A more effective argument can be made by showing how well we are doing to help end homelessness, including using data to make effective arguments about reducing costs in expensive emergency systems. Also, these measures define how well a community is doing by its people that are experiencing homelessness, which is the ultimate goal of these plans. These action items can help move forward on performance measures while also increasing political and community support for the issue.

5.1 Use HEARTH Act metrics as system-wide measurements to help define program outcomes and funding. Those are:

- Decrease Point-in-Time count
- Increase emergency shelter diversions
- Reduce length of time people are homeless
- Increase income of assisted households
- Increase permanent housing exits
- Reduce recidivism

5.2 Analyze the existing reporting requirements to determine what has to be reported versus what would be nice to know. Streamline reporting requirements to ask only necessary information needed to track key performance measures.

5.3 Define consistent outcomes and keep them as simple as possible. For example, if the system is going to track retention after housing placement, does it track after financial assistance ends, after service ends, after leaving a program, etc? Does it track at 6 months, 12 months, longer?

5.4 Look at cost effectiveness of programs within emergency shelter, transitional housing, supportive services, and permanent supportive housing categories. Consider their outcomes, population served, program design (as well as other variables) and understand the variation by programs.

5.5 Provide resources for data analysis, including training time and staffing.

5.6 Develop a process to share outcomes across and among providers in Clatsop County through regular meetings (monthly, quarterly) to promote transparency and accountability among providers and funders. Use that process to promote a system of support for success in helping to end homelessness.

5.7 Conduct a Service Based Count along with the Point-In-Time Count to better estimate the number of people in our county that are experiencing homelessness and are also at risk.

5.8 Share information with political and community leaders to make the case for greater investment in ending and preventing homelessness.

5.9 Combine data with people's stories and experiences. Reports only provide part of the picture, narrative describing the knowledge of homeless and formerly homeless people as well as staff is integral to getting a fuller understanding of programs and systems outcomes.

5.10 Report out to the community on progress toward implementation on a regular basis. It helps hold the plan accountable, it keeps stakeholders informed, and providers see that all that data entry means something in the end.

5.11 Allow for mistakes. Programs and systems undertaking changes to better serve and house homeless people will be taking risks that may result in some failures. Allowing for that will permit agencies to continue to try new approaches and learn from those mistakes.

6. Emergency Response

Clatsop County has already practiced HUD's "Rapid Rehousing Model" for several years mainly due to the lack of available options and funding unavailability. For example, the Pioneer House Shelter was closed due to the lack of funding to operate it. However, it may be necessary to open warming centers during winter months.

6.1 Learn from urban shelter evolution and direct resources to emergency shelters only if necessary as they will pull resources and limit Clatsop County's ability to pursue other more beneficial strategies.

6.2 Create opportunities for diversion from shelter as part of the shelter intake process. For example, could a client stay with a friend of family member if they could get a housing placement within a few weeks?

6.3 Define Warming Stations as an emergency response that uses existing resources such as churches or schools and does not direct housing resources to temporary solutions. Existing buildings will not need to be financed and constructed.

6.4 Utilize volunteer support for emergency responses. Spending a few hours with a volunteer who cares on a cold night can change someone's perspective and willingness to access benefits. Use volunteers for transportation, not just to fill the volunteer's time.

6.5 Train volunteers. Volunteers need to be prepared for urgent and emergency situations such as overdoses or trauma responses. Volunteers should also know when to call professionals when the situation is outside their knowledge level.

6.6 Consider emergency responses to homelessness the same way they are considered after a natural disaster. The faith community has a long standing reputation in this role.

6.7 Use emergency response teams or to respond to severe weather and shelter for homeless people. This may also be source for training dollars for volunteers.

7. Recommended For State Attention

As a leader, funder, convener of plans to end homelessness, particularly in rural areas of Oregon, there are actions the State can take to ensure success throughout Oregon. In fact, if the State does not directly support local implementation, many of these local efforts will fail. Here are some recommendations for the State (primarily Oregon Housing and Community Services, but certainly other state agencies have a role, too) for success of these ten year plans to end homelessness in rural areas such as Clatsop County.

7.1 Create a Funder's Group made up of staff from Oregon Health Authority (OHA), Department of Human Services (DHS), Oregon Housing and Community Services (OHCS), Oregon Infrastructure Finance Authority (OIFA), the Veteran's Administration (VA), and Department of Corrections (DOC) to analyze how funding can be leveraged for homeless and special needs populations that are "served" by these agencies. Consider starting the membership with those who administer the funds so that they can conceptualize how the funds can be braided before bringing in decision-makers.

7.2 Analyze funding that could support Permanent Supportive Housing in rural communities and create a common (and cheaper) application that streamlines the process for capital, operating and service funding where feasible.

7.3 Audit shelter and transitional housing stock using data and local information to ensure that these beds and units are being used most effectively for the target populations.

7.4 Align and streamline state-funded homeless and rest assistance programs to meet guidelines laid out in the HEARTH Act.

7.5 Expand and advertise the rent guarantee fund, and also align it with HEARTH Act outcomes.

7.6 Be transparent about funding decisions so that agencies can understand who was awarded and why.

7.7 Streamline funding applications and reporting, especially for smaller grants.

7.8 Consider creating a set aside of capital dollars for rural communities for development and rehab for supportive housing and housing that is affordable to formerly homeless people as they do not have the local leverage that urban centers do to make tax credits work for this type of housing. Also consider how to make the Consolidated Funding Cycle (CFC) more accessible to rural communities.

7.9 Offer technical support to communities implementing their plans when possible and connect them to communities with plans that are underway to encourage peer learning.

7.10 Provide support to staff that are supporting rural regions. Coordinating across diverse regions of the state while ensuring communities have access to the same level of expertise and resources as afforded to urban and suburban centers requires staffing and attention.

7.11 Respect local control decisions for development efforts.

8. Employment and Income

Employment is strongly linked to issues affecting an individual's ability to achieve the mental and emotional stability which will enable him/her to obtain and maintain sustained housing.

8.1 Work collaboratively with local state supported employment One Stop Centers and other supportive programs for people with mental illness and other disabilities with the objective of assisting these homeless individuals achieve and maintain a stable income and environment.

8.2 Help Veterans obtain services and benefits including employment counseling , continuing education, and training resources and access to programs that reduce and eliminate barriers to employment. Assist these Veterans by linking efforts with the County Veteran's Service Office.

8.3 Work with workforce investment and supported work programs to enhance skills, job development and the local economy through a carefully case managed approach.

8.4 Maintain and expand resources for providing jobs and training for people with disabilities.

8.5 Expand SOAR programs (SSI, SSDI, Outreach ACCESS and Recovery) to increase capacity for people to obtain benefits (income and health insurance quickly).

8.6 Successfully engage employer audiences in a productive examination of the workforce development issues relevant to homelessness to include the North Coast Veterans Stand Down, Project Homeless Connect and the Clatsop County Job and Career Fair. Continue providing the training and employability skill workshops and presentations during the calendar year to organizations such as SHRM (Society of Human Resource Managers) and individual hiring managers.

8.7 Continue to provide workforce development services for both employers and the potential workforce through the One Stop Centers, thus enhancing the relationship between workforce development providers and the economic community. Place particular emphasis on the reduction and elimination of barriers to increase job placement results.

8.8 Partnering - Collaborate with all workforce professionals and training and educational institutions to take action on critical issues concerning training and workforce development.

9. Coordinated Entry

Look at possible strategies for creation of a type of one-door coordinated entry to homeless services in Clatsop County.

9.1 Research best practices on coordinated entry to determine methods for targeting resources to homeless and at-risk individuals and families.

9.2 Connect with 211 to see if establishing a linkage with 211 in our region is feasible.

Recommendations

The recommendations above were selected from those issues that arose during the six Fishbowl sessions held in Redmond in October 2011. Not all recommendations presented may be appropriate for all counties but those selected deserve attention for implementation in Clatsop County's Homelessness Services Delivery System. Once the formal implementation process commences, these action items will be presented for consideration to the implementation group. During the process, we will narrow this list to those items found to have the strongest community support. Implementation efforts will then continue.

Implementation

The core team agreed to re-sign and extend the team Memorandum of Understanding Agreement (Exhibit 1) for an additional year in order to proceed to the next step to establish a monitoring and implementation plan as outlined within the agreement once the County Commission approves/endorses this plan.

Conclusions

Once all Charrette Issue Area Action Items were thoroughly discussed and debated, the Coalition developed consensus goals presented as Exhibit (2) attached to this report.

The Coalition also recommended continuing the practice of (CCA) publishing a County Resource Directory and having it available on various websites. The most recent publication is attached as Exhibit (3) to this report.

This draft plan was sent to contacts at Community Action Team (CAT), Oregon Housing and Community Services, Regional Oregon Continuum of Care (ROCC), and USDA Housing and Urban Development (HUD). All stated the plan was as good as or better than any other plan already submitted in Oregon. The core team deserves credit for working collaboratively to originate this plan as an outstanding starting tool for attacking homelessness within Clatsop County.

Finally, this report attempts to collect information to date to help commence the planning process for the Clatsop County Ten Year Plan to End Homelessness planning process. With this data, it is hoped that our Coalition will have sufficient useful information to start to **commence the process documented in this written product.**