

Strategies for Addressing Homelessness:
A Search for Best Practices in and around Northwest Oregon
December, 2019

*The purpose of this project is to provide information to facilitate
addressing and reducing homelessness in Salem, Oregon.*

Table of Contents – electronic edition

Section	File number	
0	0e	Table of Contents – electronic edition
1	1e	Executive Summary
2	2e	Introduction
3	3e	Summary and Chronology of Recent Statewide Housing Reports
4		<i>Governor’s Housing Policy Agenda – August, 2018</i>
	4-1e	♦ Summary of the policy agenda
	4-2e	♦ Housing Policy Agenda full text
5		<i>Oregon Statewide Housing Plan – February, 2019</i>
	5-1e	♦ Summary of the plan
	5-2e	♦ Statewide Housing Plan full text
6		HB5201 Budget note: Funding priorities & best practices for Emergency Housing Assistance and State Homeless Assistance Program
	6-1e	♦ Summary of the report
	6-2e	♦ Budget note report full text
	6-3e	♦ House Bill 5201 full text
7		<i>Oregon Statewide Shelter Study – August, 2019</i>
	7-1e	♦ Summary of study recommendations & best practices for Salem
	7-2e	♦ <i>Oregon Statewide Shelter Study</i> full text
8	8e	Brief developed by the US Interagency Council on Homelessness: <i>The Evidence Behind Approaches that Drive an End to Homelessness</i> – September, 2019
9	9e	List of Program Visit Interview Questions
10	10e	Summary of Program Visit Findings
		Alcohol & drug use policies 1
		Amenities provided 3
		Case management 5
		Client guidelines 7
		Community participation..... 9
		Facility design 11
		Funding sources 13

20		Mid-Willamette Valley Community Action Agency (MWVCAA)
	20-1e	<ul style="list-style-type: none"> ♦ Program visit summaries <ul style="list-style-type: none"> ◦ MWVCAA/ARCHES Project ◦ HOME Youth & Resource Center/Taylor's House ♦ Supplemental materials <ul style="list-style-type: none"> ◦ Marion and Polk Counties Point in time homeless count, 2019 (preliminary) ◦ Marion and Polk Counties Point in time homeless count, 2018 ◦ Service Prioritization Decision Assistance Tool (SPDAT) fact sheet ◦ HOME Youth & Resource Center brochure
	20-2e	
	20-3e	
	20-4e	
	20-5e	
21	21e	Northwest Human Services Program visit summaries <ul style="list-style-type: none"> ♦ CEO ♦ Homeless Outreach Advocacy Project (HOAP) ♦ Health Outreach Shelter Transitions (HOST)
Opportunity Village – see Square One Villages		
22		Oregon Housing & Community Services
	22-1e	<ul style="list-style-type: none"> ♦ Program conversation summary
	22-2e	<ul style="list-style-type: none"> ♦ Supplemental materials – Housing Stabilization Program fact sheets <ul style="list-style-type: none"> ◦ Emergency Housing Assistance (EHA) ◦ Housing Stabilization Program (HSP) ◦ Emergency Solutions Grant (ESG) ◦ State Homeless Assistance Program (SHAP) ◦ HOME Tenant Based Assistance (HIBTA) ◦ Housing Choice Landlord Guarantee Program
	22-3e	<ul style="list-style-type: none"> ♦ Continuum of Care program
23		Quixote Village
	23-1e	<ul style="list-style-type: none"> ♦ Program visit summary ♦ Supplemental materials <ul style="list-style-type: none"> ◦ Quixote Village Lease Agreement, Rules, and Policies ◦ Tiny Homes White Paper – comprehensive description of how to build a tiny house village
	23-2e	
	23-3e	
24		Salem-Keizer School District Students in Transition Educational Program (STEP)
	24-1e	<ul style="list-style-type: none"> ♦ Program visit summary ♦ Supplemental materials <ul style="list-style-type: none"> ◦ STEP program brochure ◦ <i>Homelessness at a Glance</i> informational flyer
	24-2e	
	24-3e	
25	25e	Salvation Army Lighthouse Shelter - Program visit summary
26	26e	Simonka Place – Program visit summary

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Executive Summary

It became clear ten months ago that the increase in Salem's homeless population was reaching crisis proportions. In an effort to find solutions, the authors of this study undertook a search for best practices. There have been multiple good faith efforts in the local community to address the problem: the Mid-Willamette Homeless Initiative Task Force, the Downtown Homelessness Solutions Task Force, public information sessions regarding the sit-lie ordinance, efforts to create a Salem sobering center, and development of the Housing Rental Assistance Program (HRAP). All of these efforts were attempts by civic leaders and interested citizens to address the fact that we have a growing number of people living unsheltered in the city of Salem. However, the crisis has escalated to the point where the presence of unsheltered people occupying space near businesses now directly conflicts with the City's efforts to create a healthy, welcoming, and thriving downtown. Salem needs a new strategy to make progress in reducing homelessness. Clearly, what we have been doing is not working.

Accordingly, we strived to develop a body of knowledge that would help us understand the problem and find possible solutions. Our goals were:

- ♦ Develop an understanding of who is likely to become homeless, and what their needs are;
- ♦ Identify the services and resources currently available to this population;
- ♦ Identify best practices and understand how they work to create and operate a variety of housing and support programs.

In the first phase of our project, we traveled to cities and towns from Eugene, Oregon to Olympia, Washington where we interviewed thirty-four people representing twenty-four different programs. These included both direct service programs and those providing supporting services. We gathered information about the sub-populations, especially their specific needs, and we asked the service providers for their ideas and recommendations. We noted that staff who operate local programs are doing excellent work serving those who are experiencing homelessness. However, because funding for expansion of programming or staff is extremely limited, these programs operate at capacity and are regularly forced to turn people away.

Based on our interviews, we reached the following conclusions:

- ♦ Emergency shelter space is clearly inadequate to meet the needs of Salem's unsheltered citizens. In particular, people who have been unsheltered for extended periods of time often suffer from devastating physical ailments, mental health issues, and/or substance abuse. The combination of these conditions makes them ineligible for almost all of the shelter programs in Salem.
- ♦ It is critical to build community support prior to beginning a project or establishing a residential site. This includes both community leaders and residents of the neighborhoods in which projects are planned. It is important to allow adequate time to listen to community members' concerns and address those concerns clearly and thoroughly before commencing any project.

comprehensive services, increasing capacity for emergency shelter beds, and expanding the winter warming shelter program.

- ♦ According to the *Oregon Statewide Shelter Study*, it is critical to develop a state interagency council on homelessness. Such interagency collaboration is necessary to ensure that services are available to all people who need them, without duplication, and all available funding streams are accessed.
- ♦ National research shows that public money spent on best practice efforts to reduce homelessness results in significant savings for the community.
- ♦ No study — national, state, or local — nor any expert in the field recommended or even condoned passing ordinances to criminalize those who are experiencing homelessness as a solution to the problem.

There is no easy, local solution to the complicated problem of homelessness. The problem cannot be effectively reduced by the City of Salem alone. Homelessness cannot be effectively reduced by the Marion County commissioners alone, nor can it be effectively reduced by Oregon Housing and Community Services alone. Even if the Governor creates an interagency council on homelessness, that alone is not enough. The problem of homelessness can only be effectively and permanently reduced through collaboration that engages all levels of government, beginning with the City of Salem, coordinating with Marion and Polk Counties and the State of Oregon, and then engaging Oregon's U.S. Senators and Representatives for the purpose of capturing and directing revenues to accomplish what all of the studies recommend: create comprehensive emergency services while vastly expanding the supply of and access to affordable housing.

The time is right — we need to take appropriate and effective action now.

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Table of Contents

1	Executive Summary	
2	Introduction	
3	Summary and Chronology of Recent Statewide Housing Reports	
4	<i>Governor's Housing Policy Agenda</i>	
	♦ Summary of the policy agenda	
	♦ Supplemental material included	
	◦ Policy Agenda Executive Summary	
	◦ Housing Spectrum Table	
5	<i>Oregon Statewide Housing Plan</i>	
	♦ Summary of the plan	
	♦ Supplemental material included – Priority factsheets	
6	HB5201 Budget note: Funding priorities & best practices for Emergency Housing Assistance and State Homeless Assistance Program – report summary	
7	<i>Oregon Statewide Shelter Study</i>	
	♦ Summary of study recommendations & best practices for Salem	
	♦ Supplemental materials included	
	◦ <i>Oregon Statewide Shelter Study</i> Executive Summary	
	◦ <i>Oregon Statewide Shelter Study</i> Table of Contents	
8	Brief developed by the US Interagency Council on Homelessness: <i>The Evidence Behind Approaches that Drive an End to Homelessness</i>	
9	List of Program Visit Interview Questions	
10	Summary of Program Visit Findings	
	Alcohol & drug use policies.....	1
	Amenities provided.....	3
	Case management	5
	Client guidelines.....	7
	Community participation.....	9
	Facility design	11
	Funding sources	13
	Funding to reduce barriers to housing.....	17
	Governance.....	19
	Length of stay.....	21

-
- 20 Mid-Willamette Valley Community Action Agency (MWVCAA)
- ♦ Program visit summary – MWVCAA/ARCHES Project
 - ♦ Program visit summary – HOME Youth & Resource Center/Taylor's House
 - ♦ Supplemental materials included
 - Marion and Polk Counties Point in time homeless count, 2019 (preliminary)
 - Marion and Polk Counties Point in time homeless count, 2018
 - Service Prioritization Decision Assistance Tool (SPDAT) fact sheet
 - HOME Youth & Resource Center brochure
-
- 21 Northwest Human Services Program visit summaries
- ♦ CEO
 - ♦ Homeless Outreach Advocacy Project (HOAP)
 - ♦ Health Outreach Shelter Transitions (HOST)
-
- Opportunity Village – see Square One Villages
-
- 22 Oregon Housing & Community Services
- ♦ Program conversation summary
 - ♦ Supplemental material – Housing Stabilization Program fact sheets
 - Emergency Housing Assistance (EHA)
 - Housing Stabilization Program (HSP)
 - Emergency Solutions Grant (ESG)
 - State Homeless Assistance Program (SHAP)
 - HOME Tenant Based Assistance (HBTA)
 - Housing Choice Landlord Guarantee Program
 - ♦ Continuum of Care program
-
- 23 Quixote Village
- ♦ Program visit summary
 - ♦ Supplemental materials included
 - Quixote Village Lease Agreement
 - Quixote Village Rules and Policies
 - ♦ Supplemental materials available upon request
 - Tiny Houses White Paper – comprehensive description of how to build a tiny house village
-
- 24 Salem-Keizer School District Students in Transition Educational Program (STEP)
- ♦ Program visit summary
 - ♦ Supplemental materials included
 - STEP program brochure
 - *Homelessness at a Glance* informational flyer
-
- 25 Salvation Army Lighthouse Shelter - Program visit summary
-
- 26 Simonka Place – Program visit summary
-
- 27 Square One Villages
- ♦ Program visit summaries
 - Opportunity Village
 - Square One Executive Director
 - ♦ Supplemental materials available upon request
 - Square One Villages Case Study Matrix
-

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Introduction

The problem of homelessness has reached epic proportions in Salem and Marion County. In order to work toward implementation of strategies to address this issue, we believe that a critical part of the effort is to develop a body of knowledge on which to base proposed strategies. That knowledge includes four aspects:

- ♦ Developing an understanding of who is likely to become homeless and what their needs are
- ♦ Knowing what services and resources are currently available to the population of people experiencing homelessness
- ♦ Gaining a clear understanding of best practices for developing and operating a variety of housing and support programs for those who are experiencing homelessness or at risk of becoming so
- ♦ Learning from the expertise of people who work with or in support of people experiencing homelessness, as well as learning from those who conduct research in the field

Only by becoming so educated can a community hope to design and operate programs that will be sustainable, effective, and supported by the community at large.

Our project consisted of two phases. In the first phase we visited a number of service providers. We identified twenty-four different programs, twenty of which provide direct service to people who are experiencing homelessness or at risk of becoming homeless. Almost all of the programs we visited achieved a high degree of success for their clients. The direct service programs included traditional emergency shelters, transitional housing shelters and villages, permanent supportive housing programs, and day centers. The programs were located in Eugene, Salem, Clackamas, and Portland, Oregon, as well as Olympia, Washington.

We developed a bank of fifty-six questions regarding all aspects of program development and operation. We met or spoke with a total of thirty-four people, and selected the questions that were applicable to each individual's program. Site visits lasted from one to three hours. The topics included program planning & design, facility design, program operation, client identification & selection, case management, administrative operations, and finance. We also solicited recommendations for developing and implementing new programs. Immediately after each site visit we wrote a summary of our observations and findings.

When the initial research was conducted in February and March 2019, we were affiliated with a local organization named Habitat and Hope Village, the purpose of which was to develop a transitional living program to serve people experiencing homelessness. Although we are no longer connected with Habitat and Hope, we believe that the information we gathered is valuable and should be publicly available.

In the ten months since we began this project, the homelessness situation in Salem has continued to deteriorate. It became clear to us that our work should be updated and supplemented with academic

Summary and Chronology of Four Recent Statewide Housing Reports

This section describes the four housing-related state-level reports that were completed between August, 2018 and August, 2019. All four reports represent serious efforts to understand the issues driving homelessness in Oregon, and each report attempts to identify ways to reduce the problem. However, homelessness has continued to increase unabated. The Oregon Statewide Shelter Study, the most recent report included in this section, takes into account the information contained in the three previous reports. The Statewide Shelter Study concludes that statewide efforts up until now have been inadequate. The Statewide Shelter Study presents specific recommendations that must be embraced, and a collaborative effort must be made at all levels of government in order to reduce the problem of homelessness over the long term.

Governor's Housing Policy Agenda – August, 2018

Oregon is experiencing a crisis in housing availability. From 2000 to 2015, it is estimated that Oregon underbuilt 155,156 housing units. This shortage has negative impacts across the state's housing spectrum, and particularly affects people who are experiencing homelessness or are at risk of becoming homeless. In response to this housing shortage, the Governor published a housing policy agenda on August 30, 2018 that calls for \$370 million of state investments focusing on housing stability.

Oregon's Statewide Housing Plan – February, 2019

Oregon Housing and Community Services (OHCS) developed a set of priorities for creating housing stability in Oregon. In the summer of 2018, OHCS began working to identify implementation strategies for those priorities, and the five-year Oregon Statewide Housing Plan was developed as a result. The plan was published in February, 2019.

The Governor's Housing Policy Agenda, as described above, anticipated the release of the five-year Statewide Housing Plan. It was hoped that this five-year plan would create a statewide housing road map based on national best practices. The Statewide Housing Plan does lay out a set of six priorities related to housing but does not appear to include specific operational strategies for achieving those priorities nor benchmarks for measuring progress.

HB 5201 EHA/SHAP Budget Note Report – February, 2019

A budget note was included in the omnibus budget reconciliation bill HB 5201. The note required that funding for the Emergency Housing Assistance (EHA) and State Homeless Assistance Program (SHAP) be in alignment with the priorities set forth in the Statewide Housing Plan. The budget note further required that funding guidelines be consistent with regional and national best practices.

Oregon Statewide Shelter Study – August, 2019

Oregon has the third-highest rate of people experiencing homelessness in the nation. In addition, it is one of four states in which more than half of all people experiencing homelessness live in unsheltered locations. The *Oregon Statewide Shelter Study* was commissioned by Oregon Housing and Community Services to better understand the reasons for these abysmal statistics, and to gain

**Governor's Housing Policy Agenda:
Housing Stability for Children, Veterans, and the Chronically Homeless
and Increased Housing Supply for Urban and Rural Communities
Summary of the Report
August 30, 2018**

The policy agenda can be found at

www.oregon.gov/gov/policy/documents/housing%20agenda%20final.pdf

Vision

Every Oregonian, in communities large and small, has access to housing choices that allows them and their family to thrive.

The problem

The nation as a whole is facing unprecedented housing need and a shortage of safe and affordable housing. From 2000 to 2015, Oregon underbuilt 155,156 housing units. Adverse impacts from Oregon's housing shortage have been felt across the housing spectrum. The following groups have been particularly acutely affected:

- ♦ Families experiencing homelessness
- ♦ Oregon's homeless veterans
- ♦ Chronically homeless individuals
- ♦ Rural communities

Across all these groups, communities of color bear the brunt of the housing crisis.

Overview of the study

The report outlines statewide efforts currently being made to address homelessness in the four categories identified in the report title. The report describes recent accomplishments, and lays out the governor's strategies for addressing homelessness in Oregon.

Current local and regional collaborative efforts

- ♦ Joint Office on Homelessness is a collaboration between Multnomah County and the City of Portland designed to provide a wide range of services to people experiencing homelessness.
- ♦ Frequent User System Engagement (FUSE) is a collaboration in Lane County including public safety, mental health, and emergency care providers working together to identify and focus housing resources toward those who are homeless and are the highest users of services.
- ♦ Lane County, local housing authority, and the City of Eugene have partnered to leverage state mental health housing resources and grants from local health providers to provide wrap-around services to assist people in overcoming homelessness.

Recent state-sponsored accomplishments

- ♦ Increased development of affordable homes, through investments in Local Innovation and Fast Track (LIFT) housing program, Mental Health Housing Program, and the Document

- Funding to implement these strategies began at \$1.5 million and has increased due to the new Document Recording Fee resources.
- ♦ Invest in Permanent Supportive Housing (PSH) for the chronically homeless Each component of PSH is significant and necessary.
 - Permanent – tenants may live in their homes as long as they meet the basic obligations of tenancy
 - Supportive – tenants have access to support services
 - Housing – tenants have a private and secure place, just like any other member of the community with the same rights and responsibilities

While PSH is a nationally-recognized, evidence-based best practice, sustainable funding sources for the three components of the model have yet to be invested in Oregon. The governor is proposing to use \$20 million of bond proceeds for the construction of the new units. Collaboration between Oregon Health Authority (OHA) and OHCS is ongoing in an effort to develop sustainable funding.

- ♦ Accelerate growth of the housing supply by:
 - Expanding the workforce housing initiative
 - Improving the path to build and permit innovative building types
 - Promoting training and apprenticeship programs for construction, particularly in rural Oregon

In 2019, the governor will hire a person to implement the Greater Oregon Housing Accelerator program, which is designed to ensure people can live in the communities where they work. \$35 million in funding will be available to promote a variety of programs all focused on enhancing the supply of affordable housing units throughout the state.

Housing Policy Agenda:
Housing Stability for Children, Veterans,
and the Chronically Homeless and
Increased Housing Supply for Urban
and Rural Communities

Kate Brown, Governor
James LaBar, Housing Policy Advisor

August 30, 2018



STATE OF OREGON
Office of the Governor
KATE BROWN

Governor Brown's housing agenda has four strategies that focus on areas where the impacts of the housing shortage are the most acute. The four strategies run across Oregon's entire housing spectrum, including individuals and families experiencing homelessness, affordable housing, and market-rate housing. One overall goal is to simultaneously protect vulnerable renters while supporting the development of housing supply—both affordable and market-rate homes. We must strike a balance between providing relief to renters in times of outsized rent increases while at the same time supporting development partners to build more homes. The Governor supports protecting children, communities of color, low-income families, and other vulnerable populations with protections from no-cause evictions, as well as resource investments to help people find and keep their homes, keep communities intact, and address high rent increases.



Attachment 1: Housing Spectrum Table

Housing and Income Situations across the Spectrum	Housing Terms	Housing Definition	Key state tools in whitepaper (existing, proposed)
<p>These three terms (homeless, unsheltered homeless, and chronically homeless) define different types of homeless situations. There is no single story that describes who is homeless or how they became homeless, but here are some characteristics that increase people's chances to experience homelessness, especially during times of housing shortages.</p> <ul style="list-style-type: none"> • Income level: <ul style="list-style-type: none"> ○ 0-30 percent Medium Family Income (MFI), less than \$22,000 annual income • Income situations: <ul style="list-style-type: none"> ○ Individual on disability ○ Couple on social security • Housing context: <ul style="list-style-type: none"> ○ Housing affordable at this level requires an ongoing subsidy, such as rental assistance vouchers. Many households in this income bracket also benefit from support services for residents on site, which require additional subsidies or resources. The private market does not provide housing affordable at this level. 	<p>Homeless</p>	<p>An individual or family who lacks a fixed, regular, and adequate nighttime residence, which includes a primary nighttime residence of:</p> <ul style="list-style-type: none"> • Publicly or privately-operated shelter or transitional housing, including a hotel or motel paid for by government or charitable organizations 	<ul style="list-style-type: none"> • More permanent, affordable housing • Emergency Housing Assistance (EHA) • State Homeless Assistance Program (SHAP), including shelters • End Veterans' Homelessness • Local Innovation and Fast Track (LIFT) Housing Program
	<p>Unsheltered homeless</p>	<p>An individual or family who lacks a fixed, regular, and adequate nighttime residence, which includes a primary nighttime residence of:</p> <ul style="list-style-type: none"> • Place not designed for or ordinarily used as a regular sleeping accommodation (including car, park, abandoned building, bus/train station, airport, on the street or camping ground) 	<ul style="list-style-type: none"> • More permanent, affordable housing • EHA/SHAP • <i>Children's proposal</i>
	<p>Chronically homeless</p>	<p>A homeless individual or head of household with a disability who: lives in a place not meant for human habitation, in an Emergency Shelter, or a Safe Haven; AND has been homeless continuously for at least 12 months (stays in an institution of fewer than 90 days does not constitute a break); OR has been homeless on at least 4 separate occasions in the last 3 years where the combined occasions total at least 12 months (occasions are separated by a break of at least 7 nights)</p>	<ul style="list-style-type: none"> • Mental Health Housing Program • EHA/SHAP • <i>Permanent supportive housing</i>

Oregon Statewide Housing Plan

Summary of the Plan

February, 2019

The plan can be found at

www.oregon.gov/ohcs/DO/shp/SWHP-Full-Plan.pdf

Purpose of the plan

The stated purpose of the five-year Oregon Statewide Housing Plan is “to articulate how Oregon Housing and Community Services (OHCS) will pave the way for more Oregonians to have access to housing opportunities and achieve housing stability and self-sufficiency.” The plan covers the years 2019-2023, and is purported to serve four functions:

- ♦ Analyze quantitative and qualitative data to understand areas of need in specific communities and across the state
- ♦ Communicate priorities to partners and legislators to build support for coordinated action
- ♦ Articulate how OHCS will lead, fund, and support partners over the next five years
- ♦ Provide a framework and direction for OHCS to design and implement strategies and monitor progress

Priorities defined in the plan

The plan includes six priorities on which OHCS will focus over the next five years in order to address Oregon’s housing needs. According to the overview, the plan will present evidence on which each priority is based, will describe implementation strategies for that priority, and will define a plan to collaborate with OHCS partners to advance the priority. However, the implementation strategies outlined in the report are general in nature and do not present specific actions to achieve the priorities. Each priority does include a single quantitative five-year goal. However, these goals are general in nature and lack intermediate benchmarks on which to evaluate the success of the strategies.

The six priorities are listed below; specifics are given on the Statewide Housing Plan priority factsheets shown on the following pages of this report.

♦ Equity and racial justice

Goal: Communities of color will experience increased access to OHCS resources and achieve greater parity in housing stability.

♦ Homelessness

Goal: Increase the percentage of people who are able to retain permanent housing for at least six months after receiving homeless services to 85% [sic].

♦ Permanent Supportive Housing

Goal: Fund the creation of 1,000 or more additional permanent supportive housing units.

♦ Affordable rental housing

Goal: Triple the existing pipeline of affordable rental housing – up to 25,000 homes in the development pipeline by 2023.

Statewide Housing Plan 2019-2023: Breaking New Ground

Priority: Equity and Racial Justice

Advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity.

2019 – 2023 GOAL

Communities of color will experience increased access to OHCS resources and achieve greater parity in housing stability, self-sufficiency and homeownership. OHCS will collaborate with its partners and stakeholders to create a shared understanding of racial equity and to overcome systemic injustices faced by communities of color in housing discrimination, access to housing and economic prosperity.

IMPLEMENTATION STRATEGIES

- » Adopt an approach to advancing equity and racial justice, informed by national promising practices and lived experience of communities of color.
- » Establish and publish a numerical target for the Equity priority as a supplement to the Statewide Housing Plan by December 2019.
- » Create and maintain a system to analyze OHCS programs and practices and remove identified barriers to access and opportunity within OHCS programs to ensure equitable outcomes.
- » Improve OHCS's ability to track, analyze, and measure performance and progress towards equity goals through standardization of data collection and enhancing data analysis of program utilization.
- » Meaningfully engage culturally specific and culturally responsive organizations and their constituents to ensure OHCS policies, practices, systems of accountability and program awards are designed to advance equity and racial justice and meet the needs of communities of color.
- » Provide statewide leadership by using OHCS' Internal Diversity, Equity and Inclusion Committee to solicit and adopt a Diversity, Equity and Inclusion framework as a piece of the core value system of the agency and to serve as a model for the state.
- » Use OHCS programs as an avenue for asset building to increase economic opportunity and mobility and increase income and wealth for communities of color.
- » Fund housing and community services programs to build inclusive communities and prevent, mitigate or reverse the effects of gentrification and displacement.
- » Increase access to fair housing resources, education and enforcement to reduce the occurrence and impact of housing discrimination in Oregon.
- » Strengthen relationships with tribal leaders and leverage resources to address disparities in tribal housing issues.

Statewide Housing Plan 2019-2023: Breaking New Ground

PRIORITY: PERMANENT SUPPORTIVE HOUSING

Invest in permanent supportive housing, a proven strategy to reduce chronic homelessness and reduce barriers to housing stability.

2019-2023 GOAL

OHCS will increase our commitment to permanent supportive housing by funding the creation of 1,000 or more additional permanent supportive housing units to improve the future long-term housing stability for vulnerable Oregonians.*

IMPLEMENTATION STRATEGIES

- » Expand the pool of resources for PSH by soliciting new funding and aligning funding for capital both with internal and external sources of funding for supportive services.
- » Explore development of a state-funded tenant and project-based rental assistance program.
- » Make housing development dollars from existing sources available for PSH by incorporating requirements or incentives into affordable housing funding opportunities.
- » Lead in identifying barriers to production and operation of PSH; provide education and technical assistance to support development and effective operation of homes.
- » Coordinate with the PSH strategies of partners in local government and continuums of care to make it easier to create PSH.
- » Support Oregon Health Authority and State of Oregon requests for policy changes and federal Medicaid waivers that create opportunities for funding tenancy support services tied to supportive housing.
- » Partner with providers of emergency health care, criminal justice, homeless and other crisis services to target interventions for the most frequent users of these services.
- » Encourage the use of the Homeless Management Information Systems to assist in client identification and placement in supportive housing.
- » Create opportunities for cross-system data sharing and identifying data sharing protocols and infrastructure to ensure the state can collaboratively measure outcomes.
- » Support implementation of the Statewide Supportive Housing Strategy Workgroup's recommendations to advance PSH.

* The 1,000 unit goal includes developing new PSH units as well as converting existing units to PSH units by adding wraparound services, reducing rents to be affordable to those making less than 30% of the area median income, or both.

Statewide Housing Plan 2019-2023: Breaking New Ground

PRIORITY: HOMEOWNERSHIP

Provide more low- and moderate-income Oregonians with the tools to successfully achieve and maintain homeownership, particularly in communities of color.

2019-2023 GOAL

OHCS will assist at least 6,500 households in becoming successful homeowners through mortgage lending products while sustaining efforts to help existing homeowners retain their homes.* OHCS will double the number of homeowners of color in our homeownership programs as part of a concerted effort to bridge the homeownership gap for communities of color while building pathways to prosperity.

IMPLEMENTATION STRATEGIES

- » Expand and explore innovative new programs that address an unmet need in the marketplace for low- and moderate-income potential homebuyers (e.g., down-payment assistance, manufactured home products and insured mortgages).
- » Target homeownership and asset-building resources to affordable rental housing residents to support households in moving along the continuum toward prosperity and self-sufficiency.
- » Expand the reach of existing mortgage loan programs through increased marketing and improved consistency of resources.
- » Engage with culturally specific and culturally responsive organizations to help connect communities of color to OHCS homeownership programs and ensure that program parameters are aligned with the needs of communities of color.
- » Expand and better coordinate programs that support low- to moderate-income homeowners to stay in their homes and keep their homes safe, energy efficient and healthy.
- » Support low-cost homeownership opportunities through preservation and improvement of manufactured housing.

* Serving 6,500 Oregonians through home mortgage lending is derived by estimating \$200 million of loans via the Oregon Bond Residential Loan Program and \$200 million of loans via the new Mortgage Backed Securities/TBA lending platform, utilizing historic average loan amounts and escalating them at 10% per year. Note that this growth is dependent in part on market forces outside of OHCS' control.

Housing Stability Council Budget Note, HB 5201
Funding priorities for Emergency Housing Assistance
& State Homeless Assistance Plan
Report summary

Background

On March 3, 2018 the Oregon House and Senate passed HB 5201, and it was signed by Governor Kate Brown on April 10. This omnibus budget reconciliation bill adjusted the state budget for the 2017-19 biennium. In preparation for the vote, a budget note was attached to the bill requesting recommendations as to how funds from the Emergency Housing Assistance (EHA) and State Homeless Assistance Plan (SHAP) would be prioritized. The budget note required that all recommendations be in alignment with the Statewide Housing Plan, and be consistent with regional and national best practices. In response to the budget note, the Housing Stability Council, which included representatives from a variety of housing-related agencies, issued a set of recommendations, as follows:

Purpose of the funds

- ♦ Emergency Housing Assistance (EHA) provides funds to programs designed to prevent or reduce homelessness. Funded activities include:
 - Street outreach
 - Emergency and transitional shelter
 - Transitional housing
 - Homelessness prevention
 - Supportive in-home services
 - Rapid rehousing
 - Data collection
 - Real estate acquisition and rehabilitation
 - Capacity building to sustain homeless service delivery

- ♦ State Homeless Assistance Plan (SHAP) provides state funds for emergency shelters and related client supportive services for homeless individuals, families and households. Funded activities include:
 - Street outreach
 - Emergency and transitional shelter
 - Transitional housing
 - Real estate acquisition and rehabilitation
 - Data collection

The magnitude of the problem according to the 2017 point-in-time count

- ♦ Oregon has the second highest rate of unsheltered homeless families in the nation.
- ♦ Oregon has the third highest rate of unsheltered homeless people in the nation.
- ♦ Oregon's unsheltered homeless population has increased more rapidly than the sheltered homeless population.

EPIC outcomes tool

- ♦ Components of the EPIC outcomes tool:
 - E – Ending Homelessness
 - P – Preventing Homelessness
 - I – Inclusion and diversity
 - C – Capacity of Community
- ♦ EPIC Outcome Goals for the 2019-2021 Biennium using the EPIC Outcomes Tool
 - Set aggressive targets to improve outcomes for people served
 - Strengthen the partner agencies doing the work
 - Improve the Master Grant Agreement (the contract between OHCS and CAA that guides the program delivery and services throughout the state)
 - Invest in data collection capacity to assist with the use of the Homeless Management Information Systems (HMIS)

Issue to be addressed beyond the 2019-21 biennium – unaccompanied youth

Oregon's 2018 point-in-time count identified 1,309 unaccompanied youth who were experiencing homelessness. Of those, 62% were living unsheltered. This is one of the highest rates in the nation for unsheltered unaccompanied youth. Efforts are needed to explore ways to better serve this vulnerable population.

Oregon Statewide Shelter Study

Summary of Recommendations & Best Practices

August, 2019

The study can be found at

www.oregon.gov/ohcs/ISD/RA/Oregon-Statewide-Shelter-Study.pdf

The Problem

- ♦ Nationally, Hawaii, California and Oregon have the highest rates of individuals experiencing homelessness.
- ♦ Oregon is one of four states in which more than half of all people experiencing homelessness were found in unsheltered locations.
- ♦ Salem's homeless: According to the 2019 point-in-time homeless count
 - 1,079 people are homeless
 - Of those, 503 are without shelter and in need of beds.

Overview of the study

The *Oregon Statewide Shelter Study* was commissioned by Oregon Housing and Community Services to better understand how to strengthen shelter policies and services in order to improve outcomes for people experiencing homelessness. The shelter study is comprehensive and well-written, and should be read in the entirety. The study provides extensive descriptions of best practices in the solutions to homelessness, and is a template for action. ***The study needs to be read in its entirety.***

Purposes of the study

- ♦ Assess the need, including inventory of shelters, needs and gaps in the system across Oregon
- ♦ Study the associated costs, services, lengths of stay, subpopulations served, and shelter types
- ♦ Describe best practices in addressing homelessness

Recommendations - Salem

Navigation Center

Salem was specifically identified in the report as being in immediate need of developing and operating a navigation center which would provide a single-point entryway into a variety of services for people experiencing homelessness. The navigation center would help Salem end encampments.

Characteristics of the navigation center would include:

- ♦ Low barrier (turning no one away, including those with substance abuse disorders, mental health issues, disabilities of any type, or challenging behaviors)
- ♦ Accepting of people with partners or families, pets, and possessions
- ♦ Open 24/7

Best Practices – emergency shelter operations, siting, & design

♦ Keys to effective emergency shelters

- Housing First approach
- Diversion
- Immediate and low-barrier access
- Rapid Rehousing
- Data to measure performance

♦ Shelter siting and design

- Design must reflect the needs of the client group that will be served
- Necessary consultations and outreach
 - Zoning & land use authorities
 - Police & fire agencies
 - Health authorities
 - Neighborhood associations
- External design
 - Adequate outside space to prevent guests from congregating on the sidewalk
 - Sufficient parking
 - Clear lines of sight for staff
 - Off-street areas for both smoking and pets
 - Adequate but non-intrusive exterior lighting
 - Non-institutional appearance
 - Play areas for children if applicable
- Interior design, which takes into consideration the population to be served
 - Accessibility for those with disabilities
 - Safe, clean, and secure places for sleeping, including some that can accommodate pets
 - Storage space for guests' belongings
 - Bathrooms with sinks and showers
 - Office and meeting space that offer privacy for guests to meet with staff
 - Spaces in which nutritious food can be stored, prepared, and served in accordance with state and local laws
 - Consider laundry facilities if there are none located nearby
 - Design features that can support guests who are experiencing mental health issues, including space that is consistently available, low-stimulus, welcoming, and appropriately staffed

Best Practices – moving beyond emergency shelter and into long-term solutions

- ♦ Use of a Housing First approach
- ♦ Adequate low-barrier shelters
- ♦ Street outreach
- ♦ Coordinated entry through Community Action agencies
- ♦ Diversion
- ♦ Rapid rehousing
- ♦ Permanent supportive housing

EXECUTIVE SUMMARY

In the fall of 2018, Oregon Housing and Community Services (OHCS) contracted with the Technical Assistance Collaborative (TAC) to conduct a statewide shelter study. Among the goals of the study, OHCS hoped to better understand how to strengthen shelter policies and services in order to improve outcomes for people experiencing homelessness. As part of the study, TAC conducted focus groups in five different parts of the state, an online stakeholder survey, a webinar focused on rural/frontier areas, individual interviews with key stakeholders, a survey of winter/warming shelters, as well as analyzing over seven different sets of data.

Nationally, Hawaii, California, and Oregon had the highest rates of individuals experiencing homelessness, with 50 or more individuals experiencing homelessness per 10,000 individuals. According to HUD's 2018 Annual Homelessness Assessment Report, Oregon is one of four states in which more than half (61 percent) of all people experiencing homelessness were found in unsheltered locations.

The study found a gap in shelters for both families with children and individuals experiencing homelessness; this gap is best illustrated by the number of families with children and individuals experiencing unsheltered homelessness. To ensure no one remains unsheltered, TAC estimated an additional 5,626 beds would be needed. TAC also found particular need among certain subpopulations including people of color, persons who do not have documentation of citizenship, youth, families where one parent is male, and people who are LGBTQ.

In alignment with the OHCS Statewide Housing Plan, this report emphasizes that shelters should be part of an efficient and effective crisis response system that includes other components critical to preventing and ending homelessness including street outreach, diversion, rapid re-housing, coordinated entry, and permanent supportive housing, in addition to general expansion of affordable rental housing. When each of these components is available and working effectively as part of a local or regional Continuum of Care, a greater number of households are prevented from becoming homeless, will have shorter stays in shelters, and are less likely to return to homelessness. Some sheltering will likely always be needed, but the number of shelter beds necessary will decrease as the crisis response system becomes more effective.

In order to address the needs of families with children and individuals experiencing homelessness, the report makes recommendations including:

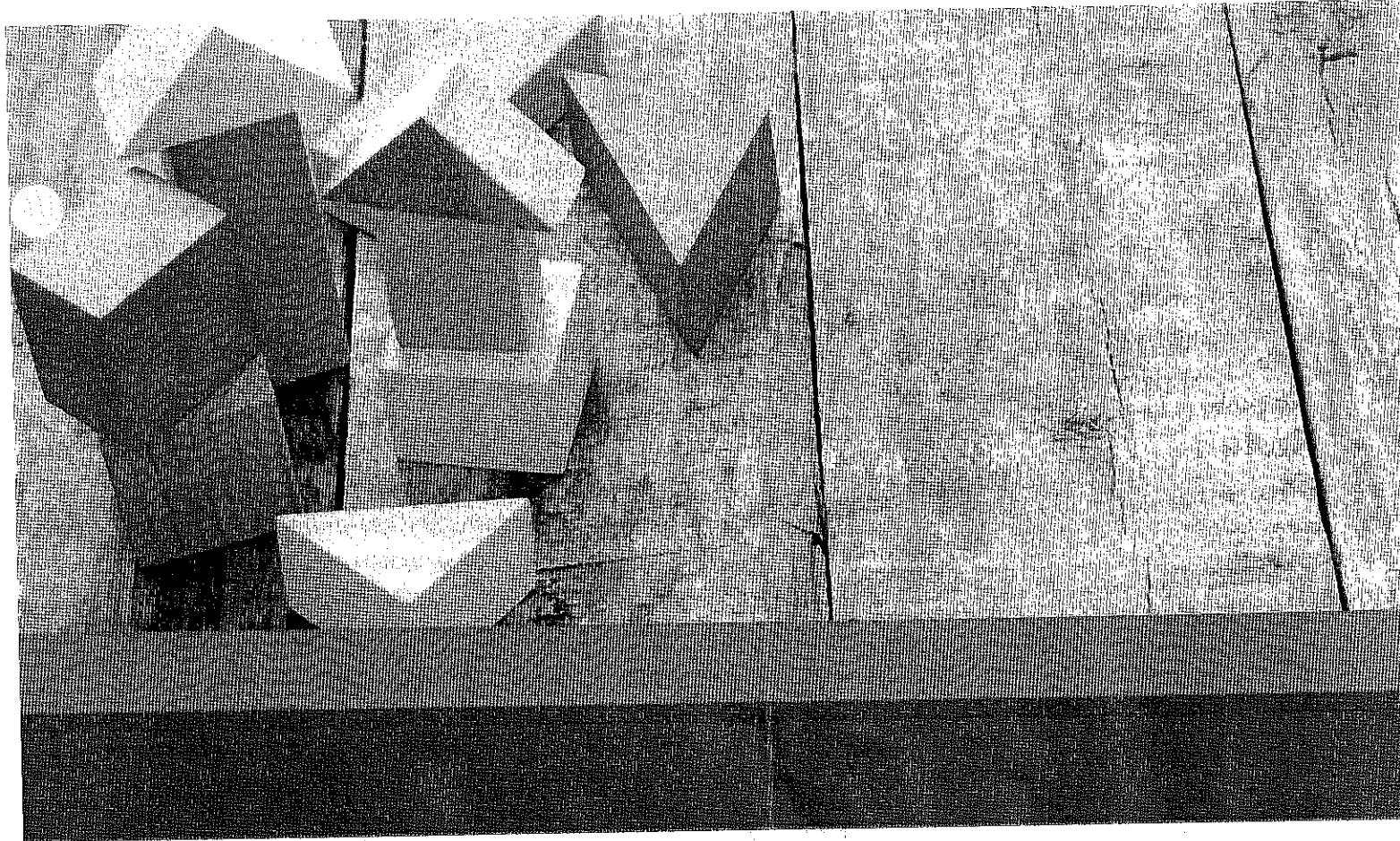
- Strategies for shelter expansion including navigation centers in Eugene and Salem, permanent shelters in counties with more than 100 people experiencing homelessness in the unsheltered PIT count, hotel/motel vouchers in rural counties with fewer households experiencing homelessness, and strategies to enhance winter/warming shelters.
- Strategies to support local expansion of shelters in exploring the Governor's declaration of emergency to OHCS and other state agencies, and providing technical assistance and training for local public and private entities seeking to expand their shelter capacity, as well as improve existing shelters.
- Strategies to enhance intergovernmental collaboration to end homelessness, including securing services for the significant subpopulations of those with serious mental illnesses and substance use disorders who are experiencing chronic and unsheltered homelessness.
- Strategies to support Community Action Agencies and Continuums of Care (CoC) to achieve best practices in homeless services delivery and optimal outcomes for people experiencing homelessness.
- Strategies to ensure OHCS' internal systems support best practices to end homelessness including recommendations regarding the EHA and SHAP programs.

These strategies are consistent with the OHCS's Statewide Housing Plan (SWHP), and will move the state forward on the specific SWHP priorities of addressing equity and racial justice, homelessness, and permanent supportive housing.

Oregon Statewide Shelter Study

TABLE OF CONTENTS

Executive Summary	1
Background	2
Methodology	3
Data Sources	3
Focus groups	3
Online Surveys of CAA and CoC stakeholders	4
Rural Webinar	4
Online Survey of People with Lived Experience.....	4
Stakeholder Interviews	4
Study Findings	6
How many shelter beds are there in Oregon currently?.....	6
How many persons were experiencing homelessness in Oregon in 2018?	8
Is homelessness concentrated in particular counties? Do all counties have people experiencing homelessness?.....	9
Who is served by shelters? Who is not served?	10
What are the experiences of providers and partners in rural areas?	16
Do Oregon shelters adhere to best practices?	18
Where do people experiencing homelessness go during the day?	18
How do people experiencing homelessness get to and from shelter?.....	18
How are shelters funded?	19
Experience of agencies working to expand shelter	20
Does the Oregon shelter system result in positive outcomes for those experiencing homelessness?	20
What did we learn about the quality of shelter data available?	24
Do winter/warming shelters face unique challenges?.....	24
What do people with lived experience say about Oregon's crisis response system?	25
Shelter Gap	27
Is there a need for additional shelter for families experiencing homelessness?.....	27
Is there a need for additional shelter for individuals experiencing homelessness?	28
Do winter/warming shelters reach their capacity?	28
What do other data sources indicate regarding need?.....	29



The Evidence Behind Approaches that Drive an End to Homelessness



greater engagement with other costly systems like child welfare and criminal/juvenile justice.⁵ For families with children and youth experiencing homelessness and housing instability, the result is often poor performance in school and reduced likelihood of educational and employment success.⁶

Informed by this understanding of the profound impact of housing instability on both the lives of individuals and families and on local and state budgets, communities have increasingly focused on creating strong permanent housing outcomes, ending people’s experience of homelessness as quickly and efficiently as possible, and providing them with the appropriate level of tailored services to support their long-term stability in housing. This shift in focus has helped drive implementation of Housing First approaches across the country, removing as many barriers, obstacles, and unnecessary requirements as possible for accessing a range of permanent housing options.

There are multiple strategies and models for fostering housing stability, and interventions should be tailored to the needs and strengths of people who experience homelessness. Many communities are striving to drive progress by prioritizing people experiencing homelessness for existing and new affordable housing opportunities and by expanding the availability of shorter-term interventions, such as rapid re-housing, that connect families and individuals to private market housing they can afford with short-term financial assistance and services to ensure their stability.

For many people who experience homelessness, mainstream systems play critical roles in facilitating connections to jobs, work supports, educational opportunities, physical health care, behavioral health services, and other services that can support continued stability.



Communities are also improving targeting and increasingly dedicating more expensive and intensive models, like **supportive housing with longer-term, more-intensive services for people with the most significant needs**, such as people with disabilities exiting or at risk of chronic homelessness.

In their efforts to better tailor and target housing and services interventions, to use available resources as efficiently as possible, and to ensure

that those with the greatest needs are prioritized for the most intensive assistance, communities are **developing coordinated systems with multiple points of access and standardized approaches to assessment** that streamline connections to resources and programs.

⁵ National Academies of Sciences, Engineering, and Medicine (2018). *Permanent Supportive Housing: Evaluating the Evidence for Improving Health Outcomes Among People Experiencing Chronic Homelessness*. Washington, DC: The National Academies Press.

⁶ MacArthur Foundation (2017). *Housing: Why Educators, Health Professionals and Those Focused on Economic Mobility Should Care About It – Lessons Learned from the MacArthur Foundation’s Investment in Housing Research*.

While most of the evidence for the impact of Housing First comes from evaluations of programs that offer permanent supportive housing to persons with behavioral health disorders who experience chronic homelessness, there is growing recognition of the value of Housing First approaches and practices as the basis for a community- or systems-level framework to ending homelessness. A systems-level approach organizes diverse stakeholders across multiple systems to use principles of Housing First to work together toward the shared goal of reducing and preventing homelessness. The approach focuses on first moving people from homelessness into housing as quickly as possible, and then providing the supports they need to maintain stability.¹⁰

This framework recognizes that housing provides a secure platform that supports recovery from trauma and homelessness. When communities offer a range of housing options that have varying levels of tolerance for substance use, this provides a safer environment for people experiencing homelessness who are often marginalized, stigmatized, and vulnerable because of poverty and behavioral health disorders.¹¹

In addition to offering permanent housing using Housing First program models, a systems-level Housing First approach offers safe, flexible, interim housing options for vulnerable people who need a place to stay because of delays in finding permanent housing, or during gaps in housing when they relocate from one place to another for reasons that might include problems with landlords or roommates.¹²

Prioritizing People Experiencing Homelessness for New and Existing Housing That Is Affordable

With support of federal and national partners, many communities are focusing greater attention on targeting and prioritizing people experiencing homelessness for existing and new affordable housing opportunities. In addition to addressing a need for housing for those exiting homelessness, access to housing that is affordable across all levels of the economic spectrum is also critical for preventing homelessness from occurring in the first place. Many communities are implementing multiple strategies to better align affordable housing efforts with work to end homelessness.¹³

These efforts are informed by evidence that safe and affordable housing provides a **wide range of positive impacts for adults and children.**

- HUD's large-scale Family Options Study demonstrated that access to permanent housing subsidy leads to substantial benefits in reducing food insecurity and school mobility and improving adult and child well-being and long-term housing stability.¹⁴

¹⁰ Turner, A. (2014). Beyond Housing First: Essential Elements of a System-Planning Approach to Ending Homelessness. University of Calgary, The School of Public Policy.

¹¹ Pauly, B., Reist, D., Belle-Isle, L. and Schactman, C. (2013). Housing and Harm Reduction: What is the Role of Harm Reduction in Addressing Homelessness? *International Journal of Drug Policy* 24 284-290.

¹² Zerger, S., et al. (2014). The Role and Meaning of Interim Housing in Housing First Programs for People Experiencing Homelessness and Mental Illness. *American Journal of Orthopsychiatry* 84(4) 431-437.

¹³ U.S. Interagency Council on Homelessness (2019). Aligning Affordable Housing Efforts with Actions to End Homelessness. Available at https://www.usich.gov/resources/uploads/asset_library/Aligning-Affordable-Housing-Efforts-with-Actions-to-End-Homelessness.pdf

¹⁴ Gubits, D, et al. (2016). Family Options Study: 3-Year Impacts of Housing and Services Interventions for Homeless Families. Available at <https://www.huduser.gov/portal/sites/default/files/pdf/Family-Options-Study-Full-Report.pdf>.

housing at program exit.¹⁸ An even higher proportion (90%) of families in the Rapid Re-housing for Homeless Families Demonstration evaluation exited the program with a housing placement.¹⁹

- **Modest increases in measures of family self-sufficiency.** For households participating in the SSVF program, the median monthly income increased from \$251 at program entry to \$450 at exit.²⁰

The rapid re-housing program model was initially designed for families with children, and it has frequently been implemented to assist households with moderate barriers to housing stability.²¹ Today, however, it is increasingly being used to serve individuals and persons with greater barriers to housing stability.

In FY 2017, 60,567 Veterans participated in rapid re-housing services funded through the VA's SSVF program. As noted above, this program is evidenced to have high rates of placement into permanent housing.



- More than two-thirds (69%) of persons served were Veterans in households without children.
- Nearly half (49%) of the literally homeless Veterans who received rapid re-housing services were living in unsheltered situations, including vehicles or other outdoor locations, prior to program entry.
- More than three in five (62%) of the Veteran participants in the SSVF program had a disabling condition.
- Nearly half (47%) of Veterans who successfully exited from SSVF rapid re-housing programs to permanent housing were in unsubsidized rental housing, while a little less than half (44%) were using a long-term rental subsidy (most frequently HUD-VASH).²²

The strategic expansion of rapid re-housing opportunities also recognizes that some models of time-limited assistance or bridge housing can also facilitate connections to permanent housing effectively and efficiently, especially for some subpopulations.

¹⁸ U.S. Department of Veterans Affairs (2018). Supportive Services for Veteran Families (SSVF): FY 2017 Annual Report. Available at https://www.va.gov/homeless/ssvf/docs/SSVF_FY2017_AnnualReport_508.pdf.

¹⁹ U.S. Department of Housing and Urban Development (2016). Rapid Re-housing for Homeless Families Demonstration Report Part II: Demonstration Findings – Outcomes Evaluation. U.S. Department of Housing and Urban Development: Washington, D.C.

²⁰ Ibid.

²¹ Cunningham, M., Gillespie, S., and Anderson, J. (2015). Rapid Re-housing: What the Research Says. Urban Institute: Washington D.C. Available at <https://www.urban.org/sites/default/files/publication/54201/2000265-Rapid-Re-housing-What-the-Research-Says.pdf>.

²² U.S. Department of Veterans Affairs (2017). Supportive Services for Veteran Families (SSVF): FY 2016 Annual Report. Available at www.va.gov/HOMELESS/ssvf/docs/SSVF_FY2016_Annual_Report_508c.pdf.

- New York City's FUSE II Initiative provided supportive housing to individuals who had been frequent users of jail and shelter services. After one year, over 91% of participants were housed in permanent housing. Relative to a comparison group, FUSE II participants' use of emergency shelters was reduced by 70%, and they had 40% fewer days incarcerated. Participants were also much less likely to use other crisis services, including ambulance rides and psychiatric hospitalizations.²⁶
- The evaluation of the Los Angeles Housing for Health Program found that costs for public services consumed in the year after participants moved into supportive housing declined by nearly 60%, from an average of \$38,146 in the year prior to housing, to \$15,358 in the year after housing. These cost reductions reflected fewer emergency room visits and arrests, and shorter inpatient hospital stays.²⁷
- **Participants were much less likely to return to homelessness.** Even tenants with the longest histories of homelessness and most complex needs remain stably housed once connected with supportive housing.²⁸ Evaluations of supportive housing programs using a Housing First approach generally show housing retention rates between 75-85% for single adults and between 80-90% for families.²⁹
 - An evaluation of the Los Angeles Housing for Health program, which provided supportive housing for people with complex health needs and frequent users of hospital care who were experiencing homelessness, found that more than 96% of those who entered housing remained stably housed for at least one year. Nearly all (83%) of the people served in this housing program were experiencing chronic homelessness.³⁰
 - People move out of supportive housing for a variety of reasons; some may leave because they have achieved stability and no longer need assistance, while others may leave because of eviction. An analysis of data from the HUD-VA Supportive Housing (HUD-VASH) program found that only one in ten Veterans who left HUD-VASH housing exited due to eviction. Veterans who left because of eviction were more likely to be male and significantly more likely to have a serious mental illness or substance use disorder, as compared to Veterans who exited because they had accomplished their goals.³¹

²⁶ Aidala, A., McAllister, W., Yomogida, M. and Shubert, V. (2013). Frequent Users Service Enhancement "FUSE" Initiative: New York City FUSE II Evaluation Report. Columbia University Mailman School of Public Health.

²⁷ Hunter, S., Harvey, M., Briscoe, B. and Celafu, M. (2017). Evaluation of Housing for Health Permanent Supportive Housing Program. RAND Corporation: Santa Monica, CA.

²⁸ National Academies of Sciences, Engineering, and Medicine (2018). Permanent Supportive Housing: Evaluating the Evidence for Improving Health Outcomes Among People Experiencing Chronic Homelessness. The National Academies Press: Washington, D.C.

²⁹ Corporation for Supportive Housing (2006). "Supportive Housing Research FAQs: Are Housing First Models Effective?" Available at <http://www.csh.org/wp-content/uploads/2011/11/HousingFirstFAQFINAL.pdf>; and "Supportive Housing Research FAQs: How Long Do People Stay in Supportive Housing and What Happens When They Leave?" Available at <https://www.csh.org/wp-content/uploads/2011/11/HousingRetentionFAQFINAL.pdf>.

Pearson, C., Locke, G., Montgomery, A. and Buron, L. (2007). The Applicability of Housing First Models to Homeless Persons with Serious Mental Illness: Final Report. U.S. Department of Housing and Urban Development Office of Policy Development and Research.

³⁰ Hunter, S., et al. (2017). Evaluation of Housing for Health Permanent Supportive Housing Program. RAND Corporation: Santa Monica, CA.

³¹ U.S. Department of Housing and Urban Development Office of Policy Development and Research (2017). HUD-VASH Exit Study Final Report. Available at <https://www.huduser.gov/portal/sites/default/files/pdf/HUD-VASH-Exit-Study.pdf>.

Questions for interviews with programs providing services related to homelessness

Questions for Program and Case Managers

Client identification and selection

How do you select your clients?

Do you use any screening tools? Why? Why not? (What levels of VI-SPDAT?)

Why do you choose to serve this segment of the homeless population?

Program design & operation

How are the rules for living in (or using) the shelter established?

What are those rules?

Do clients pay any sort of rent, and is there a sliding scale?

What other responsibilities do clients have in the project?

If your program is providing shelter or transitional housing, what are your expectations for your client to move into independent long-term housing?

What do you do if a client is not progressing adequately in moving toward permanent housing?

How do you manage a client who is not following the rules set by/for the community?

Do you have staff on site 24/7?

If you don't have 24-hour staff; how do you deal with conflicts/safety concerns when no staff is present?

Do you provide any transportation for clients?

How do clients get to work if they have a job?

How important is site location of your facility to the success of your clients and why?

What components of program support do you consider most crucial to the success of your clients?

Over the past year, what percentage of your clients reached stable housing?

Regarding your program, is there any service you are hoping to develop to better serve your clients?

If you were to start anew, would you change anything about your program?

Case management

Do you provide Case Management for your clients? Or, are you using another agency to provide case management for your clients?

If you use the services of another agency for case management, what is the nature/structure of your agreement with them?

If you use the services of another agency for case management, what is your contingency plan if they should stop offering their services?

Finance

- How did you design the budget for tax-exempt application and initial fundraising?
- How did you secure initial funding?
- What is your legal structure, and when did you establish it?
- Did you operate under the auspices of another entity at any point? At what point did you become an independent entity?
- When did you secure 501(c)(3) status?
- When you were designing the program, how did you develop the budget for
- Tax-exempt application?
 - Initial fundraising?
 - Development and construction?
 - Operations?
- What are your sources of funding?
- How did you go about raising funds for
- Site selection & acquisition?
 - Facility construction?
 - Operations?
- At what point in the process did you secure the funds for each phase?
- What steps did you take to make the project attractive to potential funders?
- How do you maintain financial stability?

Advice for developing and implementing a new program

- Who in our community should a new program engage for support?
- What do you see as the greatest barrier in developing a new program directed toward helping people who are homeless?
- What do you recommend avoiding as a new program is designed and implemented?
- What do you recommend that a new program be sure to DO to ensure success of the program?
- Did you step into any potholes that a new program could avoid?

Summary of Program Visit Findings – Alcohol & Drug Use¹

April, 2019

Program	Conversation content
Summary	<i>No programs allowed alcohol & drugs on site. A couple of programs allowed possession on site in the past, but found it to be problematic and banned substances. Of the twelve programs with specific alcohol & drug policies, four allowed clients to consume off site and return under the influence as long as behavior was not a problem as a result. The other eight programs required total abstinence while in the program.</i>
ARCHES	Clients using the Day Center are not screened, and everyone is welcome.
Blanchet Farm	This is a recovery program, and use of all alcohol & drugs is forbidden.
Center for Hope & Safety	Use of alcohol & drugs is not permitted while in the shelter. Shelter residents may be subject to drug testing.
Clackamas Veteran's Village	Alcohol & drugs are forbidden on the property. Clients are allowed to return to the property after consuming substances off site as long as inappropriate behavior is not a problem.
Community Supported Shelters	Alcohol & drugs are forbidden on the property. Clients who return to the property after consuming substances off site are asked to remain in their private area while they are under the influence, in order to avoid creating a disturbance in the community.
Family Promise	Use of alcohol & drugs is not permitted while in the program. Family members are subject to drug testing.
Health Outreach Shelter Transitions (HOST)	Alcohol & drugs (other than those prescribed for the client) are forbidden on the property. Individuals under the influence of alcohol & drugs are asked to leave.
HOME Youth & Resource Center/Taylor's House	Youth are accepted if they have alcohol & drug issues. Substance use is not allowed in either facility, and youth are encouraged to participate in substance abuse treatment if needed.
Homeless Outreach Advocacy Project (HOAP)	No alcohol consumption or active drug use is allowed inside the facility.
Housing Rental Assistance Program (HRAP)	Not specifically addressed. HRAP clients have multiple comorbid conditions, often including substance abuse disorders.

¹ For purposes of this study, alcohol & drugs refers to any alcohol and/or illegal drugs. Prescription drugs are excluded from this category. No program made specific mention of therapeutic non-prescription drugs (e.g., cold medicines) either way.

Summary of Program Visit Findings – Amenities Provided

April, 2019

Program	Conversation content
Summary	<i>In most cases programs provide all or nearly all food for clients. Other basic necessities may or may not be provided, and most programs provide bus passes when funding allows (which is infrequent).</i>
Blanchet Farm	Clients are provided with all basic necessities.
Center for Hope & Safety	Shelter clients are provided with all necessities, including food, hygiene items, bus passes, and clothing if needed.
Clackamas Veteran's Village	Basic necessities are provided. Food is not provided per se, but villagers are taken to a local community resource center to get food boxes. In addition, food is often donated to the village, and that donated food is made available to the clients. Each client has a locking food storage cabinet and marked shelf in a refrigerator.
Community Supported Shelters	Clients provide for their own needs, including food, although food pantry donations are often available.
Family Promise	Clients are provided with breakfast and dinner at host churches.
Health Outreach Shelter Transitions (HOST)	HOST provides clients with all of the basic necessities: food, shelter, hygiene items, and clothing if needed.
HOME Youth & Resource Center/Taylor's House	Many amenities are provided for drop in clients, including three meals per day, entertainment, arts & crafts materials, computer lab, clothing & shoes, school supplies, hygiene items, and bicycle loans. All basic necessities are provided for clients residing in Taylor's House.
Opportunity Village	Clients provide for their own needs, including food, although food pantry donations are often available.
Quixote Village	Clients provide their own food. Bus passes are provided when funds allow.
Salvation Army Lighthouse	Clients are given a hot dinner and breakfast. They are required to leave the facility at 8 am, but they are given a sack lunch upon their departure. Some bus passes are available.
Simonka Place	Clients are provided with all basic necessities. A few bus passes are available when funding permits.
St Joseph Shelter	Clients are provided with all basic necessities.

Summary of Program Visit Findings – Case management

April, 2019

Conversation content

Program

Summary

Nearly all programs provide case management by staff case managers. The client load varies widely, but most programs said that a caseload of 20 clients for one full-time case manager is the optimal load. One program, Kenton Village, is operated by Catholic Charities, which provides the case manager. Case management staff for Clackamas Veterans Village are provided by an independent nonprofit organization that operates the village; no other programs we visited contract for case management services from other agencies.

Clients are served by Case Managers and Resource Navigators. Case Managers meet with clients in their homes, and may visit monthly, semi-monthly, or weekly, depending on the client's needs. There is also a Day Center Case Manager who assists clients in addressing housing needs.

ARCHES

There are no case managers per se. The program is highly structured and residents participate in an intensive 12-step program. To a certain extent, sponsors and farm staff fulfill the role of case manager.

Center for Hope & Safety

Clients are served by Victim Service Advocates, both paid and volunteer. All advocates (both paid and volunteer) complete an intensive six-week training course. Case management for shelter residents is provided by the shelter staff.

Clackamas Veteran's Village

Most residents are already connected with some form of case management from other agencies. Do Good Multnomah, an independent nonprofit organization which operates the village, provides staff who coordinate services from multiple service providers and connect residents with additional resources where appropriate.

Community Supported Shelters

CSS has several Action Plan Advisors who work with residents to identify and address barriers to securing permanent housing.

Family Promise

The full-time program manager/case manager meets with each family frequently to help them in addressing barriers to securing permanent housing.

Health Outreach Shelter Transitions (HOST)

The program has two case managers who meet frequently with residents. Case management is intensive.

HOME Youth & Resource Center/Taylor's House

The drop-in center provides case management services for youth who participate in the HOME program. Youth who reside in Taylor's House receive intensive case management.

Summary of Program Visit Findings – Client guidelines

April, 2019

Program

Conversation content

Nearly all programs discuss client expectations with applicants prior to entry into the program as a participant. Many of the programs have written documents that clients sign prior to entering the program. The length and content of the guidelines vary significantly, but the most common elements include policies regarding:

Summary

- Visitors, both during the day and overnight
- Drugs & alcohol (possession on site and/or consumption of intoxicants off site)
- Weapons
- Supervision of children
- Client community responsibilities
- Length of stay
- Release of information (in some cases, residents are asked to sign ROI to allow case managers to exchange information with other service providers)

Clients are presented with the 12-step program guidelines and must opt for following those guidelines prior to moving onto the farm. All participants must agree to work on the farm in some capacity as part of the agreement to participate in the program.

As part of the shelter intake, clients are given a list of shelter expectations and guidelines.

All clients are informed of the clear policy that violence or threats of violence will be grounds for dismissal.

Behavioral guidelines include:

- No drugs or alcohol on site
- If a villager returns to the property under the influence, they are required to stay in their private area until the effects wear off
- No violence or threat of violence
- Villagers must attend monthly community meetings

Behavioral guidelines include:

- Adults must supervise their own children.
- Clients are expected to work diligently with case manager toward housing stability.
- Use of alcohol & drugs is not permitted while participating in the program.

Summary of Program Visit Findings – Community Participation

April, 2019

Conversation content

Program

All programs offer, and most require, regular community meetings. In addition, many programs assign tasks to each resident to contribute to the operation and maintenance of the facility.

Summary

The program is highly structured, and most clients are expected to work six days/week in the woodworking/carpentry area. Other clients work six days/week doing animal care, cleaning and maintenance tasks, or working in the kitchen.

A resident meet is held each weekday morning to discuss issues of community living and meet with shelter staff.

Villagers meet weekly to discuss areas of community interest. In addition, each villager participates in some sort of work to assist in maintaining the facility.

Each village holds monthly Safe Spot Community meetings. The meetings are also attended by staff, and provide opportunities for villagers to discuss concerns about group living and develop solutions. They also use this time to plan social and recreational activities for the village.

The program is based on communal living, but there are no formal group activities other than communal meals.

Clients have highly-structured jobs at the program as part of their learning experience. They perform such tasks as cleaning or volunteering in the adjoining store. The activities are treated like jobs, with structured hours, work requirements, and job evaluations. This becomes part of their training and helps prepare them to enter the work world.

Clients may volunteer to work in the kitchen or the clothing distribution center, but there is no requirement.

Residents are encouraged to participate in the Community Life Group, which is a support group intended to help residents adjust to life in housing. Residents who have significantly stabilized in housing are encouraged to become certified to provide peer support to newer residents.

A local church hosts resident dinners twice monthly, which serves to build the connection among the residents.

Summary of Program Visit Findings – Facility Design

April, 2019

Program
Summary
Conversation content
Of the tiny house villages, very few had insulation, some had electricity, and only one included plumbing in the pods. Pathways were clearly designed and constructed in most of the villages. Most had permanent community buildings. All were surrounded by a chain link fence with a locked gate.

Housing is in a ranch-house-style building with two residents per room. Eating and living areas are communal.

Clackamas Veteran's Village
This is a tiny house village. There are currently 15 pods which have no plumbing and minimal insulation. Electricity is provided to each pod by an extension cord that runs from a centrally-located outlet. A central building provides kitchen, bathrooms, showers, laundry facilities, and community spaces. The Program Manager noted that the kitchen contains only one stove because if there were two or more, the facility would be classified as commercial and would be subject to significantly higher property taxes. Pathways between buildings and between the pods and the buildings are asphalt and gravel. The complex is surrounded by a chain link fence that is kept locked at all times, and residents gain access via a lockbox.

Community Supported Shelters
These are three conestoga hut shelter communities. Each hut rests on a raised platform, and has no plumbing, electricity, or insulation. There is a central gathering area with a wood stove, a central cooking area under shelter, and porta-potties. There are no showers or laundry on site.

Family Promise
Housing is in churches on a rotating basis. The Day Center is located at the Family Promise office, and provides storage space and showers. There is also a facility for pets.

Health Outreach Shelter Transitions (HOST)
Housing for the initial phases of the program consists of 14 beds in a dormitory-style area with multiple bunks in a room, and common eating and community areas. There are eight beds in trailers on the grounds for clients who are nearing program completion.

HOME Youth & Resource Center/Taylor's House
Taylor's House is a ten-bed shelter in a house located in a residential neighborhood.

Housing Rental Assistance Program (HRAP)
Clients live in independent apartments.

Summary of Program Visit Findings – Funding Sources

April, 2019

Program	Conversation content
Summary	<p><i>The majority of funding for programs we visited comes from grants and donations. Government grants were also significant, but each one carries different conditions for operation, which can dictate elements of program design. Likewise, program design can dictate which government grants are possible. In addition, two programs hold high-end fundraising events annually, which are intended to recognize and solicit additional donations from large donors.</i></p>
Blanchet Farm	<p>Blanchet House, which runs a facility in Portland as well as the farm, is an independent nonprofit not affiliated with any religious organization. They rely primarily on grants and private donations.</p>
Clackamas Veteran's Village	<ul style="list-style-type: none"> ♦ Land was provided by Clackamas County ♦ The county provided \$300,000 for startup costs ♦ Sleeping pods were designed by a PSU class, and built by volunteers ♦ Private donations of money and in-kind services contribute to sustaining the program
Community Supported Shelters	<ul style="list-style-type: none"> ♦ Land was provided by the City of Eugene without charge ♦ Private donations, including local churches ♦ Grants ♦ In-kind donations of goods and services from the community
Health Outreach Shelter Transitions (HOST)	<p>HOST is operated by Northwest Human Services (NWHHS). NWHHS is funded primarily by a combination of fees for service (38%), grants & contracts (19%), Medicaid (17%), Coordinated Care Organization (CCO) incentives (12%), and donations (2%).</p>
HOME Youth & Resource Center/ Taylor's House	<p>Sources of funding include Community Services Block Grants (CSBG), state funding, two child welfare staff provided by Oregon Department of Human Services (DHS), DHS foster family stipends, and Youth Development Council grants. Public funding is unevenly distributed between states, and in the prior year, Washington received \$20 million in public funding, while Oregon received \$3 million to serve approximately the same number of homeless youth.</p>
Homeless Outreach Advocacy Project (HOAP)	<p>HOAP is operated by Northwest Human Services (NWHHS). See funding sources for HOST above.</p>
Housing Rental Assistance Program (HRAP)	<p>A significant portion of the funding is provided by the City of Salem. HUD support via vouchers is nearly useless because the vouchers are for Fair Market Rent (FMR - the lowest rent possible) and because of the tight housing market, there are almost no FMR rental units available.</p>

Conversation content

Program

Simonka Place

- ◆ Operations are funded entirely by donations and grants.
- ◆ Federal and state funds are not used in order to avoid the program requirements that accompany such funding.
- ◆ They have a development department that is always hard at work looking for grants.
- ◆ They receive community donations of food and support for individual projects.

Square One Villages

Funding has been entirely private, including grants from Meyer Memorial Trust, Collins Foundation, and Oregon Community Foundation. Each year they hold a high-end major fundraising event to which donors, especially large donors, are invited. Tickets are \$50 per person, and at the most recent event they sold approximately 300 tickets. They also received a significant amount in large donations at the event.

St Joseph Shelter

Primary funding is provided by grants and donations from faith-based programs and individuals. DHS pays up to \$20,000/month, which is a small part of the total budget.

St Francis Shelter

- ◆ Grants from City of Salem, a small FEMA grant, and grants from private groups, including a grant to build the playground.
- ◆ They hold a high-end fundraiser each year, which provides approximately 25% of the annual budget.
- ◆ They have no mortgage, which somewhat decreases the need for funding.

Summary of Program Visit Findings – Funding to Reduce Client Barriers to Permanent, Stable Housing

April, 2019

Program

Conversation content

Very little funding is available for barrier reduction. Several programs develop barrier reduction funds by requiring clients to contribute to savings while they are enrolled in the program.

Summary

Family Promise	Fresh Start is a federally-funded program that provides financial support for families transitioning into stable permanent housing.
Health Outreach Shelter Transitions (HOST)	Initially, clients are required to deposit 40% of their income into a savings account. If the client saves at least \$250 during their participation in the program, the amount saved is matched up to \$1,000, and the money is paid directly to vendors for the purpose of overcoming barriers to housing.
Homeless Outreach Advocacy Project (HOAP)	No specific barrier reduction funding
Housing Rental Assistance Program (HRAP)	Funding of up to \$4,000 may be available for some clients to help them in overcoming barriers to housing.
Kenton Women's Village	No specific barrier reduction funding
Opportunity Village	No specific barrier reduction funding
Quixote Village	No specific barrier reduction funding
Salvation Army Lighthouse	No specific barrier reduction funding
Simonka Place	No specific barrier reduction funding
St Joseph Shelter	Clients are required to pay 30% of their income into a savings account that is held for them, and the money is returned to them upon completion of the program.
St Francis Shelter	Clients are required to deposit a mutually-agreed-upon amount into savings each month. The money is kept in a savings account managed by the program, and is returned to the client upon move-out.

Summary of Program Visit Findings – Governance

April, 2019

Program	Conversation content
Summary	<p>The majority of tiny house villages and other transitional programs are not self-governed. Many programs began as self-governed operations, but found that self-governance was problematic and changed to staff-managed or at least decreased the level of self-governance. We did not encounter any programs that began as staff-managed and evolved into self-governance.</p>
Blanchet Farm	The program is staff-governed. The Farm is closely managed and the program is highly structured.
Clackamas Veterans' Village	They are trying to be self-governed as much as possible. However, they also have two staff members on duty during the day with overlapping shifts mid-day, in addition to the program director who is also available 24/7 for emergency issues. They have a resident council of three elected by the residents to set the tone and to keep the community on an even keel.
Community Supported Shelters	Strong self-government role, with 24/7 staff support and guidance.
Family Promise	The program is staff-governed.
HRAP	The program is staff-governed and closely monitored.
Kenton Women's Village	The program was initially self-governed, and it didn't work very well, especially in terms of clients transitioning into permanent housing. Clients are welcome to share their opinions about the operation, but the program is now staff-managed.
Opportunity Village	Opportunity Village was initially self-governed. At that time the clients were fairly high-functioning, and it worked satisfactorily. After some client turnover, however, self-governance ceased to work effectively. At this time, the program is undergoing revision, with staff taking on a much stronger role in governing the village.
Quixote Village	The program was initially self-governed, but problems with fair housing laws began to develop. They are now moving away from self-governance.
Salvation Army Lighthouse	The program is staff-governed.
Simonka Place	The program is staff-governed.
St Francis Shelter	The program is staff-governed.

Summary of Program Visit Findings – Length of stay

April, 2019

Program	Conversation content
Summary	<i>The length of stay varies widely, but the majority of programs allow residents to stay for six months to a year. In most cases, the resident is allowed to stay longer if they are continuing to progress toward securing permanent stable housing. In some cases, requirements of funding sources dictate absolute limits (usually one year).</i>
ARCHES	Day center
Blanchet Farm	One year
Catholic Community Services	N/A
Center for Hope & Safety	Varies depending on client needs and progress
Clackamas Veteran's Village	The understanding is that each veteran will move on within two years, but this may be extended if the villager is continuing to progress toward permanent stable housing.
Community Supported Shelters	10 months
Family Promise	Varies, depending on how the family is progressing. Average stay used to be approximately 30 days, but it has increased to about 65 days because of the shortage of affordable housing.
Health Outreach Shelter Transitions (HOST)	18 months, with possible 6-month additional in onsite modular housing.
HOME Youth & Resource Center/Taylor's House	No defined limit. Youth are allowed to participate in the program until a suitable stable living situation is found. This may be reunification with family members or transition to a host family. Youth who reach the age of eighteen without having developed the ability to function independently are referred to the HOST Transitional Living Program.
Homeless Outreach Advocacy Project (HOAP)	Day center
Housing Rental Assistance Program (HIRAP)	Permanent supportive housing
Kenton Women's Village	Normal limit is one year, but women may stay longer if they are continuing to progress toward obtaining permanent stable housing.

Summary of Program Visit Findings – Location & Transportation

April, 2019

Program	Conversation content
Summary	<i>Most overnight facilities are located in light industrial or mixed-use areas. Transportation is important, and is often problematic from those locations.</i>
ARCHES	The facility is located near the center of downtown, to make it easily accessible by a large segment of the homeless population.
Blanchet Farm	Farm is located in the country, which provides isolation that the program considers to be helpful for clients in recovery.
Center for Hope & Safety	Advocacy office is located in the center of downtown, and is convenient to the bus mall and the courthouse. The shelter is in an undisclosed location.
Clackamas Veteran's Village	Village is located in a light industrial area in Clackamas, OR. The closest bus stop is one mile away, which creates a barrier for clients.
Community Supported Shelters	There are three villages located in Eugene, OR, in light industrial areas.
Family Promise	Sleeping accommodations are provided by local churches on a rotating basis. The day center is located in West Salem. Transportation is provided between the churches and the day center.
Health Outreach Shelter Transitions (HOST)	The facility is located near downtown with easy access to bus service.
HOME Youth & Resource Center/Taylor's House	Both the day center and the shelter (Taylor's House) are located in residential areas near downtown.
Homeless Outreach Advocacy Project (HOAP)	The facility is located on the edge of downtown.
Housing Rental Assistance Program (HRAP)	Clients live in individual apartments throughout the area.
Kenton Women's Village	The village is located in a mixed-use neighborhood (part residential, part light industrial) and is convenient to bus and light rail stops.
Opportunity Village	The village is located in an industrial area in north Eugene, OR. Transportation is challenging.

Summary of Program Visit Findings – Operations

April, 2019

Program

Conversation content

Summary

All programs had some level of staff involvement in managing the operation of the facility. As one could expect, the larger the facility, the more likely they were to have full-time staff. Many of the programs that did not have 24-hour staff had staff members who were accessible by phone 24/7. Only two programs had resident managers to deal with after-hours issues.

Blanchet Farm

A resident manager who is a former farm client closely manages the program. The Executive Director is frequently on site as well.

Clackamas Veteran's Village

A Program Manager is primarily responsible for managing the site. Two Peer Support Specialists are also involved in running the site, and at least one staff member is present from 8 am to 11 pm seven days a week. They are hoping to move toward having staff onsite 24/7.

Community Supported Shelters

The three program sites are run out of a central office. There is no 24-hour staff on the sites.

Family Promise

Operation of the day center is the responsibility of the Program Manager. There is no 24-hour staff in the day center, but families are able to use the day center after hours without staff present.

Health Outreach Shelter Transitions (HOST)

Operating support is provided by Northwest Human Services.

HOME Youth & Resource Center/Taylor's House

Staff are onsite at Taylor's House twenty-four hours a day.

Kenton Women's Village

A full-time Village Manager is responsible for all aspects of the operation other than case management. There is no 24-hour staffing, but the two staff people (Village Manager and Case Manager) stagger their shifts to maximize staff coverage time.

Opportunity Village

This is one of three villages operated by (or will be operated by) Square One Villages. A new Village Coordinator was recently hired, and she will divide her time between Opportunity Village and Emerald Village. There is no 24-hour staffing.

Quixote Village

The program is managed by a full-time Program Manager. There is not 24-hour staff, but staff members are available by phone 24/7.

Salvation Army Lighthouse

The shelter is operated by the Salvation Army. After hours there are three resident advocates, at least one of whom is always on duty.

Summary of Program Visit Findings – Population served (Marion County only)

April, 2019

Program

Conversation content

Summary

Of the overnight emergency shelters in Marion County, two shelters serve single men (including Union Gospel Mission, with whom we were unable to secure an interview) totaling approximately 233 beds, two serve single women totaling approximately 78 beds, and two serve families, totaling 16 families. These figures do not include transitional housing because there are many transitional programs in Salem, and it was not possible to interview all or even a majority of them.

ARCHES (Day center)	Homeless men & women
Catholic Community Services	Varies
Center for Hope & Safety	Survivors of domestic violence, sexual assault, stalking, and human trafficking, including men, women, children, and nonbinary individuals
Family Promise	Families with children (capacity = four families)
Health Outreach Shelter Transitions (HOST)	Homeless youth ages 18-24 (capacity = 20 youth)
HOME Youth & Resource Center/Taylor's House	Homeless youth ages 11-17, or until age 18 if the youth is in school or pursuing a GED (shelter capacity = 10 youth)
Homeless Outreach Advocacy Project (HOAP) (Day center)	Homeless men and women, particularly those with mental illness
Housing Rental Assistance Program (HRAP)	Chronically homeless men and women with multiple co-occurring morbidities (mental illness, substance abuse disorder, physical disabilities)
Salem-Keizer STEP	Children and youth who are in transition who lack a fixed, regular or adequate nighttime residence
Salvation Army Lighthouse	Homeless men and women (capacity = 65 emergency shelter beds)
Simonka Place	Homeless women (capacity = 46 emergency shelter beds, 40 transitional beds)
St Joseph Shelter	Homeless families who are at risk of separation by DHS Children's Services (capacity = 12 families)
St Francis Shelter	Homeless families in transition with children (capacity = 21 families)

Summary of Program Visit Findings – Rental Rates & Policies

April, 2019

<i>Program</i>	<i>Conversation content</i>
<i>Summary</i>	<i>Very few programs charge rent, and if they do, it is based on a percentage of income. Two programs instituted mandatory savings programs in lieu of rent (also based on a percentage of income), and the savings are returned to the client upon departure to assist them in conquering barriers to housing.</i>
Blanchet Farm	No rent charged
Center for Hope & Safety	No rent charged
Clackamas Veteran's Village	No rent charged
Community Supported Shelters	No rent charged
Family Promise	No rent charged
Health Outreach Shelter Transitions (HOST)	No rent charged
Housing Rental Assistance Program (HRAP)	Residents pay up to 30% of their income, and the balance is paid by Salem Housing Authority
Kenton Women's Village	No rent charged
Opportunity Village	Residents are expected to pay \$35/month rent to offset the cost of utilities. However, that policy has not been enforced, and few residents pay it.
Quixote Village	Residents pay 30% of their income in rent.
Salvation Army Lighthouse	No rent charged
Simonka Place	No rent charged
St Joseph Shelter	No rent charged. Mandatory savings plan in lieu of rent – see summary topic <i>Funding to Reduce Barriers</i>
St Francis Shelter	No rent charged. Mandatory savings plan in lieu of rent – see summary topic <i>Funding to Reduce Barriers</i>

Summary of Program Visit Findings – Screening

April, 2019

Program

Conversation content

Most programs require a background check. In general, the background elements that could be cause for re-education include sexual offenses, person to person violence, and active warrants. Several programs do not admit people with a history of arson or meth lab activity. In some cases, exceptions are made for convictions that occurred more than ten years ago.

Clackamas Veteran's Village

Background checks are conducted by Pacific Screening. Background check requirements:

- No sex offenders
- No extreme violence
- No arson
- No history of meth lab activity
- No active warrants
- If offenses were committed more than ten years ago, the vet may still be considered for acceptance.

When potential villagers reach the top of the wait list, they attend a number of weekly community meetings to confirm that they would be a good fit in the program.

Community Supported Shelters

Assessment is completed using the Homeless Management Information System assessment tool. No one is turned away because of their history.

Family Promise

Background check requirements:

- No sexual offenders
- No person-to-person crime
- No arson

Health Outreach Shelter Transitions (HOST)

Initial screening is completed in an interview. Background check requirements:

- No new criminal charges in past 30 days
- No person-to-person charges in the past 60 days
- No past criminal convictions involving a minor
- In good standing with PO and criminal justice system, if applicable

Summary of Program Visit Findings – Underserved Populations & Service Gaps

April, 2019

<i>Program</i>	<i>Conversation content</i>
<i>Summary</i>	<i>We asked each program who they thought was most underserved, and two populations were consistently mentioned as being underserved, namely people with co-morbidities and women with and without children. Several people mentioned that women are in significant danger when they are unsheltered.</i>
ARCHES	Single women
Catholic Community Services	<ul style="list-style-type: none"> ◦ Undocumented people ◦ People with mental illness ◦ Chronically homeless people
Clackamas Veteran's Village	People who need Permanent Supportive Housing (PSH)
Family Promise	<ul style="list-style-type: none"> ◦ Families with children ◦ Elderly women ◦ Single fathers
Health Outreach Shelter Transitions (HOST)	<ul style="list-style-type: none"> ◦ Women with children ◦ Respite services for people who are newly homeless and need a place to stay ◦ Emergency shelter for young adults ◦ Low-barrier shelters for women & young adults
HOME Youth & Resource Center/Taylor's House	<p>The Program Director identified several unmet needs among their client population:</p> <ul style="list-style-type: none"> ◦ Long-term housing options for unaccompanied minors ◦ Funding set-aside for unaccompanied minors ◦ Mental health services for youth who are not enrolled in the Salem-Keizer School system ◦ Adequate services for pregnant and parenting teens ◦ Services for sexually exploited youth ◦ Youth shelter in Polk County
Homeless Outreach Advocacy Project (HOAP)	Adult women, all of whom have been abused in one form or another while on the street
Kenton Women's Village	Women, who tend to be invisible on the street
Mid-Willamette Valley Homeless Initiative	Families, especially families living in cars

Summary of Program Visit Findings – Visitors

April, 2019

Conversation content

Program

Summary

All programs that shared their visitation policies had some form of limits on visitation. Many did not allow visitors at all, or else allowed them in limited ways. Only one program allowed overnight visits, and that was restricted to three overnight visits/ month.

Visitors are restricted for new program members. Restrictions are lifted as clients gain stability and confidence.

Visitors are not allowed at the shelter because of the confidential location. Clients can meet with visitors off site.

No children are allowed to remain overnight.

No visitors are allowed in the overnight church sites.

Not addressed nor mentioned in the Client Handbook. Given the nature of the program and the clients served, it seems unlikely that visitors would be allowed beyond the lobby area.

Visitation is controlled by the guidelines for each individual's apartment, which most often places a limit on guests staying overnight. This can be a problem for this group of clients because they feel guilty, knowing that their street friends are still unsheltered. This survivor guilt leads them to invite their friends into their apartment and creates the risk of eviction.

Visitors are allowed between 9 am and 9 pm. The villager must meet her guest at the gate, and no one else (including staff) is allowed to let her guest in. No overnight visitors are allowed.

In order to preserve villager confidentiality, no one is allowed to either confirm or deny the whereabouts of other villagers.

Visitors are required to sign in at the main gate and to wear a visitor ID badge while they are on the property.

Visitors must be signed in at the front entrance, and must always be accompanied by their host. Visiting hours are 9 am – 10 pm. Clients are allowed three overnight visits per month, but overnight visitors must first complete a background check.

Visitors must undergo the same screening as overnight guests in order to be admitted to the shelter.

Program Visit
Blanchet Farm
March 11, 2019

Blanchet Farm
11750 N.E. Finn Hill Loop
Carlton, OR. 97111
503-852-6626

People interviewed:

Greg Baker, Executive Director
Ross, Resident Manager
Danny, Farm Participant

Facility overview

Blanchet Farm is an idyllic setting; out in the country on a hill overlooking the surrounding valley. The farm consists of a substantial home with a large kitchen and eating room, a living room for community meetings, a corridor with 10 double sleeping rooms and an eleventh sleeping room for one (total of 21 residents at any one time). There are two full bathrooms, and laundry facilities. There is also a secondary house that functions as an office and central restroom for visitors. Nearby is an enormous old barn that has been converted into a furniture building site, where numerous types of wooden furniture pieces are being constructed and finished. The grounds are spacious for the roaming 3 resident dogs; there are three large pig sties with pigs, a fenced chicken yard, a fenced shelter/yard for goats, and plenty of area for an expansive garden in the springtime. The entire farm is tidy, carefully tended, with residents doing the work of keeping the area clean and welcoming. The staff is fully committed to the program, and eager to share their efforts to heal themselves and become reunited with the community beyond Blanchet Farm. Also on the farm are 5 tiny houses that are completed and ready to be moved to a site where homeless people can live in the completed tiny homes.

Program design

- ♦ Program goal – The goal of living at the Farm is for the men to discover they are capable, dependable, skilled, and able to get along with others at work and in a living environment.
- ♦ Population served – The program serves homeless men who are recovering from substance abuse issues. This is not a treatment program, but relies on the 12-step approach to enable clients to recover from their addictions. Previously, there were both men and women living at the farm. That did not work well, and there were many negative issues associated with having men and women in recovery together.
- ♦ Sources of client referral – Clients are referred by a number of sources, including the court system, word of mouth, and other recovery programs both local and throughout the country via the internet.
- ♦ Program activities – the program is highly structured, and clients are expected to work on the farm six days per week in one of the following areas:
 - Woodworking/carpentry – this is the majority of clients. Many clients who choose this track are qualified to work as union carpenters or woodworkers upon completion of the

When a client goes off Farm property, upon returning to the Farm he undergoes a urinalysis and a breathalyzer analysis to confirm that he has not broken the rule of remaining clean and sober.

- ♦ Case management – there is not a close case management component to the program
- ♦ Governance – the program is staff-governed. The Farm is closely managed and the structure is closely followed.

Program results

- ♦ Statistics are not available regarding the success of this program because the men who leave are under no obligation to report back to the Farm as to how they are doing. But, from the men we met; it appears this program has reached them in ways that previous addiction treatment facilities did not.
- ♦ The former clients we talked to believed that there are several factors in success of the program
 - A peer-community is developed and there is an ongoing effort by the group to “hold each of them accountable” to work hard on their personal issues/addictions.
 - There is a built-in requirement that each man work on the Farm in some capacity, even if that work is gardening or tending the animals. They are held accountable for their jobs.
 - Since there is no time limit in the program, clients achieve a more complete recovery than would be possible in a traditional treatment program.
 - Clients attend outside AA meetings regularly, which allows them to build a network among other people who are active in recovery. This makes it less likely that they will return to the social environment that encouraged addictive behavior.

Community relations

Previously, when the farm held both men and women, the surrounding homes/farms were fearful and unhappy with the Farm. There was much negative publicity locally pertaining to Farm residents. Since the program changed to serving men only, and is now run as a “working farm” for men in recovery; the surrounding neighbors are trusting of the residents and proud to call the Farm their neighbor. This change in the neighborhood relationship was difficult to develop, but the respect the residents have now is a source of pride. The residents of the Farm are very protective of their neighbors and the Farm has an excellent reputation locally as a fine place of recovery.

Funding

- ♦ Blanchet House is a 501c3 non-profit not affiliated with any religious organization. They look for and apply for grants. They encourage private donations.
- ♦ The resident manager remarked that the cost of running the entire farm of 21 residents for one year is less than the cost of housing two men in jail for a year.

All houses are ready to be moved for FREE to a site that will house previously homeless people. They are designed to go on permanent foundations with a 24" crawl space, and are designed to have a deck. Each tiny house has space for one double bed, a minimal kitchen with a mini refrigerator and sink and microwave, and a small storage space. It would be preferable for it to be situated in a village site with a central building for kitchen, laundry, and community meetings.

The tiny houses were built in partnership with the carpenter's union and the Farm residents. The grant was given when the City of Portland was a partner of the Farm, and Charlie Hales was Mayor. Mayor Hales was eager to utilize the tiny homes in Portland for a homeless community village. That did not ever happen, due to NIMBY issues at the time. Now, with the change in mayors, there is no longer the commitment to utilize the tiny homes for the homeless. Thus, the Farm wants to give them away. Where the houses go is not important to Blanchet; they have a commitment to get the houses moved to whatever community wants them. At the time of our tour, the mayor of Newberg was present and was showing great interest in the houses.

Program Visit
Catholic Community Services
March 6, 2019

Catholic Community Services Administration Office
3737 Portland Road N.E.
Salem, OR 97301
503 390-2600

Staff Interviewed: Joshua Graves: Deputy Executive Director
Jill Sorenson: Deputy Operating Officer
Michelle Trefethen: Director of Shelter Operations

Overview

Catholic Community Services (CCS) is a non-profit, faith-based organization that was founded in Salem in 1937. Today CCS offers 17 programs across nine Oregon counties and serves more than 5,000 people each year.

Mission: Championing positive development of children and adults, strengthening families, and building community.

Vision: Children, families and adults have the knowledge, ability and desire to take control of their own lives and live responsibly with others in a just society.

Programs

- ♦ Independent Living for Teens – Provides youth (aged 16 - 21) in foster care with support to transition into adulthood
- ♦ Mentoring of youth and families
- ♦ Community Homes for Children – CCS buys/builds family style homes and places foster children into the home with trained foster parents. The children remain in the home and become part of the neighborhood.
- ♦ Rainbow Family Services – Respite place for foster youth and foster parents, and includes mentoring and therapy. Located in McMinnville.
- ♦ Safe Families for Children – CCS trains a network of volunteer host families to be available as respite for parents. Parents in crisis can safely place their children in these homes and know they will be loved and cared for until the crisis has resolved, so that the parents can solve whatever problem was making it difficult for them to parent (mental health, homelessness, etc.). There is no loss of parenting rights and responsibilities, and DHS is not involved. This is a completely voluntary decision by parents who are stressed and need to have a break from parenting responsibilities. The host family has been trained to provide capable support to those children.
- ♦ St. Joseph Family Shelter – Family shelter for parents with children connected to DHS Children's Services. Located in Mt. Angel.

- ♦ Those placed into the free housing with a stable homeowner in residence would contribute to the household with in-kind work as payment for their housing. It would need to be carefully created with a lawyer skilled in landlord/tenant laws so that if the arrangement was not working out, the homeowner could evict the person(s) without a lot of stress.
- ♦ Tiny house villages are not a good idea. Villages soon become gathering places for multiple homeless people with lots of hoarding issues. Tiny house villages thrust people into tight living arrangements which can trigger PTSD or create new trauma.
- ♦ The ONLY way tiny house villages can be successful would be to have very strict rules that clients must abide by, and strong management on site to be sure the rules are being followed.
- ♦ It is not enough to give a bed, roof and food. You must wrap around strong support. You need partner agencies involved that will provide social support and mental health counseling and A&D addiction treatment. The program is the key!
- ♦ Moms and kids are more welcomed into neighborhoods than Dads and kids. Develop personal relationships within the neighborhood where your program will be built. Homelessness polarizes people.
- ♦ Unless you have had training or experience, most people do not understand the trauma of being homeless and do not understand what it will take to help people get safely through this stage in their lives. Everyone needs education on this issue.

How to get community buy-in

- ♦ Have a strong structure and network;
- ♦ Do background checks on potential clients;
- ♦ Have a network of professionals to provide services;
- ♦ Ensure that basic needs are met.

Program Visit
Center for Hope & Safety
March 19, 2019

Center for Hope & Safety
605 Center St NE
Salem, OR 97301
503-378-1572

Staff interviewed: Jayne Downing, Executive Director

Overview & history

Center for Hope & Safety is an independent nonprofit organization that provides support for victims and survivors of domestic violence, sexual assault, stalking, and human trafficking in Marion County.

The program was created in 1973 to provide a hotline for sexual assault victims, and was originally named Mid-Valley Women's Crisis Service. The vast majority of the calls received by the hotline, however, turned out to relate to issues of domestic violence, and soon the program was expanded to serve victims and survivors of domestic violence. A confidential shelter was opened in 1978, and the program has been in continuous operation since that time. Although the program name implied service only to women, they have always served male and nonbinary clients as well. In 2014 the name was changed to Center for Hope & Safety (CHS) in order to more accurately reflect the services they offered.

Program design and operation

♦ Services provided

- 24-hour crisis line in both English and Spanish
- Safety planning
- Confidential shelter
- Information & referral
- Advocacy
- Community education regarding victimization

♦ Selection and screening

- Clients may be referred by another provider, relatives and friends, or self-referred through the advocacy office or the 24-hour crisis line.
- Clients who need to be in a confidential location in order to be safe from an abuser may be considered for shelter.
- The shelter houses men, women, and children.
- A kennel is currently under construction to accommodate pets.

♦ Shelter operation

- The shelter is in a house in an undisclosed location, and the living structure is communal.
- All basic necessities are provided, including food, hygiene items, clothing if needed, and other items as required.
- There is no staff member onsite after hours, but one is on call 24/7 who can respond to the shelter quickly if needed.
- No rent is charged.

and receptivity to all of the concerns of the community at large and is quite challenging and exhausting.

- ♦ Alternatively, a site for a new program can be selected first, and then program developers begin to attend the Neighborhood Association meetings. It is important that the program developers be known as responsible and receptive in working through any concerns identified by the neighborhood. Regular attendance at the Neighborhood Association meetings is critical in getting to know the neighborhood and the people, and garnering their support.
- ♦ Community presentations of the program plan will help to sell the project to potential funders and to the neighborhood.
- ♦ The biggest issue that will arise at any neighborhood meeting will be "What are you going to do when there is a problem at the program site? How are you going to handle that problem?" There must be a program plan that addresses this issue.

Facility siting issues

- ♦ If an organization can receive a piece of land from the City of Salem, that would be ideal, and would dramatically reduce the cost of setting up the program.
- ♦ If a program is sited on private property, the City of Salem might be persuaded to waive some of the development fees as the contribution from the city.

Maintaining financial stability once the initial site is developed

- ♦ If the program links with another agency, it is important to ask that agency about its plan for ongoing funding if the original funding source goes away.
- ♦ Site maintenance must be built into the budget. The site will deteriorate over time and with usage, and will need to be refreshed and repaired ongoing to be a good neighbor.
- ♦ One financially successful program to model would be St. Francis Shelter. That shelter rents some of their sites to families who have completed their program. The steady rental income helps pay for their case manager and other staff. This is an excellent model for long-term financial sustainability. [Note: landlord-tenant laws would apply in this case.]
- ♦ Long term funding is crucial to the success of the entire program.

Developing the Board of Directors for a new organization

- ♦ The board should be people who are well known in the community and are considered "movers and shakers" to stimulate the general public to get interested and to contribute to the project.
- ♦ Potential board members must agree to make a financial investment in the project as part of the requirement for being on the board. The amount doesn't need to be large, but it needs to be consistent.
- ♦ Another option is having two boards, such as having a working "Board of Directors" and an "Advisory Board." Both boards need to be committed to providing the organization with vigorous oversight and clear guidance. Members of both boards need to be willing to make yearly financial contributions to the organization.

Program Visit
Clackamas Veterans Village
March 12, 2019

Clackamas Veterans Village
16575 S.E.115th St.
Clackamas, OR. 97015
503-754-6572

Staff Interviewed: Americo Hernandez, Peer Support Specialist
Joshua Fleming, Peer Support Specialist
Carrie Miller, Program Manager

Overview

- ♦ The Village is a partnership between Clackamas County and Do Good Multnomah, a non-profit organization that provides shelter to homeless veterans in the Portland area. Clackamas Veterans Village exists to provide homeless veterans transitional housing for men and women.
- ♦ The village is located in an industrial area of the city and is completely enclosed in a chain link fence with a locked pedestrian gate as well as a locked driveway gate.
- ♦ The site has space for fifteen villagers in sleeping pods with a central set of buildings that house kitchen facilities, community space, food storage, showers, laundry, and offices for staff.
- ♦ Most of the villagers are veterans of the Vietnam War, and the majority are men. There are three women and eleven men at this time. Screening is in process for the fifteenth villager at this time.
- ♦ The Village opened five months ago. The original plan was to build fifteen more sleeping pods on the site for a total of thirty villagers at one time.
- ♦ The project planning process took three years before building began, and construction took six months.
- ♦ The facility functions as a community. There is much effort to develop and nurture a sense of belonging to a group.
- ♦ The goal of the program is for villagers to regain their sense of self-respect by participating in village life, developing their talents or employment, and finding permanent housing.

Program

- ♦ Selection process
 - Screening of potential villagers is provided by Pacific Screening at \$10/client. Vets with histories of arson, meth lab activity, extreme violence, and sexual offenses are excluded, as are people with open warrants. However, if the offenses were committed more than ten years ago, the applicant will still be considered for admission.

- AMEN offers free rides for villagers.
- The nearest bus stop is one mile away. This creates barriers for villagers, such as difficulty carrying heavy loads, difficulty commuting to a job, or difficulty getting to appointments.

Staffing

- ♦ Do Good Multnomah, an independent non-profit organization that provides shelter to homeless veterans in the Portland area, partners with Clackamas County and provides staff to run the Village.
- ♦ Onsite staff members include:
 - Two Peer Support Specialists
 - Program Manager
- ♦ Staff is available on site 8 am – 11 pm, seven days/week. Staff is available by phone 24/7 for concerns. The program is working toward having staff onsite twenty-four hours/day.
- ♦ Onsite staff are selected based on their ability to understand, respect, appreciate and relate to villagers.
- ♦ Staff continually evaluate how they are providing services.
- ♦ The most difficult aspect of managing the village is taking the lead when it is time to ask a villager to leave the site.

Governance

- ♦ Most of the rules of community living have been developed by the villagers themselves. The goal is for the village to be self-governed to greatest possible extent.
- ♦ Villagers have elected a Council of three to set the tone and keep the community on an even keel.

Facilities

- ♦ There are fifteen sleeping pods, which are not wired for electricity or plumbing. Pods are not insulated.
- ♦ Electricity is provided to each pod from a central electrical pole with extension cords running into each sleeping pod.
- ♦ Clackamas Veterans Village is the first permitted code-compliant pod village in Oregon.
- ♦ Central kitchen, laundry, showers, toilets, dining room and living room are provided in comfortable ADA-accessible buildings.
- ♦ Central buildings are well insulated and comfortable for cooking, eating, and community gathering.
- ♦ The site is enclosed by fencing with locked gates. Each villager has the combination for locks on both the pedestrian and driveway gates. Villagers are expected to keep the combinations private.
- ♦ A parking lot is included within the fenced enclosure.

♦ Program development and preparation

- Local government must be involved and supportive.
- A new program should not be opened until preparations are complete. These preparations include developing community support, seeking funding sources, selecting appropriate staff members, and developing criteria for selecting villagers. It is important to create a community in which each villager will find support, heal, and move forward.
- The location must be carefully selected. It is very helpful to be on a bus line, and to be near social services that clients will utilize.
- The organization developing a new housing program must participate in setting up the governing rules for the site. Rule making should not be relinquished to the county or the city or even to the villagers.

- ♦ Obtaining the use of church property for a project can be an easier way to go. Permits are easier to obtain and the program design remains under the control of the organization developing the program.
- ♦ Of course, purchasing property is always an option if funding allows.

Governance

- ♦ Some programs are entirely self-governed. The self-government model demonstrates the greatest respect for the residents and aligns most closely with real life. However, self-governing programs need to have close support from the Board of Directors and have assistance from educated, committed people when problems arise.
- ♦ Depending upon the needs of program residents and the nature of the program, case management is not always necessary for the program to function effectively.
- ♦ However, transitional housing programs do need to provide services for residents, including case managers to assist residents in moving on to more permanent stable housing.

Funding for housing programs

There is a mix of public and private funding available, including:

- ♦ Coalition of the faith communities
- ♦ Banks
- ♦ Federal funding through the Department of Housing and Urban Development (HUD)
 - HUD funding carries specific requirements for program design. For example, HUD funds shelter programs rather than transitional living programs. A new program must consider this when deciding whether to develop transitional housing, permanent housing, or a shelter.
- ♦ Community Development Block Grant (CBDG) funding. CBDG funds are more flexible.
- ♦ Community Action Agency (CAA) – Local Community Action Agencies receive federal and state funds and distribute those funds to housing programs serving people who are homeless.

Steps in creating a new housing program

- ♦ Develop the vision and develop the Board of Directors
- ♦ Create a coalition of supporters. Attend the neighborhood association meetings and garner support from important city or county elected officials
- ♦ Identify the site, preferably donated by the city, county, or a church
- ♦ Design the program to fit the site obtained
- ♦ Seek a Memorandum of Understanding (MOU) for a pilot project with the city if using city land, suggesting a two-year agreement that can be renewed if the project is successful.
- ♦ Be aware of fair housing laws and the process outlined by those laws. Check with the Fair Housing Council of Oregon, which has the strictest reading of the laws.

Program Visit

Community Supported Shelters

March 7, 2019

1160 Grant St.
Eugene, OR. 97402
541 683-0836

Tour Leaders: Erik de Buh, Co-Executive Director
Pujita Mayeda, Outreach Coordinator

Overview:

Community Supported Shelters (CSS) is a nonprofit program that provides a low-cost alternative shelter for those age eighteen and over who are homeless. The goal of the program is to assist each participant to reintegrate into society. CSS operates three camp shelter communities, called Safe Spot Communities. Priority is given to veterans, people with mental and physical disabilities, and young adults.

The concept of CSS originated in 2014 in response to an ordinance prohibiting public overnight encampments. Local government, faith communities and homeless people came together to find ways to provide acceptable shelters for people experiencing homelessness. The outcome of that effort was to create a conestoga hut village on a site donated by the City of Eugene.

Facility design

- ♦ Each Safe Spot Community consists of a small number of conestoga huts on raised platforms. Each hut has a bed and small storage space. There is no electricity or plumbing in the huts, nor any insulation. Each hut has a locking door.
- ♦ Each Safe Spot Community has a sheltered central cooking area, running water, central gathering area with a wood stove for heat, and porta-potties. There are no showers or laundry facilities on site.
- ♦ Electricity is provided by solar panels and a generator.
- ♦ The program is managed by staff out of a central office in an industrial part of town. The office provides space for public educational programs about homelessness. Also located at the main office is a large wood working shop for creating the wooden conestoga huts.
- ♦ Basic amenities provided at CSS sites include:
 - Secure fence and gate
 - Shelter for gate watch person
 - Conestoga hut on raised platform
 - Common space for gathering that is wood stove heated
 - Solar charging station for small devices
 - Sheltered common kitchen area that includes propane cookstove, running water, counter space, and food storage
 - Porta-potties
 - Garbage collection
 - Raised pathways
 - Garden beds for villagers

Governance

Governance is shared between villagers and staff. Resident councils at each village have input into the operational guidelines, but the staff has final say in design of the guidelines.

Program Results

The most recent information available is from 2017, when 68% of villagers moved into improved living situations.

Funding

- ♦ Land was provided by the City of Eugene at no cost.
- ♦ Private donations
- ♦ Grants
- ♦ In-kind donations of goods and services
- ♦ Local churches have provided financial support
- ♦ The main office now has shop capacity to make the conestoga huts by template and sell the pieces to anyone anywhere. Selling the huts has become a funding source for maintaining the Safe Spot Communities. There are 80 such huts scattered throughout Eugene in small clusters that were purchased from CSS.

Program Visit
Family Promise – Program Manager
February 22, 2019

Family Promise
1055 Edgewater St NW
Salem, OR 97304
503-370-9752

Staff Interviewed: Julie Brocon, Program Manager/Case Manager

Program Overview

♦ Overnight program

- The overnight program provides temporary shelter for families with children under eighteen years of age. Communal accommodations are provided by churches on a rotating basis, and include sleeping space, dinner, and breakfast. The sites are staffed by volunteers.
- Capacity is four families, and they usually have about fifteen people at a time.
- In January, forty-three families were turned away.
- The church location rotates every seven nights.

♦ Day Center

- The Day Center, which is located at the Family Promise office, offers a place for families to store their belongings, take showers, and get ready for work, and for the children to be picked up for school by school buses.
- Parents who are unemployed work with day center staff to locate employment.
- Parents work with case managers to reduce the barriers that caused their homelessness.
- Applicant families who are not housed in the program are on a wait list and have the opportunity to work with case managers to try to eliminate the reason for their homelessness.

♦ Fresh start program

- This federally-funded program provides financial help, such as rent and deposits, for achieving and maintaining stable housing.
- This program provides financial support for six months to reduce the financial burden of maintaining housing. Families can get an extension of the financial support if necessary to prevent a return to homelessness.

♦ HOME program

This program provides Section 8 vouchers to the family to subsidize rent.

♦ Permanent Supportive Housing

This program provides assistance to families who have disabilities and a history of long-term homelessness. The guidelines for acceptance into permanent supportive housing are very specific. The support includes long term case management and long-term financial support.

♦ Pet Shelter

Pet boarding facilities are available on site for any family pet that comes with a family. Family Promise has had a variety of pets (including gerbils, snakes, a tarantula, cats, dogs, and a bearded dragon).

- ♦ The Case Manager remains involved with a family for at least a year after they have left the shelter program. Case management may be continued after a year if needed, until it is clear the family is stable and confident.

Program operation

- ♦ A background check is conducted on each family prior to admission into the program. Reasons for rejection include:
 - Sexual offenses
 - Arson conviction
 - Conviction of person-to-person crime
- ♦ Family members are subject to drug testing. Use of alcohol and drugs (including marijuana) is not permitted during the course of the program.
- ♦ There is no staff evening or weekends, including at the day center. Families are able to use the day center without staff present.
- ♦ If families are not progressing well in the program or are not fitting into the community living environment, the staff may need to intervene. Staff may mediate for family to family issues, and offer encouragement for families to focus on their own goals.
- ♦ Transportation is provided between the churches and the day center, as well as transportation to some appointments. Families are encouraged to use public transportation where possible. Some bus passes are available, depending on funding.

Client mix in a shelter

Adult single women would not feel safe in a shelter with men. Most of the women who are homeless have been traumatized by men, either through domestic violence or sexual abuse. Housing women and men together would be likely to trigger the past trauma.

Underserved populations

- ♦ Homeless families with children
- ♦ Elderly women
- ♦ Single fathers – only Family Promise and St. Francis Shelter offer shelter to homeless single fathers in Salem.

Community support – If the community is not completely behind the program, the board will need to do the following:

- ♦ Figure out how to tell the story of the program's mission to the community in a different way.
- ♦ If the community still is not interested in supporting the program, it may be necessary to walk away from the program and recognize it will not survive. In order to have a sustainable program, it needs to have the engagement of the community.

Program operation

- ♦ Program review – The Family Promise board conducts a comprehensive review of our program on a regular basis, and whenever a new project is contemplated to add to our program. The review covers the following components (SWOT):

S – *Strengths* of our program

W – *Weaknesses* of our program

O – *Opportunities* to develop our program

T – *Threats* to our program's survival (e.g., maintaining the fire codes, or not adding anything new to the program if we do not have staff or funding to enhance the program at this time)

- ♦ Be ready to make hard decisions, such as being able to turn people away if they are not able to function in the program, so that the rest of those who are benefitting from the program can continue to be served.
- ♦ For a successful program, focus on the mission. The mission guides everything.

Case management

- ♦ Linking with another social service program

- If another program is contracted to provide case management, be sure the case manager is aligned with the mission and committed to the clients of the new program.
- Make sure that the details of the arrangement are clearly spelled out, such as frequency and location of client visits.
- One point person on the board should receive regular reports as to the functioning of the cooperative relationship.
- Have a Plan B if the arrangement is not working out.

- ♦ Shared case managers – One possible arrangement is to share the cost and the time of a case manager with another organization. Sharing a case manager position can reduce the cost of providing salary and employee benefits.

- ♦ Volunteer case managers

- Utilizing volunteer case managers can present challenges. Training and accountability may be problematic, along with maintaining consistency in the relationship with the clients.
- Volunteers are usually retired people who tend to take vacations, which creates a lack of continuity.

- ♦ The best solution is to hire inhouse Case Manager and Program Director. That way there is no question that the staff will follow the mission of the program.

Program Visit
Homeless Rental Assistance Program (HRAP)
February 19, 2019

Salem Housing Authority
360 Church St. S.E.
Salem, OR 97301
503-588-6460

Staff: Pamala Garrick; Grants Coordinator and Emergency Housing Network Staff

Origin of HRAP

In 2017 Mayor Chuck Bennett visited Salem Housing Authority (SHA) and asked them to design a program to address the homeless problem in Salem. Pamala did extensive research and presented the concept of HRAP to Mayor Bennett. He immediately said "I'll fund it!"

Selection of clients

- ♦ HRAP clients are those who are most likely to die on the streets if they are not brought into some sort of shelter; the project is a housing first model. All other client needs are addressed once housing is established.
- ♦ HRAP clients are some of the most difficult to serve because they struggle with problems of drug addiction, mental illness, and chronic physical challenges.
- ♦ HRAP clients are first identified based on their high emergency service utilization rates. They then complete the self-evaluation tool known as the Vulnerability Index - Service Prioritization Decision Assistance Tool (VI-SPDAT). Clients scoring at or above twelve on the VI-SPDAT are then assessed by professionals using the Vulnerability Assessment Tool (VAT). Potential HRAP clients would be expected to score in the 25-38 range on the VAT.

Program enrollment and housing

- ♦ HRAP is a housing first model.
- ♦ 200 clients are presently enrolled in HRAP, and of those 163 are currently housed. Not enough low-income housing is available to accommodate all of the clients enrolled in the program.
- ♦ Twenty-five private landlords participate with HRAP. After the first year of HRAP operation, the landlords indicated that they appreciate the intense supervision and support provided by the case managers and intend to continue with the program.
- ♦ There is a 2% vacancy rate in Salem for rental housing, which means that intense competition exists for every vacant rental unit.
- ♦ Clients pay up to 30% of their income for rent and SHA pays the balance through HRAP.
- ♦ When clients are first enrolled in HRAP and have not yet acquired housing, they are given identification cards indicating that they are participating in the program. This identification can reduce problems when clients encounter law enforcement or social service providers.

Funding issues

- ♦ Securing and maintaining ongoing funding for the program is very challenging. HRAP is dependent upon financial support from the City of Salem, which can fluctuate.
- ♦ HUD rental vouchers require that the rental rate be set at Fair Market Rent (FMR), which is the lowest rent possible in the area. With the tight rental market in Salem, there are almost no FMR rental units available in the city or county. Renters using Section 8 vouchers are prohibited from supplementing the cost of rent. This means that Section 8 vouchers are nearly useless.
- ♦ The HRAP program offers landlords 10-15% above FMR to obtain rental units for clients. This higher rate is essential in such a competitive market.

Draft Memo

Estimates of City Departmental Costs Incurred Due to Homelessness

A 2006 article by Malcolm Gladwell in the New Yorker entitled "Million Dollar Murray" shared the story of a man named Murray who lived on the streets of Reno, Nevada. According to Gladwell, Murray's time spent in prison, homeless shelters, emergency rooms, and hospitals over a ten-year period, cost over a million dollars. Chronic homelessness is expensive and a financial drain on local governments across the nation. It impacts the healthcare and criminal justice systems, the environment, the economy, community livability, and municipal services. Over 50% of homeless people report a history of incarceration and those who also have mental illness are 23% more likely to face incarceration,¹ often for quality of life offenses or drug-related crimes.² Individuals who are homeless also visit hospital emergency rooms and have inpatient hospital admissions at a much higher rate than those who are housed, and have higher rates of paramedic/ambulance service.³ Waterways and public spaces are polluted by trash, human waste, and other refuse from encampments.

Chronic homelessness has risen dramatically since the 1980s,⁴ and in the United States, the response to homelessness relies heavily on emergency services. The cost of homelessness encompasses direct costs, including shelters and services, as well as indirect costs such as increased use of hospitals, paramedic and ambulance services, policing, and the criminal justice system. As homelessness in the City of Salem has increased over the last two decades, there has been a perception that the City's indirect costs associated with responding to homelessness have also risen dramatically. This paper seeks to quantify these perceptions. City costs relating to homelessness were examined between January and June of 2019. Information from the following City departments was obtained through data and interviews: City Manager's Office, Community Development, Human Resources, Legal, Public Works, Information Technology, Fire, and Police.

The Human Resources and Information Technology Departments had no costs to report. The City Manager's Office estimated costs of approximately \$500 per fiscal quarter spent on homelessness. However, this estimate likely under-reports the costs associated with phone calls, emails, and walk-in visits relating to homelessness.⁵

¹ Stephen Metraux, Caterina Roman, Richard Cho, "Incarceration and Homelessness." 2007 National Symposium on Homelessness Research. Feb. 14, 2007 (hereinafter "Incarceration and Homelessness").

² Pamela J Fischer. "Criminal Activity and Policing," Encyclopedia of Homelessness. 2004. Homeless people are far more often victims of violent crime than perpetrators of violent crime.

³ Daniel Flaming, Patrick Burns, Michael Matsunaga. "Where We Sleep: Costs When Homeless and Housed in Los Angeles County." Economic Roundtable. 2009.

⁴ Dennis Culhane, "Five Myths About America's Homeless." New York City Department of Health Services. 2009. Available at <http://www.nyc.gov/html/dhs/html/press/pb071610-culhane.shtml>.

⁵ \$2000/year, 15 hours/year. Yearly data provided by City Manager's office.

activities include homeless camp cleanups, as well as any of the regular activities related to general police work. Anecdotally, people experiencing homelessness are increasingly taking up more officers' time.

Department	Quarterly Cost	Annual Cost
City Manager's Office	\$500	\$2,000
Urban Development	\$9,629	\$38,516
Community Development	\$2,819	\$11,276
Public Works	\$51,573	\$206,292
Fire	\$64,860	\$259,440
Police	\$1,173,090	\$4,692,360
	<u>\$1,302,471</u>	<u>\$5,209,884</u>

Costs do not include Legal, IT, HR, or Facilities costs.

Program Visit
Kenton Women's Village
February 25, and May 28, 2019

Kenton Women's Village
2420 N Columbia Blvd
Portland, OR 97217
503-231-4866 (Catholic Charities main office)

Catholic Charities
2740 SE Powell Blvd.
Portland, OR 97202
503-231-4866

Catholic Charities Staff Interviewed:

Bernadette Stetz, Kenton Women's Village Manager (site manager) – February 25 & May 28
Rose Bak, Director of Homeless and Housing Services – May 28
Cherie Hadley, Kenton Women's Village Manager (case manager) – May 28

Overview

Kenton Women's Village (KWV) is a twenty-unit tiny house village that provides transitional housing for single women without children. The program is a collaboration between the City of Portland, Catholic Charities, and a number of other nonprofit entities. These entities joined together and developed an agreement with the local neighborhood association which formed the basis for KWV.

KWV is operated by Catholic Charities, which provides two full-time staff members: a Village Manager and a Case Manager. In addition, two peer support specialists are provided by a grant from a hospital-based community benefits program. Kenton Women's Village was originally self-governed, but that proved to be problematic, and primary governance now rests with the staff. Staff provide intensive case management with the expectation that the women will move into permanent housing within one year. However, timing is flexible if villagers have been working hard to secure housing but have not been successful by the end of the year. So far, of the 23 women who have transitioned to permanent housing since the inception of the program in 2017, 100% have remained in their new housing.

Facilities

- ♦ Location – The village is constructed on land owned by the City of Portland and leased for \$1 per year. The City has been very supportive of the program all along. The site is close to a MAX line, a large park, residential neighborhood, and business activity.
- ♦ Sleeping pods - the 8' by 12' sleeping pods are set up on platforms. Each sleeping pod has electricity and heat, but no plumbing, and has a locking door. Walkways between the pods are laid out, and the pods are close together. The village can house up to 20 women.
- ♦ Community spaces
 - A commercial-grade kitchen is constructed within a storage container.
 - A central facility for laundry and community space is planned.

♦ Village community participation

- Villagers are required to attend weekly community meetings, in which issues of community living are discussed and chores are assigned
- Villagers must contribute 10 hours of community service each week.

♦ Population served

- KWV serves only women. The village provides a safe place for women, many of whom are victims and survivors of domestic violence and/or sexual assault.
- Housing both genders would dramatically alter the dynamic of the village, would require additional staff, and probably would necessitate having staff on duty around the clock, especially at night.
- The average age of villagers is 47 years.
- Prior to coming to KWV, villagers had been living on the streets for an average of 5-6 years, and all were traumatized by the experience.
- Catholic Charities recently noticed that the village community consisted primarily of caucasian women. To become more inclusive, they plan to start reaching out to agencies that serve women of color. Kenton wants to represent a broader spectrum of women who are homeless.

- ♦ Release of information (ROI) – villagers sign a blanket ROI when they move in, in order to allow case managers to talk with other service providers.

♦ Staffing

- Full-time staff members include two Village Managers, one of whom serves as a case manager and one who serves as a site manager (the latter handles everything other than case management). These positions are funded by Catholic Charities.
- There are two additional full-time paid staff members who are Peer Support Specialists. These are people who have themselves experienced poverty, homelessness, substance abuse issues, or mental health issues. Their role is to assist villagers in the various tasks associated with both day-to-day living in the village and the transition to permanent housing. These positions are funded by a hospital-based community health grant.
- There is no 24-hour staffing. Rather, the staff members work flexible hours so that one or more of them is present into the evening and for as much of the weekend as possible. In addition, they often drop by in the evening or arrive early in the morning to ensure that the community is functioning well.
- If issues arise when no staff are present, the villagers have been taught to differentiate between issues that represent true emergencies and those that can wait and be reported to staff for resolution. If it is truly an emergency, villagers have been instructed to call 911. This has been an educational process for everyone. The goal is to help the villagers learn what constitutes a true emergency versus a situation that only needs to be reported to a landlord. This process will help each villager prepare to become a successful tenant once they secure permanent housing.

♦ Case management

- Intensive case management is provided to each villager. The case manager meets with each villager for a minimum of 30 minutes per week.
- The Case Manager arranges for additional services, which may include psychiatry visits, counseling visits, and substance abuse treatment.

- ♦ Staff-villager relationships – The staff members work hard to develop a relationship with each villager that is based on mutual respect, and to demonstrate that the staff are concerned for each villager’s well-being.

Program outcomes

- ♦ Success rate – in the one and one-half-year life of the program, 23 women have been rehoused, with 100% retention.
- ♦ Challenges to rehousing
 - Housing is scarce in Portland, and low-income housing is even more scarce.
 - The connections women make at KWV are strong and deep. The women feel safe in the village and leaving it means giving up the close relationships formed there. Women who move out are welcome to return for the weekly meetings, but it is not the same as living in the village. There is a sisterhood that develops at Kenton Women’s Village that is special.
- ♦ Improved quality of life for villagers – prior to coming to Kenton, many villagers used the emergency room regularly for medical services because they had no other options. In the nearly two years of the program’s operation, no villager has needed to use ER services because they have been connected with health care providers, and because they are much healthier than they were when they were living on the street.
- ♦ Outcome measurements – the program is working to develop and improve the methods of measuring outcomes.

Community relations

- ♦ Neighborhood visits – When development of the program first began, the agencies that were involved held weekly and bi-monthly conversations with neighbors of the site for four months. In these meetings, the agency representatives listened to neighbors’ concerns, thoughts, and ideas, and told personal stories of the villagers who would become neighbors. This series of meetings served to educate the neighbors about issues of homelessness and broke down barriers. As a result, the neighborhood welcomed the formation of the village in their midst.
- ♦ Development of support – At the completion of these meetings, a community vote was held, resulting in overwhelming support for the project. In fact, the neighborhood became strong advocates for the village, and the message was “How can we be sure to keep our ladies safe?”
- ♦ Good Neighbor Agreement – As a result of these meetings, a number of the neighborhood ideas were incorporated into the Kenton Women’s Village Good Neighbor Agreement. This is an actual written document online that the neighborhood association signed with KWV and Catholic Charities. A few examples of rules contained in the agreement include:
 - No pop-up camping outside of the village
 - No overnight guests in the village (guests are allowed from 9am - 9pm only)
 - No friends or boyfriends sleeping in cars outside of the village

- The Affordable Care Act added several new requirements related to the community benefit program, including conducting a community health needs assessment at least every three years, along with an implementation strategy for meeting those needs.
- Hospitals can meet this requirement in several ways, one of which is investing in housing, provided that they submit separate documentation of the evidence connecting such investments with health improvement.
- One argument that can be made to hospitals in support of including housing as an element of Community Benefits Program is the reduction in emergency room visits, mental health care visits, and drug & alcohol admissions that occur when formerly homeless people are housed.
- Details about the Community Benefits Program requirements can be found on the website of HealthAffairs.org.
- ♦ State funds (administered by Oregon Housing & Community Services and coordinated through Community Action agencies)
 - Emergency Housing Assistance
 - State Homeless Assistance Program
- ♦ Reporting to granting agencies and organizations – detailed and thorough documentation of both program activities and outcomes are essential to continuing to secure funding.
- ♦ Online fundraising – KWV uses their Facebook page for soliciting donations. They have found their website to be less effective in fundraising.

Selected identified costs (partial)

- ♦ Construction
 - The land is provided by the City of Portland at no cost for five years.
 - Site setup (sewer, power, grading, gravel, etc.) - \$325,000
 - Sleeping pods were donated by twenty-one different construction companies who participated in a Pod Design Challenge. KWV provided the specifications for the pods, and builders built them. Upon completion, KWV held a celebration in which the builders were honored. A plaque is attached to the front of each pod, recognizing the builder.
 - Electrical connections and underlayment for each sleeping pod - \$8,000 each (20 pods)
 - Fundraising is underway to complete the project by adding a larger kitchen, four showers, and four bathrooms. The estimated cost is \$262,000.
 - Total amount of these identified construction costs is \$487,000.
- ♦ Annual operating costs

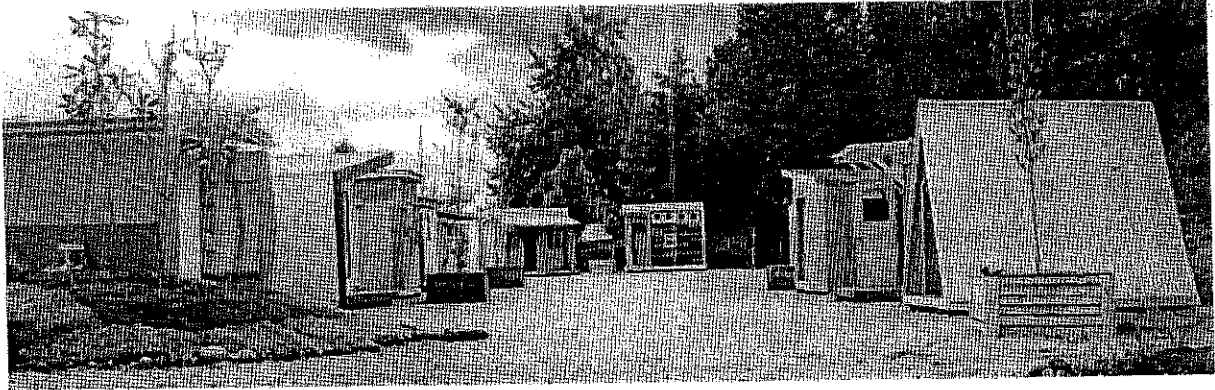
◦ Salaries and benefits for two Village Managers	\$178,000
◦ Salaries and benefits for two Peer Support Specialist	\$120,000
◦ Utilities	<u>\$32,000</u>
◦ Total amount of these identified annual operating costs	\$330,000

Problems to avoid if a new transitional housing program is planned

- ♦ Avoid the Landlord-Tenant Relationship – Program participants should not be called residents, as this can invoke landlord-tenant rules. Landlord-tenant rules can make it very

Welcome to Kenton Women's Village

a project of the Housing Transitions Program of Catholic Charities



Kenton Women's Village is a creative and collaborative project, offering a new approach for addressing houselessness at a small scale. The villagers are empowered, have a sense of purpose, and are daily taking steps to move into their own permanent housing.

History of Village:

The village was created with a Kenton neighborhood vote in Spring of last year, and opened June 10, 2017. It opened through partnerships with local government, nonprofit, and educational institutions: Catholic Charities, City of Portland, the Joint Office of Homeless Services, the Village Coalition, Prosper Portland, Almar Contracting, Portland State University School of Architecture's Center for Public Interest Design, Kenton Neighborhood Association, Catlin Gabel InvenTeam, and dozens of other community businesses, organizations, and individuals.

On June 13, 2018, the Kenton neighborhood voted 119 to 3 in favor of the village staying for up to one more year. This is the only tiny home village in Portland embraced and placed by its neighborhood.

Mission Statement, Philosophy, and Guiding Principles:

KWV provides a safe, dignified, and constructive temporary sanctuary for women who are seeking to transition to permanent housing. It is the goal of the Village for villagers to transition to permanent housing with healthcare, income, self-determination, and connections to services and community.

Partnership Agreement

Kenton Women's Village Collaboration

Interested Parties: Joint Office of Homeless Services, Catholic Charities, Village Coalition, Kenton Neighborhood Association, Kenton Business Association, City of Portland - Office of Management and Finance, and City of Portland - Office of Neighborhood Involvement.

Date: _____, 2017

I. Background

- a. This Partnership Agreement (Agreement) was developed by and between the Joint Office of Homeless Services (JOHS), Catholic Charities (CC), Village Coalition (VC), Kenton Neighborhood Association (KNA), Kenton Business Association (KBA), City of Portland Office of Management and Finance (OMF), City of Portland Office of Neighborhood Involvement (ONI). Each is a "Party" and collectively referred to as "the Parties".
- b. Kenton Women's Village is a collaborative effort to provide a safe, dignified, and constructive sanctuary for women who are actively searching for permanent housing.
 - i. Kenton Women's Village ("Village") is a placeholder name for the Village. Village residents will vote on a permanent name after they take residence. The Parties agree to allow the name change without rewriting the Agreement.
 - ii. The Village will be located at 2221 N Argyle St in the Kenton neighborhood. The site is currently owned by the Portland Development Commission through which OMF has a temporary use permit. The Village will exist under an additional temporary use permit between OMF and CC.
 - iii. The parties contemplate that women in the Village will be sheltered in 14 separate dwelling pods which are individual spaces for each village resident.
- c. Portland State University Center for Public Interest Design (PSU CPID) has had a consultant role to the Parties in the design and placement of the living pods. PSU CPID will have an ongoing role as determined by the Parties.

II. Agreement of Good Faith

- a. The Parties agree that they mutually share the concern to preserve the livability and safety of the residents and business owners in the immediate neighborhood and support the safety and well-being of the residents of the Village and the greater neighborhood.
- b. The Parties mutually recognize each other's value to the community.
- c. The Parties agree to communicate in a proactive and respectful manner regarding any issues or concerns of this Agreement.
- d. The positive impact of this Agreement is contingent on the ability of the Parties to operate in good faith.

- iv. Adhere to Portland's quiet hours between 10:00pm and 6:00am.
 - v. Refrain from storing large objects outdoors, except for bicycles in the designated bicycle parking area.
 - vi. Remove any light trash from the portion of Argyle St/Way and N Hunt St that borders the Village.
 - vii. Monitor the portion of Argyle St/Way that borders the Village for larger trash items and notify Metro for appropriate disposal.
 - viii. Notify the appropriate City bureau of any unauthorized vehicle camping near the portion of Argyle St/Way that borders the Village.
- VI. VC agrees to:
- a. Actively support a peaceful and vibrant community life in the Village.
 - b. Facilitate the provision of donated materials and time to the Village.
 - c. Host social and cultural events for the neighborhood and Village to constructively interact.
 - d. Assist in the physical upkeep of Village buildings and landscaping.
 - e. Assist in monitoring of the upkeep of Kenton Park.
 - f. Monitor Kenton Park and Argyle St/Way for unsanctioned camping and conduct outreach intended to divert campers to alternate sites for shelter.
- VII. OMF agrees to:
- a. Establish access to sanitation, water, and utilities to the Village.
 - b. Assist in the creation and maintenance of appropriate security measures in the Village.
 - c. Assist in the maintenance and upkeep of the pod structures and ensure that appropriate City codes are being adhered to.
 - d. Support the efforts to find an alternative site for the Village, and, to the extent needed, to support the transition to alternative temporary or permanent housing for any women still residing in the Village at such time as it is required to shut down for any reason.
 - e. Maintain a designated point of contact for the Village and provide contact information for that person to the Parties.
 - f. Be the liaison between Police and the appropriate City bureaus to address unsanctioned camping in the area of the Village.
- VIII. JOHS agrees to:
- a. Support CC, and the other Parties, in the successful administration of the Village.
 - b. Assist the Parties with the resolution of issues arising out of or in connection with the Village to the extent such assistance is needed.
 - c. Support efforts to find an alternative site for the Village and, to the extent needed, support the transition to alternative temporary or permanent housing for any women still residing in the Village at such time as it is required to shut down for any reason.
 - d. Maintain a designated point of contact for the Village and provide contact information for that person to the Parties.
- IX. KNA agrees to:
- a. Encourage and support communication and matters of concern through proper channels by:
 - i. Maintaining contact information provided by parties to the Agreement; and
 - ii. Providing scheduled time at neighborhood meetings to discuss issues/concerns.

City of Portland – ONI

Print Name/Title

Date

Joint Office of Homeless Services

Print Name/Title

Date

Kenton Business Association

Print Name/Title

Date

Kenton Neighborhood Association

Print Name/Title

Date

Village Coalition

Print Name/Title

Date



Table of Contents: KWV Protocols and Procedure

Program Requirements.....	2
Attend Appointments.....	2
Submit Service Hours.....	2
Follow Community Agreement.....	2
Guest Policy.....	2
Conflict Resolution Policy.....	3
Intervention Process.....	3
Permanent Exclusions.....	3
Immediate Exclusion.....	4
Exclusion By Non-Participation in Program or Disruptive Behavior.....	4
Exclusion By 12-Month Deadline.....	4
Exclusion Appeal Process.....	4
Abandonment Policy.....	4
Voluntary Leave Process.....	5
Pod Turnover.....	5
Shared Community Area Policy.....	5
Fire & Smoking Policy.....	5
Forbidden Items.....	5
Pod Maintenance Policies.....	6
Interior Policy.....	6
Exterior Policy.....	6
Inspections.....	6
Pet Policy.....	7
Donation Policy.....	7
Media and Tour Policy.....	7
Volunteer Roles.....	8
Staff Transportation Protocol.....	8
Illegal Drug Usage Policy.....	9
Emergency Protocols.....	9

- Due to confidentiality, when a guest asks for someone inside the village, you may not confirm or deny the whereabouts of other clients. Staff will not do so for you either.
- Guests may use bathrooms but not community showers. They may use the kitchen if accompanied by a client.
- You are responsible for the behavior of your guests and must have a visual of your guest at all times. If your guest is disruptive or abusive to you, other villagers or staff, they will be excluded from the property.

Conflict Resolution Policy

- We expect you to treat all villagers and staff with respect.
- Resolve conflicts peacefully using respectful dialogue and if requested, participate in Kenton Women's Village's conflict resolution process.
- In an instance of conflict with another villager, first step away from the scene. Give yourself some time before taking action. When you're ready, return to the person and share your feelings. Unless it involves a matter of safety, using good judgment, please do not go to staff before sharing concerns directly with the individual. If you are not comfortable doing so, staff may accompany you doing this.
- If there is a conflict that involves violence, write an incident report or call 911, depending on the incident severity.

Intervention Process

If there is an incident that involves verbal or physical violence, theft or other disruptive behavior, in most circumstances, staff will:

1) First give you a verbal warning.

2) If this behavior continues to occur, you may be temporarily excluded from the village.

In this process, you will receive a written notice and be asked to leave the village for 1 to 3 nights. The length of days away will depend on the grounds of the exit. If this occurs, you will be notified and given at least 2 hours to pack belongings and exit the property. You will be allowed to return at 9am on your return date, which will be stated in the written notice.

3) Depending on the seriousness of the incident, or after two or more temporary exclusions, you may be subject to a permanent exclusion, described below.

If you fail to vacate or remain off-site during the exclusion, you will be subject to permanent exclusion and, if needed, you will be criminally trespassed by police.

Permanent Exclusions

In cases of violence (verbal or physical), destruction of property, theft, or illegal behavior, a guest or client may be banned from the premises immediately and permanently. There will be a list on the kitchen door of banned guests' or clients' names, and they will not be allowed on the property.

- If you are absent and out of contact with staff for 7 days, your pod will be emptied. You will then have another 7 days to pick up your belongings before Catholic Charities has the right to dispose of these items.
- If you are sleeping at the village less than 3 out of 7 nights a week, you will be approached by staff and at risk of losing your placement in the program.

Voluntary Leave Process

- If you are voluntarily leaving the program, Catholic Charities requests that you give at least 7 days notice and schedule to sign exit paperwork.
- As you move out, please remove all items from pod and leave it as clean as when you moved in. You will have 7 days to pick up your belongings before Catholic Charities has the right to dispose of these items.

Pod Turnover

- Catholic Charities staff alone will assign each client to one pod.
- When moving in, you will be placed on a "Turnover list" in the order of your move-in date. Catholic Charities will place each new client on the bottom of this list.
- When there is turnover, only one person may move from one pod to another at a time. The person at the top of the seniority list will be given the choice to move into the vacant pod.
- Each villager will be eligible for this offer only once.

Shared Community Area Policy

- Of the 10 service hours that must be completed each week, 5 hours are required to be used spent helping out with chores.
- At each G.A. meeting, a sign-up sheet will be passed around for villagers to sign up for specific chore duties. To ensure a safe and healthy living environment for all, staff and village clients will work together to make sure these chores are completed well. Staff will have a conversation with anyone who hasn't completed their responsibility of shared chores.
- A list of chores and their descriptions will be posted in the shared community area. Please ask staff if you have questions about how to complete any chore.
- *Group Cleaning Event:* one to two times a month, staff will schedule a deep clean of the shared community space or other area of the property. These events will be required, unless you have a reasonable excuse for missing this. In such a case, there will be a requirement to make up for these missed service hours at a future time.
- Whenever possible, the community space areas will remain unlocked and accessible at all times. You will have access to these spaces, including the kitchen, shower, common area all day and night.

- If you are given instructions to make corrections, you will have a second inspection in the next 2-3 days. You will be asked to schedule this inspection appointment with staff at the end of the first inspection.

Pet Policy

- Animals are not allowed to run loose.
- All animals must be collared. Dogs must be leashed, unless decided otherwise by both Catholic Charities and the General Assembly community.
- Pet owners must pick up animal waste immediately.
- Pet owners are responsible for the behavior of their pets. Pets that behave aggressively or physically assault people or other pets will not be permitted in the Village.
- Pets are not allowed in the kitchen or shower areas.
- Do not approach, touch, feed or bother other people's pets without permission.
- When leaving the premises, pet owners must make arrangements for the pet, and have it/them in a safe, secure place.

Donation Policy

- Periodically, neighbors donate items to the Kenton Women's Village.
- Catholic Charities asks that these items be dropped off during designated drop off hours that are posted on the gate and on the Catholic Charities website. Please refer guests or donors to the Catholic Charities Kenton Women's Village website to see 1) A list of donation items accepted 2) A list of preferred items 3) Donations Drop off Hours
- If there is someone at the gate with questionable donations, and you're not sure if you should accept them, please ask the donor to call a Village Manager for clarification.
- *Reasonable donation items* include clean women's clothing, cleaning supplies, books and non-expired food. We do not accept furniture donations or other large items.

Media and Tour Policy

- Without prior approval by Catholic Charities, no reporter or media provider is allowed on site.
- Media: Please know you will never be required to engage with media or reporters.
- If interested and willing, you may be asked by staff to engage with media on site.
- Tours: One day per month may be open for tour groups and open media requests. Catholic Charities staff and village clients will agree on this date. Any additions to the monthly tour will be made through communicating with as much advanced notice as possible. You do not have to be present if you would not like to participate.
- Interviews: At times, University students, neighbors or other guests doing research may ask Catholic Charities for the ability to interview clients. Often interviewers ask about what it's like living in the village and/or about your personal life events that contributed to your experiencing homelessness.

Illegal Drug Usage Policy

<p>If there is... Illegal Drug Usage <u>ON SITE</u> or suspicion of dealing drugs</p> <p style="text-align: center;">This may lead to... ↓</p>	<p>If there is... Illegal Drug Usage <u>OFF SITE</u> and disruptive or "high" behavior that creates an unhealthy environment for you and/or others</p> <p style="text-align: center;">This may lead to... ↓</p>	<p>If there is... Illegal Drug Usage <u>OFF SITE</u> and no issues with others, following program policies and housing plan</p> <p style="text-align: center;">This may lead to... ↓</p>
<p>Immediate exclusion</p>	<p>Follow up meeting with staff to determine a plan to manage disruptive behavior or exclusion</p>	<p>No action</p>

Emergency Protocols

If there is a fire, earthquake or hostage, follow this evacuation plan:

1. Alert all individuals on the property, which can include using a whistle found in the community space.
2. Make sure one person grabs the emergency backpack in the community space.
3. Evacuate the property through the stairs exit or the main gate.
4. Meet in Kenton Park at the Northeast corner, closest to the Village.
5. Call 911, and give a cell phone number and address as: 2420 N. Columbia. Also share the gate combination to the 911-operator for emergency services to quickly enter the property.
6. Follow the instructions of the Village Manager or call the Village Manager if staff was not present for the incident.

Program Visit
Mid-Willamette Homeless Initiative Coordinator
February 19, 2019

Mid-Willamette Valley Council of Governments
100 High St, Ste 200
Salem, OR 97301

Staff: Valerie Lang
Mentor: Janet Carlson

Background

Task Force – Mid-Willamette Homeless Initiative Task Force was created in January 2016 as a cooperative effort between the cities of Salem and Keizer and Marion and Polk Counties. Its purpose was to identify and launch strategies that would reduce homelessness in the Marion-Polk County region, encompassing the cities of Salem and Keizer.

Strategic Plan – The task force developed a strategic plan that was issued on February 27, 2017. The plan included seven goals:

1. Affordable Housing: develop strategies to expand affordable housing and mitigate associated barriers, such as land supply and zoning.
2. Transitional Housing and Shelters: develop strategies to address gaps in transitional housing and shelter beds.
3. Support Services and Education: develop strategies to enhance coordination and reduce gaps in support services for individuals, families, and children/youth experiencing homelessness.
4. Public Safety: develop strategies for addressing public safety issues relating to homelessness, including runaway and homeless youth.
5. Financial: develop strategies that address foreclosure and eviction prevention, crisis intervention, vacant homes/property, and credit recovery.
6. Targeted populations: develop strategies that address the unique needs and characteristics of identified target populations, such as veterans, people with mental illness, youth, seniors, and chronically homeless populations.
7. Community engagement: Increase leadership, collaboration, and civic engagement in working toward preventing and reducing homelessness.

Service and Resource Inventory Report – as a result of the task force plan, Ali Treichel was hired as Homeless Initiative Program Coordinator. Over the next eight months she conducted a review of available resources and services related to homelessness in the region. She presented the initial findings in a report issued August 10, 2018.

Conversation

We had a wide-ranging discussion with Janet Carlson. She spoke at length about the complexities of making improvements in programs aimed at reducing homelessness.

Possible builder of low-cost housing – Rob Justus a builder who builds excellent affordable housing for low income people. He does not use any public funds for his housing projects. An article about his efforts appeared in the Portland Tribune on September 15, 2015, and Mr. Justus was invited to Salem. Janet had hoped he could build locally, but Salem was not ready as a community to support his efforts.

ARCHES services

- ♦ ARCHES is offering Veterans services with monies from the Oregon Department of Veterans Affairs.
- ♦ ARCHES was given \$60,000 by Oregon Housing and Community Services to operate warming shelters this winter. More government monies are needed to ensure that such shelters have sufficient funding to provide adequate staff to operate the shelters and supervise supplemental community volunteer labor.

Repurposing of existing vacant spaces to provide shelter for people experiencing homelessness

- ♦ The first step in starting this process is approaching landlords.
- ♦ The process requires landlord willingness, city engagement, and possible zoning changes.
- ♦ It is critical to secure adequate funding for developing and operating the program prior to beginning construction on the project.
- ♦ The project would require management of the facility and ongoing support for people who will live there.

Project funding – Government funds are critical for ongoing funding of housing programs. Any new housing program that seeks government funding needs to be designed to align with funding requirements.

Salem Downtown Homelessness Solutions Task Force

In 2018, Mayor Chuck Bennett convened a Downtown Homelessness Solutions Task Force, chaired by City Councilor Cara Kaser, comprising city councilors, business owners, service providers, neighborhood association representatives, property owners, residents, and advocates for people experiencing homelessness. The purpose of the task force was to address the impacts of homelessness in downtown Salem and to identify specific strategies for making the downtown area inviting and welcoming for residents and visitors. The task force met six times between February 6 and August 1, 2018. The following is the summary of their recommendations as posted on the City of Salem website.

www.cityofsalem.net/Pages/salem-task-force-approves-several-downtown-homeless-solutions.aspx

Salem's Downtown Homelessness Solutions Task Force held their final meeting on Aug. 1, 2018 and approved moving a number of recommendations forward to Mayor Chuck Bennett, including:

- ♦ Provide public toilet facilities that are available 24/7.
- ♦ Provide a hygiene center with showers and laundry facilities to serve homeless individuals in the downtown.
- ♦ Endorse a simplified point of contact system individuals may call for support in dealing with issues related to homelessness and provide the community with easy to understand guidance on when to call 9-1-1 versus the non-emergency number, or the point of contact number.
- ♦ Support the development of additional storage for homeless individuals in need of a safe place to store their possessions during the day.
- ♦ Support alternative ways of giving.
- ♦ Encourage property owners to make building and site modifications that implement Crime Prevention Through Environmental Design and provide Riverfront-Downtown Urban Renewal Area grants for improvements that meet grant criteria.
- ♦ Pursue options for expanding downtown cleaning services.

The Task Force chose to revise and combine two draft recommendations. The new recommendation is to:

Establish a Downtown Good Neighbor Partnership for those who live, work, shop, and visit downtown Salem that supports appropriate behavior and ongoing dialogue with stakeholders. In conjunction with the establishment of a Downtown Good Neighbor Partnership, City staff will assess Salem codes and ordinances to ensure that the City is appropriately balancing the rights of those who live, work, and shop in our downtown, and providing the City of Salem with the tools needed to address behaviors that negatively impact others.

Reflections on the Salem Downtown Homelessness Solutions Task Force Effort

The task force's recommendations seem to focus primarily on downtown beautification and not on addressing the needs of people who are living without housing. The original recommendations that would have improved the quality of life for people experiencing homelessness have not been implemented. The revised recommendation appears to focus solely on creating a structure that serves the business community while implying that people who are homeless create a negative impact and are not deserving of consideration.

Program Visit
Mid-Willamette Valley Community Action Agency
ARCHES Project
March 6 & March 15, 2019

Mid-Willamette Valley Community Action Agency (MWVCAA)
2475 Center St NE
Salem, OR 97301
503-585-6232

ARCHES Project
615 Commercial St NE
Salem, OR 97301
503-585-2530

Staff members interviewed:

Dana Schultz, Director of Program Development, MWVCAA
Ashley Hamilton, Associate Program Director, ARCHES Program
Breezy Aguirre, Coordinated Care Program Manager, ARCHES Project

History & Mission – MWVCAA

- ♦ Mission: *Empowering people to change their lives and exit poverty by providing vital services and community leadership.*
- ♦ Vision: *All people are respected for their infinite worth and are supported to envision and reach for a positive future.*
- ♦ The agency began service in 1967 and serves Marion and Polk Counties.

Programs of MWVCAA

- ♦ ARCHES Project
- ♦ Childcare Resources and Referrals
- ♦ Head Start
- ♦ Resource Centers: emergency financial assistance, information and referrals
- ♦ Reentry Services: The De Muniz Resource Center provides community re-entry assistance to people who were previously incarcerated.
- ♦ Housing and Homeless Information: MWVCAA organizes the annual point in time count
- ♦ Energy Assistance Program: Assists low income residents with heating/electricity costs
- ♦ Weatherization Program: Provides weatherization services to low income residents which helps to lower their heating costs
- ♦ HOME Youth & Resource Center: A center where disenfranchised youth find a safe place with stable adult staff to connect them to the community in a positive way.
- ♦ Taylor's House: emergency shelter for youth who are served by HOME Youth & Resource Center

Programs recently instituted at ARCHES

- ♦ Marion County Law Diversion Program – Works with local police departments to differentiate between crimes that warrant incarceration versus those that need social service supports.
- ♦ Veterans Service Officer – Provides services to veterans or family members of veterans to assist them in accessing, obtaining, and maintaining benefits, and filing appeals when needed. Veteran Service Officers are MWVCAA/ARCHES employees whose positions are funded by a grant through Marion County in partnership with the Oregon Department of Veteran Affairs. In some cases, veterans who were unaware of their eligibility or how to access benefits have come to ARCHES seeking assistance with a small medical bill and left with \$10,000 in VA benefits.
- ♦ Employee Navigators – Coordinates ARCHES services with other programs that offer job training
- ♦ Fresh Start – Coordinates with Child Welfare offices at the Department of Human Services (DHS) to support parents and children by providing housing stabilization so DHS can help enhance parenting skills.
- ♦ Landlord Relations – Coordinates with landlords throughout the community to reduce barriers that prevent ARCHES clients from obtaining stable housing. The program places clients in housing throughout the community, not in one shelter.
- ♦ Inside-Out – Works with other service providers such as Northwest Human Services with a focus on the downtown core of the city. The program provides coordinated efforts to serve homeless clients living in the downtown core, and provides support to downtown merchants.
- ♦ Warming Centers
 - Completed warming center goals
 - Operated three fixed locations throughout Salem.
 - Increased the activation temperature from 27° to 32° and eliminated the requirement for multiple days of forecast minimum temperatures.
 - Created low-barrier centers that accept partners, possessions, and pets.
 - Remaining warming center goals
 - Adding an additional fourth site for Salem, as well as one in West Salem and one in Keizer.
 - Increasing activation temperature to 35°.
 - Providing warm meals, blankets, and a real bed.
 - Anticipated funding for the warming centers this winter
 - City of Salem allocated \$77,000 in Community Development Block Grant (CDBG) funds for the upcoming season.
 - An additional \$20,000 of state shelter funding is planned.
 - Service statistics
 - Last winter, 922 individuals were served
 - 3,600 shelter bed nights were available (total number of beds in each center multiplied by the number of nights open).
 - This winter ARCHES anticipates that 1,100 individuals will be served.
- ♦ Mental health care – Increased staff to provide mental health care to day center clients.
- ♦ Permanent Supportive Housing for veterans in a new facility in Polk County (Levens House)

Program Visit
Mid-Willamette Valley Community Action Agency
HOME Youth & Resource Center and Taylor's House
November 1, 2019

HOME Youth & Resource Center
625 Union Street NE
Salem, OR 97301
503-391-6428

Staff member interviewed:
Tricia Ratliff, Program Director

Overview

The mission of HOME Youth & Resource Center is to empower youth and foster positive youth development. The center provides refuge to at-risk, runaway, street, and homeless youth, or to any youth who are interested in visiting the center. Youth who are experiencing homelessness are usually invisible. Only 5-10 % of homeless youth are actually living on the streets. The vast majority of homeless youth are couch surfing and living in unsupportive and unstable situations. These youth are just as vulnerable as those who are out on the street in public view.

HOME was established in 1994 as a grass roots community effort, and joined Mid-Willamette Valley Community Action Agency (MWVCAA) in 2003. Taylor's House was opened January 14, 2018 as a 90-day emergency shelter program.

Programs

- ♦ The Drop In – a day center providing youth with free basic needs and a safe and supervised place to grow. Youth ages 11-17 are welcome, and 18-year-old youth are eligible if they are in school or pursuing a GED. The center is open 12 PM – 7 PM, 365 days per year.

Drop-in programs include:

- Runaway and Homeless Youth program – serves youth and their families, providing family reunification, harm reduction, homelessness prevention, and safe exits from the streets
 - Youth empowerment program – partners with local organizations and businesses to facilitate opportunities for youth to demonstrate responsibility, learn skills, and gain work experience
 - Ongoing groups and activities
- ♦ Taylor's House – a ten-bed emergency shelter for youth who meet the drop-in center's age criteria. The program goals are to provide safety, stability, and community connections, while fostering personal responsibility and development of general life skills. Taylor's House usually operates near capacity, and youth must be turned away when the shelter is full (in the week prior to this interview, four youth experiencing homelessness had to be turned away).

Services provided

- ♦ The Drop In
 - Three meals a day
 - Monthly food boxes
 - Entertainment and games
 - Arts and crafts opportunities

- ♦ Clients are accepted if they have active alcohol and drug issues. However, substance use is not allowed in the house, and youth are encouraged to participate in substance abuse treatment if needed.
- ♦ Youth who are pregnant or parenting are accepted.
- ♦ Youth with pets are accepted unless a parenting youth with a baby is already living in the house.

Client expectations

- ♦ Youth sign behavior guidelines prior to entering the shelter
- ♦ Clients agree to participate in a highly-structured environment
- ♦ Clients are expected to work toward reunification with family if appropriate, or to transition to other supportive programs such as HOST.
- ♦ The goal is to achieve stable housing for each youth within ninety days if possible.

Outcomes

- ♦ In the past year, the drop-in center has served over 500 individuals, with 8,000 visits.
- ♦ Taylor's House defines a successful outcome as one in which the exiting youth enters a stable living environment. This could include exiting into the Transitional Living Program at HOST for those reaching age eighteen.
- ♦ Taylor's House has served more than 55 youth during the twenty-two months of operation of the program. Of those, only four have returned to homelessness.

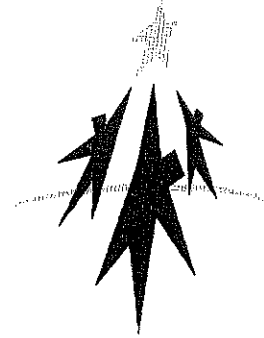
Community relations

When Taylor's house was in the planning stages, neighbors feared that the facility would become a gathering place for aimless and unmotivated youth who would camp on the property. HOME's neighborhood outreach efforts included listening to neighbors' concerns and providing comprehensive information about the design of the planned program. After almost two years of operation, neighbors now recognize Taylor's House as a well-run highly structured program with engaged youth progressing toward stability. Neighbors now drop in and express their appreciation for the program.

Funding

- ♦ Sources
 - Community Services Block Grant (CSBG)
 - State Homeless Assistance Program (SHAP)
 - Oregon Department of Education provides meals for youth at school sites
 - Document recording fees – State of Oregon/City of Salem
 - Department of Human Services (DHS) provides two child welfare staff
 - Taylor's House is designated as a foster family by DHS, and therefore the program receives a nightly stipend for each youth.
 - Grant from the Youth Development Council assists in funding the staff.
- ♦ Public funding is not equitably distributed among the states. For example, in the last year Oregon received \$3,000,000 to fund services for approximately 24,000 runaway homeless youth. In the same period, Washington received \$20,000,000 even though Washington has essentially the same number of runaway homeless youth.

2019 Marion-Polk Homeless Count
 Mid-Willamette Valley Community Action Agency



Marion County	Salem-Unsheltered	103
	North Salem	18
	South Salem	83
	Downtown	55
	ARCHES	<u>82</u>
	<u>Other Salem Providers</u>	341
	Marion County-Unsheltered	100
	Mill City	6
	Stayton	42
	Silverton	15
	Woodburn	35
	Other Street Locations	15
	Warming	7
	Santiam	18
	Aumsville	<u>102</u>
	<u>Cascade Mobile</u>	340
	Total Marion Unsheltered	681
	Marion County Sheltered	56
	UGM TH	100
	UGM ES	40
	Restoration House	89
	Simonka	59
	Salvation Army	98
	Family Promise	24
	New Options	38
	St Francis	23
	CHS	16
	Vet Care	14
	Grace House	<u>19</u>
	<u>Other</u>	
	Total Marion Sheltered	576
	Total Marion Homeless	1257

Marion and Polk Counties (Oregon) Point in Time Count, 2018
Subsection of OR-505 (Rural Oregon Continuum of Care)

Point-in Time Date: 1/31/2018

Summary by Household Type Reported:

	Sheltered	Unsheltered	Total	
Households without children	378	566	944	90.94%
Households with at least one adult and child	69	17	86	8.29%
Households with only children	8	0	8	0.77%
Total	455	583	1038	

Total Homeless Households

Summary of Persons in each Household Type:

	Sheltered	Unsheltered	Total	
Persons in households without children	370	566	936	76.85%
Persons in households with at least one adult and one child	221	53	274	22.50%
Persons in households with only children	8	0	8	0.66%
Total	599	619	1218	

Total Homeless Persons

Summary of Persons by Age:

	Sheltered	Unsheltered	Total	
Persons over 24	422	547	969	79.56%
Persons 18-24	39	46	85	6.98%
Persons under 18	138	26	164	13.46%
Total	599	619	1218	

Total Homeless Persons

Chronically Homeless:

	Sheltered	Unsheltered	Total	Total % of MC/PC Total Homeless
Non-Veterans	59	229	288	
Veterans	10	54	64	
Total	69	283	352	28.90%

Total Chronically Homeless Persons

Demographic Summary by Ethnicity:

	Sheltered	Unsheltered	Total	
Hispanic/Latino	105	56	161	13.22%
Non-Hispanic/Non-Latino	494	563	1057	86.78%
Total	599	619	1218	

Unsheltered Homeless Population--By Race

	Unsheltered	Total	
Black or African-American	18	18	2.91%
White	520	520	84.01%
Asian	4	4	0.65%
American Indian or Alaska Native	35	35	5.65%
Native Hawaiian or other Pacific Islander	7	7	1.13%
Multiple Races	35	35	5.65%
Total	619	619	

Summary of Other Reported Subpopulations:

	Sheltered	Unsheltered	Total	Total % of MC/PC Total Homeless
Severely Mentally Ill	148	144	292	23.97%
Chronic Substance Abuse	174	142	316	25.94%
HIV/AIDS	5	6	11	0.90%
Total	327	292	619	50.82%

Service Prioritization Decision Assistance Tool (SPDAT) Fact Sheet

What is SPDAT?

1. A System-wide tool needed to help guide the right household to the right support intervention at the right time to end homelessness.
2. An Objective approach to assessing needs for housing and life stability based upon evidence.
3. Language and theoretical orientation appropriate for housing case manager.
4. Move away from "first come, first serve" or luck to service delivery.
5. By understanding risks to housing stability we are to promote homelessness proofing.

What is the difference between a Full Assessment and Pre-Screening?

1. Final Assessment looks at the depth (acuity) of an issue.
2. A pre-screen looks for the presence of an issue.
3. A pre-screen can be a necessary first step in being assessed.
4. A full assessment is done if you are going to provide any housing assistance.

Note:

- You can do a full assessment without the pre-screen, but you cannot do the pre-screen without doing the full assessment.
- It is expected there will be more pre-screens than full assessments.

SPDAT Will:

1. Form the foundation.
2. Prioritize who will get served and why.
3. Help teams allocate their time.
4. Measure changes in acuity over time.
5. Help provide a structural framework to case management delivery.
6. Determine the number of people with certain acuity levels that can receive a certain type of service.
7. Be a tool of objectivity. SPDAT will totally disrupt a case manager's thought pattern.

Note:

- Each component has its own research body.

Things to Know:

1. What service providers say they do on paper is what they do in practice...No Exception!
2. Access to shelter is coordinated.
3. All housing types (TH, PSH, PBV, etc.) are centralized. You must know all the eligibility requirements for each program. No secondary assessments should be done.
4. As many rules/compliance requirements that can be eliminated are eliminated.
5. Assessment tool should be grounded on evidence.
6. People are people - not a number, and not a conclusion of an assessment. (What are the interventions - not the assessment?) Coordination and assessment inform choices that people can make, not make choices for people.
7. Operates with transparency decision making process. Not dependent on case manager knowing how to skirt around the system.

SPDAT: starts with skills you should already have:

1. Get clients housed and stay housed;
2. Connections to community resource;

Some additional facts about the two tools:

The total score for the SPDAT is 80 points. The total for the VI is 20 points. Certification to use the SPDAT is achieved by completing full day training with Iain De Jong. You may be certified for the VI by completing video training and passing the test on the MCAH Certification Site.

The SPDAT is completed on the "Measurement Tab" in ClientPoint. You must be on the Measurement Tab to complete the SPDAT. If you do not have access to it, please call Christine Corbett at MCAH and she will help you set it up. The VI is completed as a sub-assessment like the SSM on many of the Intake Assessments.

There are Data Quality Reports for both Tools in ART>Data Quality>SPDAT Referral for the SPDAT is usually a score of 5+ on the VI.

Eventually, funding organizations for RRH and PH will want validation of the SPDAT score for those clients for whom you have issued vouchers. Currently DCH PH is requiring 40+ and RRH 25+ on the SPDAT. These thresholds may move around a bit as we go forward but it should be consistent.

HOME

"Giving me a place to vent"

"Keeping me off the streets"

"Helping me feel more confident in myself and less anxious"

"Making me feel like I matter"

"Having a safe place for everyone"

"Playing games and helped me make friends"

"Letting me take a shower"

HOME HAS HELPED ME BY...

"Staying positive in myself and staying away from drugs"

"Introducing me to the YEP program and giving me job experience"

"Giving food, resources and a positive attitude"

"Helping me to stay in school"

"Giving me someone to talk to"

"Getting me food to eat when we are out of food, getting clothes when needed, and making friends"

YOUTH &



RUNAWAY & HOMELESS YOUTH PROGRAM

The RHY Program connects youth and their families to services and resources, both at HOME and elsewhere in the community. Our goals are family reunification, harm reduction, homeless prevention, and safe exits from the streets.

- Runaway Report Follow-Up
- Street Outreach
- Case Management
- Safety Planning
- Family Check-Ups
- Support with Education, Medical & Mental Health, Transportation, and Finding Housing
- Help Getting IDs & Other Legal Documents
- Referrals to Other Services & Resources

RESOURCE



YOUTH EMPOWERMENT PROGRAM

YEP partners with local organizations and businesses to facilitate opportunities for youth to demonstrate responsibility, learn valuable skills, and gain work experience that will serve as a foundation to their personal success in the future.

- Youth Leadership & Development
- Paid Internships & Jobs for Ages 14+
- Workshops & Field Trips
- Resume Building & Interview Training
- Financial Literacy & Budgeting
- Opening a Maps Credit Union Account
- Professional Community Connections
- Community Service / Service Learning

There are 4 YEP cycles per calendar year, each running for approximately three months. Youth are welcome to apply for more than one cycle in order to gain experience from the various internships and jobs YEP has to offer.

Program Visit Northwest Human Services

March 25, 2019

Northwest Human Services Administration
681 Center St NE
Salem, OR 97301
503-588-5828

Staff interviewed: Paul Logan, CEO

History and overview

Northwest Human Services began in 1970 with the establishment of the Crisis & Information Hotline. The hotline began as a temporary information line for those planning to attend the Vortex folk festival, which was organized by Governor Tom McCall in response to a planned protest. When volunteers answering the line realized that the majority of calls were from local citizens who just wanted to talk to someone, the hotline was formally established as a 24/7 crisis line serving the local community.

The following year in the summer of 1971, two UCLA medical students came to Salem as part of an internship with Marion County Health Department. Appalled by the lack of health care services available to people who are low-income and/or homeless, the students, Phil Yule and Paul Kaplan, requested the assistance of the health department in opening a clinic to serve disadvantaged populations. With the county's support and assistance, The Cry of Love Free Clinic was opened, named after a popular Jimi Hendrix album of the day.

In 1979, The Cry of Love Free Clinic became the West Bank Health Network, and later the West Salem Clinic, as it is currently known. In 1982 the agency as a whole took on the name Northwest Human Services (NWHS) in an effort to move away from its counter-culture image, retaining the original mission to serve underprivileged citizens with respect and compassion.

Mission – the core mission of NWHS is to provide medical primary care. NWHS is a federally-authorized health care provider, and all services radiate from that core.

Programs & services

- ♦ West Salem & Total Health (Monmouth) Community clinics – provide primary care services to low-income, homeless and un-insured or under-insured individuals and families. The clinics offer a sliding scale fee program based on income and family size to ensure that no one is turned away due to inability to pay.
- ♦ West Salem Mental Health Clinic – provides mental health services for clients of West Salem and Total Health Community Clinics. Medicare, Oregon Health Plan, and most commercial insurance plans are accepted.

Transportation

- ♦ Transporting clients to the clinic is critical, and presents a significant challenge.
- ♦ Salem Hospital provided a fifteen-passenger van to NWHS which is used to pick up clients on a regular basis and transport them to NWHS medical clinic.
- ♦ Nurses regularly visit HOAP, and also provide care to people who are on the street.
- ♦ The need for transportation to the medical clinic is greater than one fifteen-passenger van can provide. NWHS hopes to obtain another van.
- ♦ Clients may obtain bus passes at the clinic.

Funding

- ♦ Income from the medical clinic covers the cost of both HOST and HOAP programs, as well as other wrap-around social services for very vulnerable populations. Without the medical clinic it would be very difficult for other NWHS social support services to survive.
- ♦ Very little money is available to support programs that serve the homeless population.
- ♦ If a program receives any federal grants (as does NWHS), the community may believe that the program does not need private donations. Program funding may be more stable if the organization does not seek any public funds, and instead focuses on community grants and donations.

Most vulnerable population – Homeless women are very vulnerable on a daily basis.

New transitional program in Dallas – Gale's Lodge will be providing transitional housing for six homeless veterans on the property of Dallas United Methodist Church

- ♦ A modular building will provide bed space for six veterans and a site host. Also included will be bathroom, laundry room, kitchenette, and common area. Computers will be provided in the day center to enable veterans to seek permanent housing and employment.
- ♦ Department of Veterans Affairs provided \$40,000 to purchase furnishings and provide a two-year stipend for the host.
- ♦ Polk County purchased the building. Mid-Willamette Valley Community Action Agency is providing ongoing financial support.
- ♦ The goal is for a veteran to obtain permanent housing within four to six months. However, if this is not possible the veteran may be allowed to remain for a up to one year.
- ♦ Background checks will be conducted; sexual offenders and people with a violent criminal history will not be accepted.
- ♦ Drugs, alcohol, and weapons will not be allowed on the property.
- ♦ Each participant will be connected with a peer mentor who is also a veteran.

Program Visit
Homeless Outreach and Advocacy Project (HOAP)
February 15, 2019

694 Church St. N.E.
Salem, OR. 97302
503 588-5827

Staff Interviewed: Stephen Goins, Transitional Programs Director

Overview

HOAP is operated by Northwest Human Services (NWHS), and serves mentally ill adults experiencing homelessness. HOAP operates a day center where clients receive a variety of supportive services.

The supportive services are provided in a positive, friendly atmosphere where clients are well known to staff and are treated with respect.

The goal of HOAP is to demonstrate an acceptance of everyone who visits the day center. The staff are skilled in working with people who exhibit active mental health symptoms, intoxication, or other potentially problematic behaviors. The atmosphere of the center feels safe, upbeat, and engaging.

Case Management is the centerpiece of this program. Trusting relationships are developed between client and case manager, and are also promoted between clients. Once a client trusts that they are safe at HOAP, they are able to work on growth plans and pursue long-term goals with their case manager. The ultimate objective is for the client to secure permanent long-term housing stability and develop and maintain connections with sources of ongoing support.

Facilities

The day center is located in a one-story building in downtown Salem that is well utilized with multiple activities occurring simultaneously. The bustling center is filled with clients waiting to be seen by case managers, volunteers cooking breakfast, clients eating breakfast together at large picnic tables in the common room, and using the one shower, toilet facilities, and laundry room. A consumer-run clothing distribution room is open part time, and the 24-hour Crisis Hotline operates in a section of the office.

The day center is open Monday - Friday from 9am - 2pm. The center is reserved for women only on Monday and Thursday 9am - 11am.

Program Operations and Services

- ♦ Clients are welcomed regardless of any behavioral challenges, recognizing that the majority of HOAP clients are mentally ill homeless adults. However, firm rules for behavior of clients are maintained by staff. No active drug use is allowed inside the building, nor is any violent or abusive behavior tolerated.

Recommendations for designing housing for people experiencing homelessness

- ♦ Adult women who are unsheltered are the most underserved and vulnerable segment of the homeless population. According to Stephen Goins, 100% of homeless women are sexually abused.
- ♦ A program without limiting conditions (low barrier) is needed for unsheltered women that would provide a safe place for them to sleep, gather, store belongings, and have access to mental health support and skilled case management.
- ♦ The goal of a low barrier program would be to help clients prepare for success in transitional living on their way to permanent housing. Small steps are required in order to move from homelessness to permanent housing.
- ♦ The lack of available low-income rental units prevents unsheltered women who have financial resources from securing housing.

Duration of the program

The HOST model for client growth consists of graduated steps toward independence. The expectation is for TLP clients to be ready for independent living within eighteen months. If a client is progressing satisfactorily, they can continue to live at HOST longer than eighteen months. Once a client has reached Phase 4 of the program, they are eligible to live in an on-site trailer for up to six months if they have not found a permanent living arrangement.

TLP Client skill building program

- ♦ TLP clients work as volunteers to run the store that adjoins the HOST facility.
- ♦ TLP clients hold volunteer jobs that help to keep the facility clean and safe.

TLP savings match program

- ♦ During Phase 1, clients are required to contribute 40% of all income to a savings account. These funds cannot be accessed without Program Manager approval.
- ♦ Upon moving into Phase 2, clients develop a simulated budget with the Skills Trainer. The amount budgeted for expenses must be deposited into the savings account.
- ♦ Upon completion of the program, NWHS provides a match of up to \$1,000, providing that the client has saved at least \$250 during program participation.
- ♦ If a client leaves HOST abruptly without completing their program goals, no match is provided regardless of the savings amount.
- ♦ Upon program completion, the funds in the client's savings account, including matching funds if applicable, are paid directly to a vendor (agency, business, landlord, etc) to facilitate the client's transition into independent living.

TLP Program capacity

- ♦ Fourteen dormitory-style beds are available for TLP clients.
- ♦ Eight trailer beds are available for graduated TLP clients who are ready to move into stable housing.

Drop-in day center

- ♦ Center is open Monday – Friday from 9am - 2pm.
- ♦ Any young adult with reasonable personal behavior is welcome.
- ♦ Day center clients have the opportunity to explore participation in the HOST program with a case manager.
- ♦ Staff may assess the client's interest in and eligibility for the HOST TLP program.
- ♦ Staff can assist the client in goal setting.

Program Interview
Oregon Housing and Community Services
March 1, 2019

Phone interview: Claire Seguin, Assistant Director, Housing Stabilization Division
Oregon Housing and Community Services
503 986-6758

The purpose of this conversation was to identify the ways in which Oregon Housing and Community Services (OHCS) provides assistance to programs that are working to reduce homelessness.

Additional materials were obtained from the OHCS website.

A number of housing stabilization programs are available and funds are obtained through the Community Action Agencies in each county.

The Housing Stabilizations Programs

- Emergency Housing Assistance program (EHA) assists low- or very low-income persons who are homeless or are unstably housed and at risk of becoming homeless.

Program components include:

- Street outreach
- Emergency and transitional shelter
- Transitional housing
- Rapid re-housing
- Homelessness prevention
- Supportive in-home services
- Data collection
- Community capacity building designed to enhance, expand, or sustain homeless services

- Housing Stabilization Program (HSP) provides temporary financial assistance and support services to stabilize housing for low-income eligible families who are homeless or unstably housed and at risk of losing their housing. The program provides short-term funding for families who are in a specific non-recurring crisis situation. A household can use HSP assistance for a maximum of four months.

Program components include:

- Housing-related costs
- Auxiliary services
- Case management
- Data collection

Emergency Housing Assistance (EHA)

<p>Program Overview</p>	<p>The Emergency Housing Assistance (EHA) program assists low- or very low-income persons who are homeless or are unstably housed and at risk of becoming homeless.</p> <p>EHA funds can pay for services from the following eight program components:</p> <ul style="list-style-type: none"> • Street outreach • Emergency and transitional shelter • Transitional housing • Rapid re-housing • Homelessness prevention • Supportive in-home services • Data collection • Community capacity building designed to enhance, expand or sustain homeless services
<p>Eligibility Requirements</p>	<p>People requesting assistance must have a total household annual income no greater than 80% of the area's median income for their size of household.</p> <p>To be eligible for services through the Veterans' funding, an applicant must have served on active duty or received a ribbon or medal for service and was discharged or released under honorable conditions; or received a non-service-connected pension from the U.S. Department of Veterans Affairs.</p>
<p>Program Funding</p>	<p>EHA program funds come from legislatively approved state general funds and the Document Recording Fee (DRF). Funds are allocated every biennium and DRF funds are distributed quarterly.</p>
<p>Program Delivery</p>	<p>Oregon Housing and Community Services (OHCS) makes funds available to community action agencies in localities across the state. These lead agencies are responsible to coordinate the use of the funds to serve their communities.</p>
<p>For More Information</p>	<p>To talk with someone about resources and services in your local area or county, contact your local community action agency at: http://www.oregon.gov/ohcs/CRD/css/docs/homeless-referral-list.pdf Information is also available through http://www.211info.org or by calling "211".</p>

Emergency Solutions Grant (ESG)

<p>Program Overview</p>	<p>The Emergency Solutions Grant (ESG) program provides federal funds to support local programs to assist individuals and families to quickly regain stability in permanent housing after experiencing a housing crisis or homelessness.</p> <p>ESG funds can pay for services from the following five program components:</p> <ul style="list-style-type: none"> • Street outreach • Emergency shelter • Homelessness prevention • Rapid re-housing • Data collection
<p>Eligibility Requirements</p>	<p>The program is available for households that meet criteria for being homeless or chronically homeless, or are at risk of homelessness, with a total household annual income no greater than 30% of the area's median income for their size of household. Additionally, households must lack sufficient resources and support networks necessary to retain housing without ESG assistance.</p>
<p>Program Funding</p>	<p>Oregon Housing and Community Services (OHCS) contracts with the U. S. Department of Housing and Urban Development (HUD) annually for the receipt of ESG funds.</p>
<p>Program Delivery</p>	<p>OHCS makes ESG funds available to community action agencies in localities across the state. These lead agencies are responsible to coordinate the use of the funds to serve their communities.</p>
<p>For More Information</p>	<p>To talk with someone about resources and services in your local area or county, contact your local community action agency at: http://www.oregon.gov/ohcs/CRD/css/docs/homeless-referral-list.pdf. Information is also available through http://www.211info.org or by calling "211".</p>



HOME Tenant Based Assistance (HTBA)

Program Overview	<p>The HOME Tenant Based Assistance (HOME TBA) program offers financial assistance to very low-income households. Rent payments are made directly to the program participant's landlord.</p> <p>The household can choose their own housing provided the housing passes a quality inspection prior to the beginning of assistance. All participating tenants are required to pay at least 30 percent of their adjusted gross income toward their rent and utilities. The minimum household contribution is \$10.</p> <p>Program requirements include the tenant's engagement in a self-sufficiency program and case management with a goal of increased stabilization and independence.</p> <p>HOME TBA funds can pay all, or a portion of, the following three program components:</p> <ul style="list-style-type: none"> • Refundable security deposit • Utility deposits • Monthly rent and utilities
Eligibility Requirements	<p>People requesting assistance must have a total household annual income no greater than 50% of the area's median income for their size of household.</p>
Program Funding	<p>Oregon Housing and Community Services (OHCS) contracts with the U. S. Department of Housing and Urban Development (HUD) annually for the receipt of HOME funds.</p>
Program Delivery	<p>Oregon Housing and Community Services (OHCS) makes funds available to community action agencies in localities across the state. These lead agencies are responsible to coordinate the use of the funds to serve their communities.</p>
For More Information	<p>To talk with someone about resources and services in your local area or county, contact your local community action agency at: http://www.oregon.gov/ohcs/CRD/css/docs/homeless-referral-list.pdf. Information is also available through http://www.211info.org or by calling "211".</p>

Housing Choice Landlord Guarantee Program

<p>Program Overview</p>	<p>Oregon Housing and Community Services (OHCS) was directed by the 77th Oregon Legislative Assembly to develop and implement the Housing Choice Landlord Guarantee Program. The Housing Choice Landlord Guarantee Program is designed to provide financial assistance to landlords to mitigate damages caused by tenants as a result of their occupancy under the HUD Housing Choice Voucher Program, also known as Section 8.</p>
<p>Eligibility Requirements</p>	<p>A landlord may apply for financial assistance to reimburse them for qualifying damages. To be eligible for the program, landlords must have leased to tenants through the HUD Housing Choice Voucher Program, also known as Section 8. Tenants with Housing Choice vouchers for veterans, also known as Veterans Affairs Supportive Housing or VASH vouchers, are also eligible. The damages to the residence must exceed normal wear and tear, and must have occurred from occupancy that began after July 1, 2014.</p> <p>To qualify for program assistance, a landlord must first obtain a judgment against a tenant from a court in an Oregon county, in which either the tenant or the property is located.</p> <ul style="list-style-type: none"> a) The judgment must be from a circuit court, a small claims department of a circuit court, or a justice court (note: a small claim judgment is not the same as a Forcible Entry Detainer (FED) or eviction judgment); b) The time frame for appeal of the judgment must have expired without appeal or the judgment must otherwise not be subject to further judicial review. <p>Program assistance is limited to reimbursement for those amounts covered in a final judgment. Claim reimbursements may include expenses related to property damage, unpaid rent, or other damages satisfactorily described and documented in a claim from the landlord to OHCS. Property damage claims may include the following:</p> <ul style="list-style-type: none"> a) Property damage incurred from occupancy that began after July 1, 2014; b) Property damage was caused as a result of a tenant's occupancy, pursuant to a rental agreement under the Housing Choice Voucher Program at the time the damage was incurred; c) Damage to property exceeds normal wear and tear and was depreciated for the term of tenant's occupancy; and d) Expenses for repairs are in excess of \$500, but not more than \$5,000 per tenancy.
<p>Types of Program Assistance</p>	<ul style="list-style-type: none"> a) Partial Reimbursements: Program assistance may be available for damages in amounts less than \$500 when a partial amount is still owed on a judgment that is in excess of \$500. For example, if a landlord received a payment of \$400 on a \$700 judgment on qualifying damages, the landlord may seek reimbursement for the remaining \$300 owed to them under the judgment. b) Reimbursements up to \$5,000: Program assistance for damages up to \$5,000 may be provided on a judgment that is in excess of \$5,000. For example, if a landlord has a judgment for \$7,000 for qualifying damages, the landlord may see reimbursement for up to \$5,000 of the qualifying damages.



Continuum of Care program

Overview

Continuum of Care (CoC) is a Department of Housing and Urban Development (HUD) program that has been required by HUD since 1994, and was revised in response to the McKinney-Vento Homeless Assistance Act of 2009. It provides for coordination of homeless services and homelessness prevention within a specific geographical area. The goal of the program is to assist sheltered and unsheltered homeless people by providing housing and/or services needed to help them move into housing with the goal of long-term stability.

Purposes of the program

- ♦ Stimulate community-wide planning and coordination of programs for individuals and families who are experiencing homelessness
- ♦ Provide access to federal funding through competitive grants to those who provide services
- ♦ Promote access to and effective use of mainstream programs

Current CoC structures in Oregon

- ♦ Single-county structures
 - OR-500 Lane
 - OR-501 Multnomah
 - OR-502 Jackson
 - OR-506 Washington
 - OR-507 Clackamas
- ♦ Regional structure – OR-503 Central Oregon CoC includes Deschutes, Jefferson, and Crook counties
- ♦ OR-505 Balance of State (BOS) – includes the remaining twenty-eight Oregon counties, including Marion, Polk, and Yamhill counties

History of the CoC in the mid-Willamette Valley

- ♦ Marion and Polk counties originally formed a regional CoC that was administered by Mid-Willamette Valley Community Action Agency. The CoC collaborative included multiple representatives of agencies that served people experiencing homelessness.
- ♦ In 2011, the Rural Oregon Continuum of Care (ROCC) approached the Marion-Polk CoC about merging efforts. In response, the Marion-Polk collaborative chose to merge the Marion-Polk CoC into the BOS CoC.
- ♦ In March 2019, the staff of the Mid-Willamette Homeless Initiative (MWHI) issued a CoC analysis containing a formal recommendation to reestablish a regional CoC which would include Marion and Polk counties, and possibly also Yamhill county. During late 2018 and early 2019, resolutions in support were passed by Marion and Polk counties, the cities of Salem, Keizer, McMinnville, and several other locales. Staff of MWHI held a conference call with HUD officials to discuss the process of establishing the new CoC. HUD officials recommended that the formal request be submitted before December 2019.

Program Visit
Quixote Village
February 28, 2019

Quixote Village
3350 Mottman Rd. SW
Olympia, WA. 98512
360-338-0451

Staff Interviewed: Jaycie Osterberg: Executive Director

Overview

Quixote village is a tiny house village that provides transitional or permanent housing for thirty previously homeless adults in Olympia, Washington. The village grew out of a tent camp that arose in 2007 as part of the Occupy Movement. The residents of the tent camp joined together and gradually developed into a cohesive community, and began designing a permanent village. An architect and other volunteers joined with the residents, and together they created the final design and built Quixote Village on land provided by the county. Quixote Village opened in December of 2013, and is operated by Panza, a nonprofit corporation that does business as Quixote Communities. Two other villages are in development.

The goal of the village is to provide stable housing for every villager. Quixote Village is designated as a permanent housing site, although most villagers live on site for about a year before moving into permanent housing elsewhere.

Mission

We provide housing opportunities for people experiencing homelessness. We strive to create communities that promote access to the care and services their residents need to help them achieve their goals.

Vision

A community safely housed. A path to stability. A better quality of life.

Program

- ♦ The 30-unit village is designated as permanent housing. A few residents have lived there since the village opened and intend to remain permanently. However, most villagers move to other permanent housing within a year.
- ♦ Villagers pay 30% of their income for rent.
- ♦ Each villager is paired with a case manager who helps the villager overcome barriers that prevent a move into more substantial permanent housing.
- ♦ Villagers must be age 18 or older.
- ♦ 40% of the villagers are women.

- ♦ Location is important for the village. Quixote village is located in a semi-industrial area, rather than downtown. Many residents of the village prefer being away from downtown where they faced many challenges, and appreciate the opportunity to start anew.
- ♦ The facility's permit was granted under the Single Room Occupancy (SRO) code. The Thurston Housing Authority was very specific about the language required to become an SRO project.
- ♦ Because the facility is designated as permanent housing, fair housing laws apply.

Transportation

- ♦ A public bus stop is located directly in front of the village. This stop was recently added by the transit authority for the benefit of Quixote Village. Before the new stop was added, the closest bus stop was nearly one mile away.
- ♦ Bus passes are provided when funds allow.
- ♦ A van that was originally provided to the village by the transit authority is used by the case manager to transport villagers to medical appointments, mental health appointments, food bank trips, etc.
- ♦ Additionally, para-transit services are arranged for villagers with disabilities.

Governance

- ♦ Quixote Village was originally self-governed, whereby decisions were made by the resident council.
- ♦ Quixote Village has evolved into a staff-run program, and the villagers provide input to staff. This was necessitated in part by the requirements of fair housing laws.

Program Results

- ♦ Although Quixote Village is designated as a permanent housing site, only five of the people who reside in the village are permanent residents.
- ♦ Of the villagers who have transitioned to other permanent housing, 90% have remained in that housing.
- ♦ New villagers arrive in survival mode. They receive mentoring from case managers and stable peers, which enables them to develop strong and supportive relationships with the village family.
- ♦ Villagers who leave Quixote Village receive ongoing case management services for a few months until they are confident in their new setting.

Funding

- ♦ The City of Olympia was very supportive of the Village, as was Thurston County.
- ♦ Land was provided by the county at the rate of \$1 per year for a 41-year contract.
- ♦ \$1.5 million was given by the state of Washington to build the individual housing units and central community building.
- ♦ A portion of the units are designated as permanent housing by the U.S. Department of Housing and Urban Development (HUD), and thus qualify for HUD rent subsidies. In those units, HUD funding is dedicated to the unit, regardless of who lives there (as long as it is long-term tenancy). In the other

must know that their concerns are heard and addressed, and that the program will be a good neighbor.

- ♦ The location of the site should be appropriate for the needs of program participants.
- ♦ The most important element for success is having a supportive staff that is trauma-informed and treats each program participant with respect.

**QUIXOTE VILL7 GE
LE7 SE 7 GREEMENT**

This Lease 7 greement is made and executed in duplicate this _____ day of _____, _____ by and between Panza, (3350 Mottman Road SW, Olympia, Washington) a nonprofit corporation, the owner and manager (hereinafter called the "Landlord") and _____ (hereinafter called the "Resident").

In consideration of the payment of the rents and the performance of the covenants contained herein on the part of the Resident and the Landlord, the Landlord does hereby rent to the Resident and, in consideration of the premises, the Resident does hereby rent from the Landlord upon these terms and conditions, the following property particularly described as follows:

- 1) **Property:** Cottage Number _____ located in Quixote Village at 3350 Mottman Rd.SW, Olympia, Washington.

-)) **Term:** For the term of twelve (12) months commencing on _____, expiring on _____.
 - a. If the Resident does not vacate the premises on or before the ending date specified in this section, this Lease shall be automatically **renewed for successive terms of one (1) month each at the stated rental rate**, unless Renter is advised with a 30-day notice of a rental increase, payable in advance without demand on the first day of each month. Should the Resident elect to vacate at the end of the Lease term, Resident is required to give Landlord twenty (20) days written notice, per Paragraph 17 of the 7 greement. Each party may terminate this lease at the end of a successive term by giving written notice at least twenty (20) days prior to the end of the intended final month.

 - b. If Resident vacates the premises prior to the expiration of the lease with rent for the lease term still due, Resident shall be obligated for the rental payments for the remainder of the term of the lease, or until the premises have been re-rented, whichever is less, as provided for by Washington State Law (RCW 59.18). The balance of any security deposit due Resident shall be applied (after the premises have been returned to their condition prior to occupancy) to the balance due Landlord upon such abandonment prior to expiration of the lease.

- 3) **Rent:** Monthly rent shall be 30% of the Resident's income per month due on the first of each month unless an alternate monthly due date is approved by the Landlord. Renters receiving rental assistance from HUD must pay either 30% of their income or \$50, whichever is higher, per month. Rent will be considered late if received by Landlord more than five days after the 1st of the month or the alternate monthly due date.

- 4) **Security Deposit:** Resident will pay a security deposit of \$100.00 to the Landlord, which will be deposited in a bank account as security for the faithful performance of the terms of this agreement. The security deposit is due and payable in full prior to move-in to the cottage, unless Landlord shall agree to installments, which shall be as follows: _____ Landlord shall hold this security

- 7) **General Restrictions:** Resident must occupy the premises. Resident shall use the premises as a private dwelling for himself or herself only.

This Lease 7 greement is being agreed to for the occupancy of the following person only:

Name: _____ : Resident

Resident may not receive mail for any persons other than those listed in this lease agreement.

Resident cannot sublet or assign the cottage or any part thereof, or any interest therein without the written authorization of Landlord. Landlord may withhold this consent at Landlord's sole discretion.

7 ll guests shall abide by the Quixote Village Rules and Policies as set forth in 7 ttachment 2. Failure to do so shall be grounds for eviction. Resident and guests shall have due regard for the peace, comfort and enjoyment of the other residents in the Village.

- 8) **7 dditional Charges:** In addition to the basic rent, and as additional rent, the following charges will be made:
- a. Resident shall be in default under this agreement if the rent is not paid in full by the end of the fifth (5th) day of the month or the end of the 5th day of the agreed monthly due date, and agrees to pay a fee of \$20.00 for each breach of this condition to compensate Landlord for the administrative expenses incurred in processing the late payment. If rent is paid 10 or more days late and is accepted by Landlord, an additional \$40.00 late fee may be charged.
 - b. Resident agrees to pay a charge of \$25.00 for each returned unpaid check to compensate Landlord for the administrative expenses incurred in processing the returned check. Only a cashier's check, cash or money order will be accepted to honor the returned check.
 - c. If a check is submitted without sufficient funds two (2) times, all payments for the next twelve (12) months must be made with a cashier's check, cash or money order.
- 9) **Condition of Dwelling Unit:** By signing this Lease 7 greement, Resident acknowledges that Resident has inspected the cottage and that the cottage is safe, clean, and in good condition. Resident accepts the cottage in its present condition and agrees that all appliances and equipment in the unit are in good working order, except as described on the Unit Inspection Report, which is 7 ttachment 1 to this Lease 7 greement. Resident also agrees that Landlord has made no promises to decorate, alter, or improve the unit, except as listed on the cottage Inspection Report. Resident also acknowledges that Quixote Village is located in an area zoned for industrial use and that noise levels appropriate to activity in such a zone may be experienced.

occupancy.

- 13) Holdover:** In the event either the Landlord or Resident terminates this agreement using a twenty day notice as provided herein, Resident agrees to vacate the premises before 10:00 p.m. on the last day of the monthly rental term. Should Resident fail to vacate on or before the expiration or termination date, the holdover shall be presumed to be willful and deliberate, and Landlord shall be entitled to require Resident to vacate the unit; to take possession of the premises; to damages incurred through the loss of a prospective Resident; and to other expenses incurred due to breach of this condition of the Lease 7 greement, including but not limited to, attorney's fees.
- 14) Attorney's fees:** In the event that it is necessary for either party to retain an attorney or to bring suit to enforce this agreement, the prevailing party shall be entitled to reasonable attorney's fees, service fees and court costs reasonably required to enforce the agreement.
- 15) Abandonment/Default:** Resident's absence from the premises for 15 consecutive days while all or any portion of the rent is unpaid shall be deemed an abandonment of said premises unless Resident has indicated otherwise to Landlord, and this tenancy shall, at the option of the Landlord, terminate without further notice. In addition, any default under this Lease 7 greement shall entitle Landlord to terminate this Lease 7 greement and evict Resident. In such event, Landlord may dispose of all Resident's property remaining on said premises in a manner consistent with the prevailing Landlord/Tenant law and re-rent said premises. Furthermore, in the event rent is fully paid, the absence of a Resident from the premises for more than 30 consecutive days or for more than 60 days during a calendar year shall be grounds for termination of this Lease 7 greement, unless Landlord agrees in writing to an exception to this requirement.
- 16) Resident's and Landlord's Liabilities:** Resident understands that it is Resident's choice whether to obtain renter's insurance covering personal property, and Resident further agrees that all personal property in the cottage and any designated storage areas shall be at the risk of the Resident. Resident releases Landlord from any liability for loss of damage to Resident's property while located in the cottage or in any other part of the Village unless such damage is caused by Landlord's gross negligence. No property shall be stored outside the cottage except in areas designated by the Landlord for such use. Resident shall remove all property from the premises immediately upon termination of tenancy. In the event such property is not so removed, Landlord may dispose of same without any liability to Resident whatsoever. Resident releases Landlord from any and all liability to person and property suffered by Resident while on said premises or on the premises of which the cottage is a part. Resident shall hold Landlord safe and harmless from liability for any injury or damage to any person or property resulting from the acts, omission, or negligence of Resident or Resident's guests.
- 17) Resident's Notice to Vacate to Landlord and Landlord's Notice to Resident to Vacate**
Either party may terminate this Lease 7 greement by giving twenty (20) days written notice, which shall be given at least 20 days or more before rent is due. Landlord may terminate this Lease 7 greement as otherwise provided by law.

QUIXOTE VILLAGE LEASE AGREEMENT ATTACHEMENT 1

Move In - Move Out Inspection Report

Tenant Name _____

Cottage # _____

Date Move-In _____

Date Move-Out _____

Terms (check one) Eviction___ Proper Notice___ Skip___ Early Termination___

of Keys Issued _____

of Keys Returned _____

	MOVE - IN		Comments	MOVE - OUT		Comments
	Acceptable			Acceptable		
	Yes	No		Yes	No	
Living Area						
Front Door						
Porch						
Ceiling						
Walls						
Floor						
Closet						
Windows						
Curtains						
Outlets						
Phone Jack						
Lights						
Other						
Bathroom						
Ceiling						
Door						
Walls						
Floor						
Toilet						
Basin						
Lights						
Outlets						
Other						
Misc.						
Locks						
Keys						
Furnishings						

LE7 SE 7 GREEMENT 7 TT7 CHMENT 2**Quixote Village Rules and Policies****Program Overview**

Quixote Village was the brainchild of a group of homeless people who founded Camp Quixote. They wanted the privacy and dignity of their own house, but they wanted to live in community with each other. That's why they envisioned 30 small cottages and a central community building with showers, laundry, and kitchen facilities, and living and meeting space.

Resident Council Rules and Policies*Cardinal Rules*

These five most basic rules of behavior were originally established by the residents of Camp Quixote. They have stood the test of time. Violation of any of these cardinal rules is grounds for eviction from Quixote Village.

No violence or the threat of violence, abusive language, gestures, or behavior;

No expressions of prejudice or disrespect toward or about anyone based on race, ethnic background, religion, age, disability or sexual orientation;

No sexual or any type of harassment by residents, visitors or staff;

No weapons or firearms;

No illegal behavior of any kind.

Any resident exhibiting any behavior that threatens the health and safety of other residents, staff, visitors, or property will receive a 3-day nuisance eviction notice from the Program Manager. If the resident does not vacate by midnight the third day, a legal eviction will be pursued.

Resident Work Contribution

Quixote Village is a not for profit operation, and everyone's help is needed to keep costs down so that the Village can be sustained.

- All residents who are able contribute a minimum of eight hours of service to the Village each week by doing assigned chores intended to maintain common areas, such as the kitchen, shower and laundry areas, and landscape. These tasks will be organized and assigned by the Resident Council's Executive Committee with assistance from the Program Manager. The number of required hours may be changed from time to time by

- Dining area cleanup includes clearing tables, wiping and sanitizing tables, and leaving tables empty of any clutter.
- Laundry room cleanup includes removing all clothing, laundry products and containers promptly, and cleaning the lint trap in the dryer after each use.
- Shower room cleanup includes rinsing and sanitizing tubs and showers, removing all personal care products, towels, and clothing, and cleaning hair out of drains.

On the Grounds

- 7 ll cigarette butts go in containers labeled for that purpose.
- No littering.
- Each resident is responsible for the maintenance of the garden or lawn in front of his or her cottage.
- Respect residents' garden areas by not walking in them.
- Keep front porches reasonably tidy and presentable.

Garbage, Compost and Recycling

- Residents are required to separate garbage, recycling and compost and to dispose of each promptly and correctly.

Consequences for Rule Violations

The Executive Committee will work with the Program Manager to document and address all rule violations. Decisions on the consequences of rule violations relating to behavior that threatens the residents' health and safety or timely payment of rent will be made by the Program Manager. 7 ll decisions on consequences will be made in accordance with the principle of equal treatment for all. The repetition of offences justifies more serious consequences. The consequences of rule violations may include eviction.

Joint Resident Council and Panza Rules and Policies

The following rules and policies regarding life at Quixote Village have been jointly developed by the Resident Council and the Board of Directors of Panza.

Village Drug/7lcohol Policy

7 ddiction is a disease, and those who are chemically dependent need to be treated respectfully and provided treatment that will help them to get out from under their addiction. Those individuals need a safe and supportive community that encourages them in their recovery.

We know that addiction is a relapsing disease and those with addiction deserve opportunities to try to be in recovery, fail, and try again. While we understand the complexity of this disease, we believe that the expectation should be that residents be clean of illicit drugs and alcohol at the time that they move into the Village.

These are the requirements of the drug/alcohol policy at Quixote Village:

the recommendations of that assessment. (Just going to meetings like 77 meetings will not be a substitute for an assessment.)

- Quixote Village will hold a place in the Village for any resident who is referred to in-patient chemical dependency treatment, while in treatment. Rental payment and chore completion will be worked out with the Program Manager.
- The Resident 7 dvocate will assist residents in sticking with their aftercare plan when they have completed in- or out-patient treatment.
- If the resident refuses to discontinue their alcohol use, drug use, drug behavior, drug dealing or drug sharing or decides not to comply with the rules stated above, the Program Manager, with input from the Resident 7 dvocate, may eventually have to ask the resident to leave, especially in cases where the drug use and behavior is affecting other residents. 7 sking a resident to leave is never the desired outcome and should only occur when someone has been given chances and has shown over a period of time that recovery is not their goal.

Village Governance

Panza, the non-profit support organization that serves as the Village landlord, makes rules necessary for the legal, safe, and sustainable operation of the Village.

The Executive Committee and the Resident Council may make recommendations to the Program Manager regarding disciplinary measures for some rule violations and candidates for residency or eviction. Panza reserves the right, as legal landlord, to make final decisions on residency and eviction based on the information at hand, which may include the Council's recommendations.

7 ll residents are required to attend weekly Resident Council meetings, and to show up on time and stay until the meeting is adjourned. Valid excuses for not attending are work, medical emergencies, family visits and family emergencies. Written verification may be requested. The resident must notify staff or a Council leader if the he or she is unable to attend.

The Resident Council will hold elections twice a year for a five-member Executive Committee. 7 fter two consecutive six-month terms on this committee, a resident must "sit out" one term before being eligible to serve again.

The Executive Committee will be responsible for preparing weekly meeting agendas, facilitating Resident Council meetings, advising the Program Manager on work assignments and rule changes, and working with staff to ensure that the rules are appropriately enforced. Ongoing training in the basic tenets of the Landlord-Tenant 7 ct will be provided to the members of the Executive Committee by the Program Manager.

The Program Manager will provide staff support and assistance to the Executive Committee and will keep an accurate record of decisions of the Executive Committee and the Resident Council.

Manager will inspect each cottage once every two months to ensure compliance with this requirement. Residents will be notified 48 hours in advance of a monthly inspection.

- All residents' belongings must be contained inside their cottages, and front porches must be kept tidy, and may not be used for storage.
- Residents may not build any accessory structures or make any alterations to cottages.
- Residents must immediately inform the Program Manager of any defects or damage to plumbing, fixtures, heater, or any other part of the cottage.
- Residents must pay the actual cost for disposal of any large items, such as private furniture, building materials, or mattresses.

Resident Goals

- All residents will meet with the Resident Advocate prior to moving in and establish goals they will work to achieve while in the Village.
- Residents who come to the Village with an active addiction must include becoming clean and sober as one of their goals, and agree to be held accountable for achieving this goal. Periodic drug and alcohol testing may be conducted to ensure honesty and accountability.
- Once in the Village, residents agree to meet with the Resident Advocate at least once a month to review progress towards meeting their goals.
- Lack of serious and consistent effort by a resident towards meeting personal goals will result in penalties, including eviction.

Bedbug/pest Policy

To prevent the spread of bedbugs and other pests, all residents must be vigilant and report any sign of infestation to the Program Manager immediately.

Residents must also abide by the following rules to prevent infestations:

- Do not EVER remove the mattress covers. If they become worn or have holes, ask the Program Manager for a replacement. If mattress covers are removed, residents will be required to pay for replacement, and may also be required to pay for a replacement mattress.
- Do not store food in your cottage except for non-perishable items in pest-proof containers.
- If you have guests who mention that they have bedbugs in their homes, they are likely to have carried them into your cottage in their clothing. If this happens, ask the Program

Program Visit
Salem-Keizer School District
Students in Transition Educational Program (STEP)
October 29, 2019

Staff interviewed: Julie Conn-Johnson, District Liaison /Program Assistant
1309 Ferry St. S.E.
PO Box 12024
Salem, OR 97309
503-391-4060

Mission – To provide educational opportunities that enable students without a home, and unaccompanied youth, to achieve academic success. To connect families with community resources that support school and family stability.

McKinney-Vento Act – History and overview

The Students in Transition Educational Program (STEP) was developed and implemented in order to comply with the requirements of the McKinney-Vento Act. The act, which was originally called simply the McKinney Act, was first signed into law in 1987 to provide a spectrum of services for people who were experiencing homelessness. However, the act offered little support for public education for homeless children, and in response to that deficiency, the State of Illinois passed the Illinois Education for Homeless Children Act in 1995. The protections afforded by the Illinois act were later incorporated into the federal act, and the McKinney-Vento Homeless Assistance Act was enacted in 2000. The McKinney-Vento was strengthened by the passage of the Every Student Succeeds Act (ESSA) in 2015, which enhanced the services provided for preschool children and unaccompanied youth who are homeless.

The McKinney-Vento Act is a conditional funding act, which means that the federal government gives grants to states and, in return, the grantee states are bound by the terms of the act. The Act establishes the following educational rights for students who are experiencing homelessness.

- ♦ Enroll and attend classes immediately even if unable to provide proof of residency, immunization records, or other documents
- ♦ Attend the neighborhood school or the school of origin (the school the student attended when permanently housed or last enrolled)
- ♦ Attend their school of origin until the end of the school year, even if they become housed or move out of district, if feasible
- ♦ Receive a written explanation and right to appeal if educational placement is denied
- ♦ Attend school while a dispute resolution or disagreement is resolved
- ♦ Receive transportation to and from the student's school of origin
- ♦ Access school services needed such as Title I, Special Education, Migrant Education, English Language Learner (ELL) Services, and Student Access and Advancement (TAG) Services
- ♦ Participate in extra-curricular activities

Nature of the student population

Number of students served in the Salem-Keizer School District

- ♦ Students served during the academic year
 - 2015-16 school year – 1,150
 - 2018-19 school year – 1,355
- ♦ Based on the number of students served thus far this year, a vast increase in number of students to be served in 2019-20 is projected

Sources of student referrals

- ♦ Teachers
- ♦ School counselors
- ♦ Parents
- ♦ Students themselves
- ♦ Other social service providers

Age distribution of students served – year by year the age distribution varies. However, at this time 12% of students receiving STEP services are in the 12th grade.

Geographic distribution of students served

- ♦ STEP students are served throughout the district, and every area has students who are experiencing homelessness.
- ♦ At this time, there is a large population being served in the Keizer area.
- ♦ Because students and their families who are experiencing homelessness tend to be subdued and are often invisible, STEP believes that it is important to educate each school's community regarding the existence and needs of these students.

Parental involvement

Approximately 80% of STEP students have parents who are involved.

Trauma history – Current research shows that one out of four families in the Salem-Keizer School District have experienced some major trauma that affects how the family will deal with ordinary daily life. This is particularly true for the students served by the STEP program, who by virtue of experiencing homelessness, are experiencing profound trauma.

Student participation

Eligibility – children and youth who are in transition who lack a fixed, regular or adequate nighttime residence, including:

- ♦ Doubled up, couch surfing, or sharing the housing of others due to economic hardship
- ♦ Living in emergency or transitional shelters
- ♦ Living in motels, trailer parks, or camping due to a lack of alternative accommodations
- ♦ Living in cars, parks, or other public spaces
- ♦ Living in abandoned buildings or substandard housing, with no heat, electricity, water, or floors
- ♦ Migrant students living in any of the above

- ♦ Ongoing contact is made with school counselors, teachers, and principals in order to ensure that they are aware of the resources available to help students in need.
- ♦ Information about the program is available on the Salem-Keizer School District website.
- ♦ A great deal of effort has been put into creating and developing community relationships and partnerships, such as:
 - Assistance League – Operation School Bell
 - 1,000 Soles, providing shoes for students
 - Salem Association of Realtors
 - Fraternal organizations
 - South Salem Connect
 - Other community organizations
- ♦ Word of mouth

Ideas for program development and improvement

- ♦ More student advocate staff are needed. At this time, some advocates are responsible for providing services to more than 200 students. This case load is ten times the recommended number of clients per staff member in comparison with other programs visited).
- ♦ More advocates are needed to go out into the community whenever a student is not in school, in order to connect with the student and encourage the student to return to the classroom as soon as possible.
- ♦ Student success could be greatly enhanced with a designated advocate to be a Graduation Coach. The Graduation Coach would be responsible for connecting with each high school junior or senior in order to help them stay on track to graduate on time.
- ♦ Additional bus drivers are needed throughout the Salem-Keizer School District, and this especially impacts STEP students.
- ♦ More staff are needed for data collection and analysis to better review program operation and evaluate outcomes.
- ♦ The name of the program could be changed from STEP to the McKinney-Vento program. The STEP name is unique to the Salem-Keizer district. Changing the name would create consistency with other school districts throughout the country, thus ensuring that anyone from out of the district would know there is a program available for students who are experiencing homelessness.

Program Resources

- ♦ Funding sources – these are mostly stable and unchanging.
 - Federal funds – Title I
 - Salem-Keizer School District General Fund
 - Application is in process for a three-year sub grant under the McKinney-Vento Act. The grant is very competitive, and nationally only 22% of school districts are awarded the grant. If the grant is approved, the fund will be used to pay for an additional advocate.

Our Mission

To provide educational opportunities that enable students without a home, and unaccompanied youth, to achieve academic success. To connect families with community resources that support school and family stability.

RESOURCES

- ◆ ARCHES Day Center 503.399.9080
- ◆ Center for Hope & Safety 503.378.1572
- ◆ Congregations Helping People 503.391.4365
- ◆ Crisis & Information Hotline 503.581.5635
- ◆ DHS Self-Sufficiency, *Keizer, 3420 Cherry Avenue NE, # 110, 503.373.0808 *North Salem, 4074 Wine-
ma Place Bldg.# 53, 503.378.2731 *South Salem,
1185 22nd Street SE, 503.378.6327
- ◆ Helping Hands Resources 503.364.9936
- ◆ HOME Youth & Resource Center 503.391.6428
HOST (Youth) 503.588.5825 TLP 503.361.0380
- ◆ Jackson Street Youth Services 541.220.2950
- ◆ Marion-Polk Food Share 503.581.3855
- ◆ MWV Community Action Agency 503.585.6232
- ◆ National Center for Homeless Education (NCHE)
www.serve.org/nche
- ◆ Salem Housing Authority 503.588.6368
- ◆ Salem Interfaith Hospitality 503.370.9752
- ◆ Salvation Army 503.585.6688
- ◆ Simonka Place (Women & Children) 503.362.7487
- ◆ St. Joseph's Shelter 503-845-6147
- ◆ Union Gospel Mission (men's shelter) 503.362.3983

Contact a STEP Advocate at:

Paulus Administration Center

1309 Ferry Street SE, Salem, Oregon 97301

503.391.4060 phone

District Liaison / Program Assistant

Julie Conn-Johnson

Youth Advocates

Billy Niebla

Amanda Morreira

Maritza Ceja

Sharma Owens

Claudia Rios

Administrative Secretary

Tiffany Tombleson

Email:

lastname_firstname@sa.keiz.k12.or.us

State Coordinator for Education of Children and
Youth's Experiencing Homelessness

Dona Bolt 503-947-5781
dona.bolt@state.or.us



**SALEM-KEIZER
PUBLIC SCHOOLS**

Superintendent

Christy Perry

Director of Academic Achievement

Linda Myers

Federal Programs Coordinator

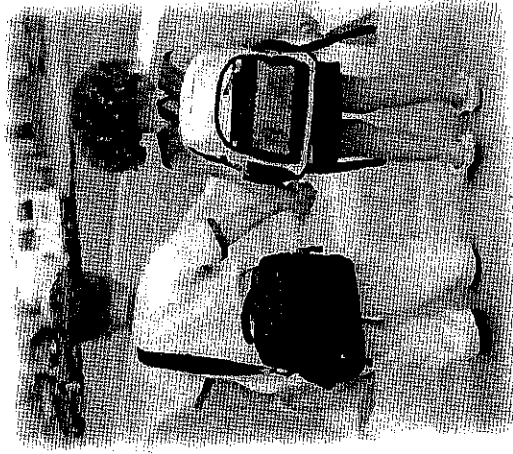
Wendy Roberts



**SALEM-KEIZER
PUBLIC SCHOOLS**

S.T.E.P.

**Students in
Transitional
Educational
Program**



**"Taking STEPS Towards
Academic Success"**

Homelessness "At a Glance"

Indicators of Possible Homelessness

- ◆ Chronic hunger and/or tiredness
- ◆ Enrollment at many different schools
- ◆ Inconsistent school attendance or tardiness
- ◆ Grooming and personal hygiene issues
- ◆ Consistently comes to school without homework, books, supplies, or signed papers
- ◆ Incompatible clothing for the current season or incorrect sized clothing
- ◆ Changes in behavior, characterized by shyness, withdrawal, nervousness, anger or aggression
- ◆ Mentions staying with family, friends, or not sure where they are staying on future nights

Homeless Definition

Students who lack a fixed, regular, and adequate nighttime residence as defined below.

- ◆ Doubled-up, couch surfing, sharing housing with family or friends due to an economic hardship, or similar reason
- ◆ Living in an emergency or transitional shelters
- ◆ Living in a motel/hotel, vehicles, parks, trailer parks, or campgrounds, due to lack of alternative accommodations
- ◆ Living in abandoned buildings or substandard housing with no heat, electricity, water, or floors

Unaccompanied Youth Definition

Youth not in physical custody of a parent or guardian and living in any of the situations listed under the "Homeless" definition.

- ◆ Abandoned by their family
- ◆ Couch surfing with family or friends
- ◆ Kicked out of their homes
- ◆ Runaway from home
- ◆ Living in any of the conditions listed under "Homeless Definition"

STEP Student Count

Grade & School Year	2012-2013	2013-2014	2014-2015	2015-2016
Pre-K - 5th	332	452	509	567
6th - 8th	166	192	233	245
9th - 12th	308	310	300	338
District Total	806	954	1042	1150
Un-Accompanied Youth	200	172	179	197



Salem Keizer Public Schools
 S.T.E.P. Program 503-391-4060
 1309 Ferry St SE, Salem OR 97301

Program Visit
Salvation Army Lighthouse Shelter
February 27, 2019

Salvation Army Lighthouse Shelter
1977 Front Street N.E.
Salem, OR 97301
503-585-6688

Staff Interviewed: Tammy Maguire, Intake Assistant
Wade Hosler, Lead Resident Advocate

Overview

The Lighthouse Shelter is operated by the Salvation Army, and provides emergency shelter for 60-65 adults per night. Guests may stay up to ninety days.

Up until two years ago, this program operated a six-month transitional living program, with a staff consisting of two full time case managers, a program manager and one counselor. Two years ago, the program lost the support of a philanthropist who provided a major portion of the program's funding. At that point, all four of those staff positions were eliminated and the program converted into emergency shelter.

Facility

- ♦ The facility consists of a complex of buildings including a food bank, a general resource center with clothing, and the shelter.
- ♦ Housing is dormitory-style using bunkbeds. Rooms are separated by gender. Some guests are too frail to climb into the upper bunks, and therefore those beds may not be usable.
- ♦ Entry to the shelter requires climbing a set of stairs, which creates a barrier for some guests.

Program Operations

- ♦ Lighthouse Shelter provides emergency housing for 60-65 adults (age eighteen and over)
- ♦ The maximum length of stay is ninety days, but if a guest is making progress in working toward goals, an extension may be granted.
- ♦ Guests are required to leave the building by 8 am, and may return after 4 pm.
- ♦ Shelter admission
 - Background checks are completed for all guests prior to entering the shelter. Applicants who are sexual offenders or who have a history of arson or interpersonal violence are not accepted.
 - Guests are not allowed to be under the influence of drugs or alcohol while staying in the shelter. Upon admission, guests may be requested to submit to a breathalyzer test or a urinalysis, and must agree to all screening requests.
 - Upon entering the shelter, each guest signs a behavior agreement indicating understanding of respectful behavior toward all other guests and staff.

Most underserved populations

- ♦ Poor elderly
- ♦ Those who cannot survive on their income and are too old to be employed
- ♦ Families

Suggestions for successful development and implementation of a new housing program

- ♦ Adequate funding for case managers and counselors is essential.
- ♦ Staff must treat clients with respect and as individuals.
- ♦ Staff are needed who are invested in locating affordable rental housing and connecting guests with those available units. The major problem is that there are not enough low-income housing units to provide housing for everyone who needs it.
- ♦ It is important to establish links with other agencies that provide additional services, such as A&D treatment, counseling for post-traumatic stress disorder, domestic violence support, and mental health counseling.
- ♦ Limits on length of stay need to be flexible in order to avoid disrupting the progress clients are making toward their goals.

Program Visit
Simonka Place
February 21, 2019

Simonka Place
5119 River Rd N
Keizer, OR 97303
503-362-7487

Staff member interviewed: Kathy Smith, Director of Women's Ministries

Program Summary – Simonka Place is a faith-based program that is part of Union Gospel Mission (UGM). They provide emergency shelter and transitional programs for women with or without children. The program was created in 1968 and moved to the current location in Keizer in 1992.

Mission statement: *Helping men, women and children break free from homelessness through the transforming grace of Jesus Christ*

Programs

- ♦ New Life Fellowship (NLF)
 - Provides recovery services for women with addiction issues due to substance abuse, gambling, sex, relationship, or other addictive behaviors.
 - Religious activities are required for participation in this program.
 - Participants are not allowed to work while they participate in this program.
 - Average length of stay is one year, but may be up to two years.
 - Total capacity of the NLF program is approximately twenty beds.
- ♦ Employment services – offers services to women who are employable and who do not have addiction issues.
- ♦ Supportive services
 - Provides services to women who do not have addiction issues and are not employable, either temporarily or permanently.
 - Average length of stay is seven to eight months, but may be up to eighteen months.
 - Capacity of the Employment Services program and the Supportive Services program together is approximately twenty beds.
- ♦ Emergency shelter
 - Provides basic shelter, food, clothing, and hygiene supplies.
 - Clients may stay up to two weeks unless they transition to another program.
- ♦ Children of both genders are allowed up to age eighteen.

Staffing

- ♦ For NLF, three staff members provide counseling, case management, and other services.
- ♦ Staff for other than the NLF program
 - Two case managers assist clients in overcoming barriers that have kept them homeless. The case managers develop relationships with each client that will promote positive change and increased confidence and stability.
 - Five support workers provide various support services, including GED classes and computer skills classes.
 - Volunteers also teach computer skills.
- ♦ Case manager qualifications
 - Case managers are trained on policies and procedures
 - Inservice education programs are presented two to three times per year. Simonka hopes to further develop the education program and provide training on trauma-informed care and domestic violence. All clients have had adverse childhood events, and staff want to continue to develop training in this area.
 - The most important qualification for a case manager is to have a heart for the clients.
 - Case managers must be able to develop respectful and trusting relationships with clients in order to help them grow.
- ♦ Future staffing goals
 - Simonka hopes to hire a Mental Health Specialist who will provide classes for clients in life skills, dealing with adverse childhood experiences, and dealing with past trauma.
 - Simonka hopes to hire a Mental Health Counselor to work individually with clients.

Program results

- ♦ Twenty to thirty women per year get into permanent housing.
- ♦ The most important component to client success is the relationships the staff establish with clients. Simonka's philosophy is that in order for clients to heal, they must first have developed healthy relationships while they were in the program. Those relationships enable clients to leave the program and succeed.

Funding

- ♦ All funding is provided by donation and grants. No federal, state or other government funds are accepted in order to avoid the program restrictions that are often imposed by those funding sources.
- ♦ The development department is always hard at work looking for grants.
- ♦ Community members donate food and provide support for individual projects.

Services for men

- ♦ Men are served in the Union Gospel Mission (UGM), which currently has 150 beds.
- ♦ A new men's facility will soon be built, which will increase the capacity to 300 beds.

Program Visit
Square One Villages – Opportunity Village
February 12, 2019

Opportunity Village
111 N. Garfield St.
Eugene, OR

Emerald Village
25.N. Polk St.
Eugene, OR

Staff Interviewed: Jeff Albanese, Director of Community and Program Development

Overview

Opportunity Village (OV) and Emerald Village are owned and operated by Square One Villages, a nonprofit holding company. Opportunity Village is a transitional living site, while Emerald Village is a permanent tiny house community that was developed because of the lack of affordable housing in the area. Emerald Village residents have transitioned from Opportunity Village.

Facilities

- ♦ Opportunity Village is a collection of thirty tiny sleeping houses scattered on a large fenced lot. The sleeping houses have no electricity or plumbing, except when a client has a medical need for electricity. Opportunity Village also includes a large yurt, two toilets, one shower, and a laundry facility. An open-air food preparation and eating area is covered by a canopy. A barbeque and refrigerator are also located under the canopy, which is situated next to a small trailer that contains potable water. A shelter is located at the entrance gate, where villagers monitor people entering the village 24/7. Guests are checked in and given badges. Opportunity Village appears unfinished and rustic.
- ♦ Emerald Village is a collection of individual tiny homes, each of which is different and completely self-contained. Each tiny home was designed and built by a different architect/builder. Some of the homes are completed and occupied, while other homes are under construction. The houses are situated very close together.
- ♦ Land was provided for both villages at no cost by the City of Eugene. The site grant for OV is renewed annually. OV has been notified that they will need to find a new site by next year, and moving the village is anticipated to be an enormous project.
- ♦ The yurt provides OV villagers a gathering space for community meetings, relaxing, visiting, and staying warm. The yurt is the only heated building on site.

Program Operations

- ♦ Opportunity Village serves homeless adult men and women.
- ♦ Clients for Opportunity Village are selected after a background check is completed. People with a history of sexual offence or violence are not accepted. Alcohol and drugs are not permitted on site.
- ♦ Villagers are provided a safe, gated community where they have individual sleeping pods.

Program Results

There is no formal process in place to track each villager's progress toward more permanent housing.

Funding

- ♦ Square One is a 501(c)(3) tax exempt organization and receives grants and donations of all kinds.
- ♦ Land is provided free of charge by the City of Eugene.
- ♦ OV villagers are expected to pay \$35 per month to offset the cost of water, electricity, and garbage. OV has not been enforcing collection of the monthly fee.
- ♦ Emerald Village is being constructed using donations from the local building community.
- ♦ Residents of Emerald Village pay \$300 per month to the rental cooperative. The money is used to maintain the village housing and site, and the village is financially self-sustaining.

Most Underserved of the Homeless Population

- ♦ People in need of rapid rehousing, often with multiple co-morbidities
- ♦ Since much of the public funding has shifted to support Permanent Supportive Housing (PSH), the funding for programs for emergency shelter and transitional housing programs have dried up. That leaves a large unsheltered population. The homeless issue is simply not adequately funded on any governmental level to serve most of those who are unsheltered.

Recommendations for setting up and succeeding in a new program

- ♦ Provide strong consistent supervision of residents by paid staff.
- ♦ Build in strong case management.
- ♦ Programs that include volunteers need to have a designated Volunteer Coordinator.
- ♦ Total self-government is not a good model for this population. Paid staff to direct and manage the program and village site is highly recommended.
- ♦ Engage with the local government and obtain their support, especially if they can provide land for the program.
- ♦ When a potential site for the project has been selected, engage the surrounding neighborhood with information and make sure they are supportive of the project.
- ♦ Check into the possibility of a church site; churches have more options for land use of their properties.

- ♦ Executive Director recommendations for securing funding for a program such as Square One:
 - Demonstrate the need to funders.
 - Demonstrate a cost-effective business model.
 - Show that the program will allow people to become self-sufficient.
 - Tell individual stories to personalize the program.
 - Consider putting on a fundraiser, but do not hold a fundraiser unless it can bring in at least \$25,000. Bring in major speakers for the fundraiser (e.g., Kate Brown, Jeff Merkley or Ron Wyden).
 - Do not hold raffles, as they often do not generate significant income.
 - Develop connections with high-profile community members. Find a champion.
 - Create strong connections with leaders of other agencies.
 - Develop a board with a broad a base of both skills and connections.

Evolution of the Square One program

- ♦ Square One developed from all-volunteer staff to paid staff (note that no foundation will take an organization seriously without paid staff). Square One had no paid staff during the first two years of operation.
- ♦ Opportunity Village is in transition from a self-governed to a staff-governed community.
- ♦ Rules and regulations were developed for Opportunity Village.
- ♦ Emerald Village was developed, and exceeded its construction budget by 100%.
- ♦ Cottage Village in Cottage Grove is under development (note that community and governmental support are strong in Cottage Grove).

Recommended steps in setting up an organization

- ♦ Recruit a CPA for the board.
- ♦ Set up good financial management procedures.
- ♦ Follow Generally Accepted Accounting Principles (GAAP) in financial reporting.
- ♦ Acquire appropriate financial software that will accommodate fund accounting (*ed. note: fund accounting is no longer required or supported by GAAP. His information in this regard is out of date*).

Program Visit
St Francis Shelter
February 20, 2019

St Francis Shelter
1820 Berry St. S.E.
Salem, OR 97302
503-588-0428

Staff Interviewed: Kim Lemman: Executive Director
Katie King; Case Manager

Program overview

St Francis Shelter consists of twenty apartments within one building and one additional small home. Twenty families are in the transitional phase, where they are provided with intensive case management services, and are expected to move into permanent housing within seven months. The small home on the campus is available for rent by one family who has completed the transitional program but has not yet been able to locate permanent housing. A community room is available for group gatherings.

The fenced back yard is a modern playground with an array of play structures. The grounds are clean and inviting. The property is nestled within a residential community near a bus line. There is no indication that the building is a family shelter. The property is zoned for multi-family use.

History

St Francis Shelter was created thirty-seven years ago when a local couple gifted their estate for use as a shelter for homeless families. The non-profit organization that was formed named itself St Francis Shelter to honor the original donors' Catholic faith. St Francis Shelter has no affiliation with any church.

Selection and screening

- ♦ Families may consist of one or both parents, and must include children.
- ♦ Applicants must agree to the following:
 - Undergo a background check
 - Be clean and sober
 - Work with the staff to achieve self-sufficiency and secure permanent housing
- ♦ Families who apply for the program are placed on a waiting list. During the time when families are waiting for an apartment at St Francis Shelter, they are encouraged to contact the case manager weekly to begin addressing the issues that contributed to homelessness. Each week, the families on the waiting list and the case manager work together to identify a task that addresses those issues. Families must complete the identified tasks in order to demonstrate their readiness to move into the intensive resident support program.

- ♦ Resident managers are on duty whenever office staff are unavailable.

Funding

- ♦ St Francis Shelter holds one large fundraising event each year which provides about 25% of the annual budget.
- ♦ St Francis receives grants from the city of Salem, a small federal grant, and grants from private groups.
- ♦ There is no mortgage on the property, which reduces the need for constant fundraising.
- ♦ The playground was built using project-specific grant funds.

Most underserved population – single women

Recommendations for any program serving people who are experiencing or who are at risk of experiencing homelessness

- ♦ Program design is the most important element in achieving successful client outcomes. Effective case management is the most important component of the program design.
- ♦ It is critical to demonstrate respect for the clients in the everyday communication. The message conveyed to clients should be “I believe in you. I will be here to help you and walk along side of you on your journey.”
- ♦ Staff should be carefully selected to exemplify the mission of the program.
- ♦ This work is messy and difficult but very rewarding.
- ♦ It is important to celebrate every client achievement.

Program Visit
St. Joseph Shelter, Mt. Angel
February 15, 2019

St Joseph Shelter
925 S. Main St.
Mt. Angel, OR 97362
503 845-6147

Staff Interviewed: Michelle Trefethen
Catholic Community Services, Director of Shelter Operations

Overview

St. Joseph Shelter is part of Catholic Community Services (CCS) and operates in partnership with the Department of Human Services (DHS) Children's Services. All clients are referred by Children's Services, and all are families in which the children have either previously been in foster care, or are at risk of being placed into foster care. The shelter has capacity for twelve families, and currently seven families are in residence.

The goals of the program are to stabilize and support the family unit, and to assist the family in securing permanent housing. Families are defined as parent(s) with children. Parenting couples may be married or not, and there is no requirement for gender conformity.

Facilities

The shelter occupies a portion of the building that once housed Collegio Cesar Chavez. The shelter is clean, and community spaces are spacious. Individual family living spaces are the size of two dorm rooms. Bathrooms are communal and separated by gender, and there is a shower room that is shared by everyone. Three separate kitchen areas are available for families to cook meals. The large dining room is arranged so that residents can be seated as individual family units.

Program guidelines

- ♦ Upon entering the program, every family signs a formal agreement outlining the rules and responsibilities for living in the shelter.
- ♦ If a resident violates the conditions of the agreement, staff engages in a structured process. The process begins with a verbal conference with the client about the offensive behavior. If the behavior persists, a last-chance agreement is signed which gives the client thirty days to eliminate the problem behavior. If the problematic behavior still continues, the client is given thirty days to leave the shelter.
- ♦ Families agree to remain clean and sober while living in the shelter.
- ♦ Physical abuse of children is not tolerated.
- ♦ Behaviors that are dangerous or that threaten health and safety are not tolerated.

Other Services Provided

- ♦ Rent readiness classes onsite
- ♦ Mental health support groups onsite
- ♦ A&D classes onsite
- ♦ Transportation for specific appointments, as well as transportation to work when bus service is not available
- ♦ St Joseph Shelter would like to obtain a grant that would assist clients in overcoming barriers to housing stability, such as car repair, first and last month's rent, deposits, and settling prior unpaid utility bills.

Staffing

- ♦ There is one case manager for twelve families
- ♦ Priority for selecting case workers is given to people with lived experience and who can develop supportive relationships with clients. Educational background is less important.
- ♦ Caseworker support is provided through frequent case record review and monthly case review sessions.
- ♦ There is one Program Manager
- ♦ The CCS Director of Shelter Operations is responsible for nine shelters run by CCS.
- ♦ Staff members are onsite twenty-four hours a day. Before twenty-four-hour staffing was instituted, many more severe behavior issues arose after hours.

Program Results

- ♦ Before DHS became the referral source for clients in October 2018, approximately 80% of clients secured permanent housing, usually within twelve months.
- ♦ Since DHS became the referral source for clients, well over 80% of families secure permanent housing, and usually within six months.

Funding

- ♦ DHS provides up to \$20,000/month, which is a small portion of the budget.
- ♦ Primary funding comes from grants and donations from faith-based programs and individuals.

Which population of those who are homeless are the most underserved?

Those with multiple co-morbidities, such as the clients served by HRAP

Additional Information Resources Regarding Homelessness

Books

Baum, Alice S and Donald W. Burnes. *A Nation in Denial: The Truth About Homelessness*. Boulder: Westview Press, 1993

Contents

Who are the homeless? -- The Baby Boom and homelessness -- Family homelessness and the underclass -- A homeless man's story -- America's response: part of the problem -- A history of homelessness -- The politics of homelessness -- Causes and solutions: confusion and denial -- The truth about homelessness -- Tragedy on the streets: a call to action.

Summary

A Nation in Denial challenges the accepted explanations for and policies relating to homelessness. It presents a review of the scientific evidence supporting the hypothesis that up to 85 percent of all homeless adults suffer substance abuse and mental illness, resulting in serious social isolation. The authors provide insights into the causes of increased homelessness in the early 1980s, linking the population explosion of the baby boom to increases in the numbers of Americans at risk for substance abuse problems, mental illness, and homelessness, assessing the relationship between the inner-city drug epidemic and increases in family homelessness, and reviewing the failed policies of deinstitutionalization, decriminalization of alcoholism, and the gentrification of skid row neighborhoods and substance abuse treatment centers.

Blau, Joel. *The Visible Poor: Homelessness in the United States*. New York: Oxford University Press, 1992.

Contents

The visible poor -- Who are the homeless -- The economic causes of homelessness -- The contraction of social welfare -- Housing -- The homeless mentally ill -- Social movements, advocates, and the law -- Municipal responses -- New York City: wealth, poverty, and homeless individuals -- New York City: wealth, poverty, and homeless families -- Homelessness and social policy -- Homelessness and common human needs.

Summary

The Visible Poor analyzes the socio-political causes of homelessness and offers remedial policies.

Borges, Sofia and R. Scott Mitchell, Ed. *Give Me Shelter: Architecture Takes on the Homeless Crisis*. Los Angeles: ORO Editions, 2018.

Summary

This book documents the work of the MADWORKSHOP Homeless Studio at the USC School of Architecture. In that program, fourth year architecture students work toward design and construction of shelter solutions for people experiencing homelessness.

Ehrenreich, Barbara. *Nickel and Dimed: On (Not) Getting By in America*. New York: Metropolitan Books, 2001.

Contents

Getting ready -- Serving in Florida -- Scrubbing in Maine -- Selling in Minnesota -- Evaluation -- Reader's guide.

Summary

This is a set of profiles of people who were formerly homeless and are now housed, and the strategies they employed and challenges they faced in regaining housing.

Williams, Jean Calterone. *A Roof Over My Head: Homeless Women and the Shelter Industry*. Univ. Press of Colorado, 2016.

Contents

Causes of homelessness : homeless women speak -- Geography of the homeless shelter -- Homeless and battered women : parallel stories, opposing identities -- Meanings and myths of homelessness : housed people speak -- Meanings and myths of homelessness : homeless women speak.

Summary

In *A Roof Over My Head*, the author describes her research into the lives of homeless women who care for children and live in small shelters and transitional living centers. The study unveils the centrality of abuse and poverty in homeless women's lives, and outlines societal responses that should be more effective. In particular, she describes the dynamics of the relationships between women experiencing homelessness and the effect of the power differential on the women who live in the shelter environment.

Articles

- Basu, A. et al. "Comparative Cost Analysis of Housing and Case Management Program for Chronically Ill Homeless Adults Compared to Usual Care." *Journal of Health Services Research*. DOI: 10.1111/j1475-6773.2011.01350.x. (2012)
- Byrne, Thomas et al. "The Relationship Between Community Investment in Permanent Supportive Housing and Chronic Homelessness" *Social Services Review* vol. 88, no. 2 (2014) pp.234-263
- Cohen, Marcia B and David Wagner. "Acting on Their Own Behalf: Affiliation and Political Mobilization Among Homeless People." *Journal of Sociology & Social Welfare* 19 no 4 (December 1992): 21-40.
- Dworsky, Amy Lynn and Irving Piliavin. "Homeless Spell Exits and Returns: Substantive and Methodological Elaborations on Recent Studies." *Social Service Review* 74/2 (June 2000): 193-213.
- Hagen, Jan L. "Gender and Homelessness." *Social Work* 32 no. 4 (July-August 1987): 312-16.
- Huttman, Elizabeth and Sonjia Redmond. "Women and Homelessness: Evidence of Need to Look Beyond Shelters to Long-Term Social Service Assistance and Permanent Housing." *Journal of Sociology & Social Welfare* 19 (1992) 89-111.
- Lee, Christopher Thomas et al. "Residential Patterns in Older Homeless Adults: Results of a Cluster Analysis." *Social Science and Medicine* 153 (March 2016): 131-40.
- McClendon, Jennifer and Shannon R. Lane. "Homeless People." *Handbook of Social Work Practice with Vulnerable and Resilient Populations* Ed. Alex Gitterman, 3rd Ed. Columbia University Press 2014 , pp. 345-365
- McLeod, Heath, and Christine A. Walsh. "Shelter Design and Service Delivery for Women Who Become Homeless After Age 50." *Canadian Journal of Urban Research*, vol. 23, no. 1, (Summer, 2014) pub: Institute of Urban Studies, U. of Winnipeg pp. 22-38

Organizations:

Fair Housing Council of Oregon

The Fair Housing Council of Oregon (FHCO) is a statewide civil rights organization whose mission is to eliminate housing discrimination through access to enforcement and education. They are a nonprofit corporation, not a governmental agency.

<http://fhco.org>

National Alliance to End Homelessness

Nonprofit, nonpartisan organization whose purpose is to end homelessness in the U.S. They use research and data to find solutions to homelessness, work with federal and local partners to create a solid base of policy and resources that support those solutions, and help communities implement them.

<https://endhomelessness.org/>

Oregon Housing Alliance

Nonprofit organization which is part of *Neighborhood Partnership* and works to advance legislation to prevent and end homelessness.

<https://www.oregonhousingalliance.org/>