



Marion County
OREGON

CITY OF *Salem*
AT YOUR SERVICE



Co-Chairs: Commissioner Janet Carlson, Mayor Anna Peterson, Mayor Cathy Clark

MID-WILLAMETTE HOMELESS INITIATIVE

MEETING AGENDA

TASK FORCE MEMBERS

Tom Andersen, Councilor
City of Salem

Kathleen Ashley
Making Homes Happen, Inc.

Bruce Bailey
Union Gospel Mission

Chuck Bennett, Mayor
City of Salem

Gladys Blum
Gladys Blum Real Estate

Janet Carlson, Commissioner
Marion County

Cathy Clark, Mayor
City of Keizer

Kim Freeman, Councilor
City of Keizer

Mark Garton, Sheriff
Polk County

Ron Hays
Department of
Mission Advancement, LLC

David Leith, Judge
Marion County Circuit Court
(Personal Capacity)

Heidi Mackay
West Salem
Business Association

Jerry Moore, Chief
City of Salem Police Dept.

Jason Myers, Sheriff
Marion County

Irma Oliveros
Salem-Keizer School District

Jon Reeves
Community Action Agency

Shaney Starr
Strategic Initiatives

Verena Wessel
Keizer Community
Representative

Date: February 7, 2017

Time: 4:00 - 6:00 PM

Location: Keizer Civic Center; Council Chambers
930 Chemawa Rd. NE Keizer

20 Minutes 1. Welcome/Introductions

Mayor Chuck Bennett

- Task Force Member Introductions
- Announcements/Chair Comments
- Approval of January 23, 2017 Minutes (**Action**)
- Public Comment
 - Comments will be limited to 3 minutes
- Other

15 Minutes 2. Community Forums Report (Discussion/Action)

Jon Reeves

15 Minutes 3. Outstanding Strategic Plan Recommendations (Discussion/Action)

- Follow up from January 23, 2017 meeting.
- New recommendations

Commissioner Janet Carlson

15 Minutes 4. Strategic Plan Adoption (Discussion/Action)

- See attached Draft Strategic plan.

Chair

45 Minutes 5. Pivot to Implementation- Governance Structure

Karen Ray

10 Minutes 6. Wrapping Up Our Work

Mayor Cathy Clark

- Regional Cooperation Award
- Task Force member comments

MID-WILLAMETTE HOMELESS INITIATIVE TASK FORCE

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ATTENDANCE

Members: Kathleen Ashley, Bruce Bailey, Mayor Chuck Bennett, Gladys Blum, Commissioner Janet Carlson, Mayor Cathy Clark, Councilor Kim Freeman, Jerry Moore, Jon Reeves, and Shaney Starr.

Guest: Beth Jackson: Northwest Senior Disability Services.

Staff: Hitesh Parekh, Marion County and Laura Walker, City of Salem.

1. WELCOME/INTRODUCTIONS

- Commissioner Janet Carlson welcomed task force members to the meeting. Members made self-introductions.
- Commissioner Carlson's announcements:
 - Point-in-Time count will take place in Marion and Polk counties on January 25.
 - Rural Oregon Continuum of Care (ROCC) applied for a federal Runaway and Homeless Youth Demonstration grant, but was unsuccessful; grants were highly competitive and no applicants from Oregon were selected.
 - Centers for Medicare & Medicaid Services (CMS) approved Oregon's Medicaid waiver; however, the waiver continues Oregon's Medicaid plan and does not provide for additional allowable expenditures for housing.
- Approval of December 1, 2016 meeting minutes:

MOTION: Mayor Cathy Clark moved to approve the minutes. Seconded by Jerry Moore; motion carried. A voice vote was unanimous.

3. SUBCOMMITTEE UPDATES AND AT-LARGE PROPOSALS:

- Task force adopted most of the subcommittee proposals on December 1, 2016 and will complete subcommittee proposals today, as well as considering 14 at-large recommendations:
[\(Proposals/Recommendations\)](#)
 - At-large recommendations were not developed by any particular subcommittee, but were forwarded by various jurisdictions and organizations for consideration.
- Mayor Chuck Bennett reviewed a memo from the Salem City Manager Steve Powers, [City of Salem Memo](#), with several recommendations to accommodate for the increasing number of those experiencing homelessness, and then asked the task force to adopt the following:

City of Salem At-Large Recommendations:

7. **Support community partners to create a one-stop resource center with centralized and coordinated case management.**

Discussion:

- Will take time to find funding for center.
- This will augment the work of agencies that are already providing services to the homeless.
- Agencies will also be able to move their existing resources to the center.

MOTION: Mayor Bennett moved to approve this recommendation. Seconded by Gladys Blum; motion carried. A voice vote was unanimous.

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6. Support Salem Health, City of Salem, Marion County and other nonprofit organizations in efforts to create a sobering center in the Salem area.

Discussion:

- Not having a sobering center places pressure on hospital emergency services and the county jail.
- State statutes require sobering stations to have a resource at the station to refer individuals to mental health/substance abuse treatment and services.

MOTION: Mayor Bennett moved to approve this recommendation. Seconded by Shaney Starr; motion carried. A voice vote was unanimous.

14. Through consultation with service agencies and first responders, utilize Community DataLink or any other homeless management assessment and data collection tools (CDL, HMIS, VI-SPDAT, etc.) to:
- a. Establish definitions within homelessness (chronic homelessness, street homelessness, etc.);
 - b. Create a template for collection of data across agencies providing a cohesive data collection system in which to move forward with solutions;
 - c. Better assist vulnerable populations; and
 - d. Base results of performance measurements.

Discussion:

- There are multiple agencies using a variety of different data systems to collect data.
- Data collection is complex and needs to be well thought out before implementation.
- Councilor Kim Freeman recommended working with Oregon Housing and Community Services to coordinate the approach statewide.

MOTION: Mayor Bennett moved to approve this recommendation. Seconded by Mayor Clark; motion carried. A voice vote was unanimous.

2. HOUSING ISSUE FOR SENIORS

- NorthWest Senior and Disability Services (NWSDS):
 - Is a local intergovernmental agency that provides programs and services for seniors and people with physical disabilities
 - Operates in Clatsop, Marion, Polk, Tillamook and Yamhill counties.
 - Contracts with the State of Oregon to deliver services.
 - The presenter, Beth Jackson, oversees:
 - Aging and Disability Resource Connection (ADRC).
 - Screen for agency programs and services; make referrals to community partners.
 - Nurses that go into nursing facilities to ensure facilities are an appropriate placement for individuals.
 - Diversion and transition case managers:

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- Who work with complex placement needs: a traumatic brain injury; a sex offense; bariatric; or on a ventilator, for example.
- Assessments for the Oregon Department of Corrections and Oregon State Hospital:
 - When seniors or people with physical disabilities are soon to discharge from either facility, an assessment is done to determine if the consumer is eligible for programs and services.
- Unable to quantify extent of senior homelessness in the region, but frequently receive calls about housing from the elderly. Reasons for homelessness were shared.
- Does not pay for housing for seniors, only pays for an individual to receive services in a particular setting:
 - Someone might need assistance from another person going to the bathroom, eating, or moving around the house.
 - Individual can receive these services in their home, a nursing facility, or a community-based care setting.
 - Some people with a traumatic brain injury or another diagnosis may have behaviors appropriate for an Adult Foster Home with specialized staffing.

Northwest Senior & Disability Services At-Large Recommendations:

1. Develop a shelter for seniors.

Discussion:

- Seniors have a particular set of needs that must be met compared to other sections of the population.
- We owe it to our elders in the community to find an appropriate setting where they can be cared for.

MOTION: Mayor Clark moved to approve this recommendation. Seconded by Gladys Blum; motion carried. A voice vote was unanimous.

2. Develop housing with services for seniors, such as cleaning and maintenance.

Discussion:

- Cedars Sinai Park in Portland is a great model of the type of facility needed in the Willamette Valley as it includes affordable housing for seniors.
- Housecleaning and maintenance will eliminate some of the barriers seniors have.
- Clarified that the recommendation was to develop housing with services for seniors.

MOTION: Kathleen Ashley moved to approve this recommendation, removing the word “welcoming” and adding: “such as cleaning and maintenance”. Seconded by Jerry Moore; motion carried. A voice vote was unanimous.

3. Work with landlords and rental management companies to develop a flexible plan for rental fees and deposits, to allow seniors the opportunity to rent.

Discussion:

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- Kathleen Ashley described the ways that landlords are already flexible with seniors whose circumstances make them unable to pay rent; she also described situations where landlords are unable to keep people in their living situations.
 - Commissioner Carlson asked Kathleen if she would help work on the language and bring a revised recommendation to the February 7 task force meeting for consideration.
4. **Work with community partners, such as the local hospital and Coordinated Care Organizations, to support a housing community for seniors (and other adults) with behavioral issues. A housing community of homes, such as Adult Foster Homes with special staffing, would provide a safer setting for all.**

Discussion:

- Mayor Clark asked whether it would be preferable for seniors with behavioral issues to reside in residential care, rather than foster homes.
- Commissioner Carlson suggested that this recommendation also be reviewed and a revised recommendation presented at the February 7 task force meeting. She asked Cindy Becker, Executive Director, Mid-Valley Behavioral Care Network, to assist with language revisions.

3. SUBCOMMITTEE UPDATES AND AT-LARGE PROPOSALS (Continued):

The task force reviewed the remainder of proposed recommendations as follows.

Affordable Housing and Financial Subcommittees

1. **Subject to MOU parameters, authorize administrators for the City of Salem, Marion County, and other willing jurisdictions to apply for time-sensitive, competitive grants that directly relate to the goals and recommendations set forth in the Mid-Willamette Homeless Initiative Strategic Plan, including any future amendments, additions, or subsequent plans to further those goals. This provision will be negotiated into the Development and or Implementation Team Memorandum of Understanding among participating jurisdictions.**

Discussion:

- Commissioner Carlson noted that this recommendation was discussed at the previous task force meeting, but there were concerns expressed by City of Keizer. It has been rewritten to accommodate those concerns.

MOTION: Mayor Clark moved to approve this recommendation. Seconded by Councilor Freeman; motion carried. A voice vote was unanimous.

Support Services/Education Subcommittee

1. **Promote collaboration among local service providers and WorkSource Oregon to maximize workforce development by: Increasing communication among service providers, and providing organizational training, to help case workers prepare their clients for referrals to WorkSource**

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Oregon, by providing for their basic needs; and referring clients to WorkSource Oregon for job skills training, employment workshops, educational opportunities, and job placement.

Discussion:

- Commissioner Carlson referred task force members to the issue brief, stating that employment is important for people who are homeless. The Support Services/Education Subcommittee had learned about services provided through WorkSource Oregon and proposed that local providers of services to people experiencing homelessness could benefit by becoming more aware of and connecting with WorkSource Oregon.

MOTION: Commissioner Carlson moved to approve this recommendation. Seconded by Mayor Clark; motion carried. A voice vote was unanimous.

2. **Boost relationships between Salem-Keizer Transit and service providers/agencies by endorsing and supporting the travel training program designed to educate community members and providers on available transit services that connect the community.**

Discussion:

- Mayor Clark stated her support for the travel training program and asked for clarification about why this recommendation was proposed.
- Commissioner Carlson responded that even though the program is already occurring, the subcommittee wanted agencies that serve people experiencing homelessness to be aware that training is available.

MOTION: Commissioner Carlson moved to approve this recommendation. Seconded by Mayor Clark; motion carried. A voice vote was unanimous.

3. **Explore Community Data Link (CDL) as a regional tool for improving service coordination.**

Discussion:

- Commissioner Carlson referred task force members to the issue brief, stating that Community Data Link is already used by a number of organizations, including the Salem-Keizer School District, Marion County Reentry Initiative and Union Gospel Mission.
- HMIS could also be a tool; however, it is currently used solely by organizations receiving HUD funding.

MOTION: Commissioner Carlson moved to approve this recommendation. Seconded by Mayor Clark; motion carried. A voice vote was unanimous.

4. **Explore and adopt a comprehensive statewide resource network.**

Discussion:

- Task Force saw presentation on Network of Care.
- 211 Info and GOODS service participated in discussion at subcommittee meetings.
- Recommendation does not endorse any particular program.

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MOTION: Commissioner Carlson moved to approve this recommendation. Seconded by Mayor Clark; motion carried. A voice vote was unanimous.

Public Safety Subcommittee

1. **Recommend implementation of a layered approach Jobs Program similar to the City of Albuquerque's "There's a Better Way" Program for individuals experiencing homelessness in our community.**

Discussion:

- Discussed importance of finding individuals day jobs and get them involved in the work force.
- Ties into the one-stop resource center with centralized and coordinated case management.

MOTION: Commissioner Carlson moved to approve this recommendation. Seconded by Jerry Moore; motion carried. A voice vote was unanimous.

2. **Recommend re-engagement of the City of Salem's "Give Hope, Not Money" Program, including implementation of a collection system similar to that of the City of Salt Lake City's "Real Change" Program and/or the City of Albuquerque's "311" Program, providing a way to divert money that would be given to panhandlers to the programs that can provide those experiencing homelessness with wraparound services (e.g., homeless youth and domestic violence programs). Encourage a similar program in other jurisdictions.**

Discussion:

- City of Salem proposed this program in a prior task force.
- Task force members questioned whether the program was limited to City of Salem and suggested adding language specifying that other jurisdictions should also consider this program.

MOTION: Commissioner Carlson moved to approve this recommendation, adding a sentence: "Encourage a similar program in other jurisdictions." Seconded by Jerry Moore; motion carried. A voice vote was unanimous.

Marion County At-Large Recommendations:

8. **Implement Step 2 of the Marion County District Attorney's Law Enforcement Assisted Diversion (LEAD) plan.**
 - LEAD is a "harm reduction" model.
 - Step 1 was recommended by the Public Safety Subcommittee and approved by the task force.
 - Paige Clarkson, Marion County District Attorney's Office presented LEAD to the task force.

Discussion: None

MOTION: Commissioner Carlson moved to approve this recommendation. Seconded by Councilor Freeman; motion carried. A voice vote was unanimous.

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9. **Advocate with Salem-Keizer Transit to continue providing intercity transit services in the region and CARTS service to the Santiam Canyon.**

Discussion:

- Mayor Clark stressed that intercity transit in smaller cities is critical to provide services for individuals throughout the Marion and Polk county area.
- Commissioner Carlson noted that the recommendation was drafted in response to a proposal by Salem-Keizer Transit to eliminate services in the Santiam Canyon and her desire to retain language that promoted continuing that service beyond Stayton.

MOTION: Commissioner Carlson moved to approve this recommendation with modifications, adding “intercity transit services in the region” and striking “indefinitely.” Seconded by Mayor Clark; motion carried. A voice vote was unanimous.

Veterans At-Large Recommendations:

As discussed at the December task force meeting, the Willamette University PACE team members reviewed discussions by the Veterans Subcommittee and conducted research on best practices with veterans. The following four recommendations were presented to the task force in December and are being brought forward for consideration.

10. **Assist veterans with housing placement through use of rapid identification to find veterans and assign them to permanent housing. Promote coordination among various agencies including HUD Veterans’ Affairs Supportive Housing program, current shelters, housing authorities, and the U.S. Department of Veterans Affairs.**

Discussion: None

MOTION: Commissioner Carlson moved to approve this recommendation. Seconded by Gladys Blum; motion carried. A voice vote was unanimous.

11. **At the discretion of each jurisdiction, create housing for veterans, such as (A) an affordable housing development with residential-based support services, and (B) “tiny house” developments.**

Discussion:

- Some of the tiny house developments have independent shared kitchen and living facilities, so change “including” to “such as”.
- Question about including the language “with shared kitchen and living facilities” since some tiny houses have kitchens, bathrooms and other amenities;
- Suggestion to also acknowledge that some jurisdictions may choose not to allow tiny houses.

MOTION: Commissioner Carlson moved to approve this recommendation with modifications, adding “At the discretion of each jurisdiction; changing “including” to “such as”, and striking “with shared kitchen and living facilities. Seconded by Kathleen Ashley; motion carried. A voice vote was unanimous.

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12. Provide economic resources for veterans, including free bus passes, gift cards, and rent support.

Discussion:

- Shaney Starr expressed concern about limiting this proposal to veterans.
- Shaney will help work on the language and a revised recommendation will be brought back to the next task force meeting.

13. Implement the following assessment tools to assist in agency decisions about allocating resources: (A) the Service Prioritization Decision Assistance Tool (SPDAT); (B) Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) for pre-screening; and (C) further evaluate high SPDAT scores using the Vulnerability Assessment Tool (VAT).

Discussion:

- Instruments do not focus specifically on veterans. Can also be used for other populations.
- Jon Reeves commented that Community Action Agency is using these instruments to gather information about the homeless population and has provided training to other agencies.

MOTION: Commissioner Carlson moved to approve this recommendation, striking the words “to veterans.” Seconded by Jon Reeves; motion carried. A voice vote was unanimous.

Other At-Large Recommendation:

Dr. Harold (Hal) Boyd presented a recommendation to provide public health services to people living on the streets.

5. Develop a street medical outreach team to provide basic health assessments, vaccinations, TB testing, mental health assistance, and referral to full-service medical facilities.

Discussion:

- Dr. Boyd said he and a group of physicians are working with Representative Knute Buehler to develop legislation that will support a street medical outreach team for homeless individuals.
- Team will consist of certified nurse practitioners, medical assistants and social services professionals who will provide basic health assessments, vaccinations, tuberculosis testing, mental health and referral to a full service medical facility.
- Individuals must be enrolled in the Oregon Health Plan in order to receive any services that are covered by Medicaid.

MOTION: Commissioner Carlson moved to approve this recommendation. Seconded by Jon Reeves; motion carried. A voice vote was unanimous.

4. IMPLEMENTATION: GOVERNANCE STRUCTURE

Commissioner Carlson referred task force members to a memorandum and reviewed the items under “Pivot to Implementation.”

DRAFT

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5. PUBLIC COMMENT

None

6. WRAP UP

Commissioner Carlson noted the next meeting will be on February 7.

ADJOURNED at 6:05 pm.

Mid-Willamette Homeless Initiative Youth Survey Results

BACKGROUND

The Mid-Willamette Homeless Initiative is a collaborative effort among the cities of Salem and Keizer and Marion and Polk counties, with the purpose of identifying and launching proven strategies that will reduce homelessness in the Marion-Polk county region, encompassing the cities of Keizer and Salem. Task force members include business and community leaders with expertise in social services, housing, public safety, and business.

Task Force focus is on the homeless problem in cities and counties; lack of affordable housing; best practices for reducing chronic homelessness; current available services; impacts on public safety and business; and potential revenue sources. Contributing factors such as mental illness, addiction, lack of education and the need for transportation, as well as the challenges of unique populations such as youth and veterans are also addressed.

Community surveys were conducted in an effort to gauge general perceptions and attitudes about homelessness and to better understand the needs of local homeless individuals. The results of the surveys are intended to guide strategic planning as the MWHI pivots to implementation.

PROCESS

Surveys were made available to youth through youth serving organizations serving homeless and at-risk youth. A total of 30 surveys representing Marion and Polk Counties were returned: 26 representing Marion, 4 representing Polk.

YOUTH RESPONSES

- Male Respondents: 17
- Female Respondents: 13
- Special Needs: 12.96%
- Homeless more than 12 months: 12.96%
- Formerly in foster care: 12.96%
- Victims of sex trafficking, domestic violence: 9.26%
- Involved in Justice System: 7.41%
- Sleep at night: 30% in shelter, 10% with friends, 10% camping or on the streets
 - Is it safe: 13.3% No, Is it Warm: 13.3% No
- Reasons why they are homeless:
 - Parent or family issues/home is unsafe: 40%
 - No place to live/rent/not accepted into housing due to age: 13.3%
 - No money/no income: 10%
- Would you like a mentor to help you access services: 46% Yes, 54% No
 - Mentor for Appointments: 36% Yes, 64% No
 - Help Connecting to family in a positive way: 29% Yes, 71% No
- How can services be better, what keeps you from accessing services that are available: Buses and transportation on the weekends, More jobs, housing for youth
- What services are needed: Shelter for youth, transportation, clothing, housing, jobs
- How can youth homelessness end: shelter for youth, more foster care, affordable housing for youth, parents doing their job/better parenting skills
- What keeps you from accessing services: transportation was the most significant barrier

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PROCESS

Surveys were made available to the public through organizations serving the homeless, community partners, and online. Service providers offered assistance when necessary to clients interested in participating in the survey. A total of 123 surveys representing Salem, Keizer, and Dallas were returned: 55 representing individuals and 2 representing groups of the homeless or recently homeless population; 3 representing community partners; 48 representing community members, and one focus group of 17 community members. The two surveys representing groups do not indicate the number of people represented, so each response counted as one in the process of tallying results. Many surveys were not fully completed.

THEMES

HOMELESS/RECENTLY HOMELESS RESPONSES

Of the 57 homeless/recently homeless respondents, 35 were sheltered either at home, with a friend or family member, or in a shelter. One chronically homeless man prefers to sleep on the street. Sheltered respondents look forward to their situations improving, but overall are fine with being in the shelter, and receive needed support and services through the shelters.

Results identify 39 women and 16 men, four of the men having had some military experience. The main age groups represented was 45-54 year olds (21 responses), followed by 35-44 year olds (19 responses, and 55-64 year olds (11 responses).

In response to the question, "Would you like to have someone help you as you attend appointments?" 12 people said yes, 37 said no, and two said maybe.

Unemployment/no income, addiction, criminal background, medical issues, bad relationships, and poor rental history were identified as the main causes of homelessness. Poor choices, mental health issues, and past abuse were also identified. Two respondents indicated that they have chosen homelessness.

Needed services that are not available to people experiencing homelessness are affordable housing and shelters, free monthly bus passes, showers, laundry facilities, and transportation including weekend bus service.

Mid-Willamette Homeless Initiative Survey Results

Respondents identified the need for more shelters as the primary thing that would make services better for people experiencing homelessness. Employment, steady income, money and financial assistance are indicated as most needed for gaining a permanent place to live.

COMMUNITY PARTNER RESPONSES

Ideas for helping people exit homelessness in our community include: a continuum of care from crisis – intervention, restoration and development; fund programs demonstrating best practices and creative ideas in each area; identify main cause of an individual's homelessness and address it; develop relationships and respect; require that homeless individuals be actively involved in the solution; and hold them accountable for their decisions. Limited availability of transitional and rental housing and unemployment need to be taken into account, as well as the increase in the number of homeless youth.

Ways community partners can work differently together to develop strategies and mutual goals include: identifying what helps and what "helping" actually hurts; supporting solutions that increase independence; including homeless community members in the discussion; having positive interventions at every step to avoid greater crisis, incarceration and addiction; ensuring that goals do not harm the community; identifying barriers to ending homelessness; tracking the number of people that find permanent housing; and setting a goal to increase the number of people finding housing by 20%.

People experiencing homelessness are telling community partners that they've given up hope; the waiting list for housing seems hopeless; and many want someone to support them so they can do what they want.

Strategies to help people experiencing homelessness: managed, safe parking places for people to stay; tiny house projects; fulfill basic needs; subsidized housing projects distributed across the city; focus resources on those serious about changing their situation; and develop mentoring programs. Housing/shelter space, access to transportation, and employment and job skills training are the main requests unmet by community partners.

In order to improve coordination of services avoid looking for quick fixes or elimination of the problem, recognize the source of the problem is poverty and homelessness is a visible sign, and maintain transparency in available services.

COMMUNITY MEMBERS

The top five issues that need to be addressed to help people experiencing homelessness are: (1) lack of housing/shelter; lack of permanent supportive housing (2) mental health issues; (3) employment/job assistance; (4) basic needs including food, bathrooms, showers, laundry, transportation, and clothing; and (5) addiction and mental health treatment services.

Twelve people responded that they give money to panhandlers, some based on gut reaction, and most prefer to give food. Thirty-two respondents do not give money to panhandlers. Reasons for not giving include: prefer to give to an organization that really helps; money goes to drugs or alcohol; the panhandlers are fakes; and giving to them just perpetuates the problem.

Coordination among service providers, with better communication and information sharing is important to community members. A large segment of the community takes this issue very seriously and wants to help.

There are false starts, half implemented endeavors, lack of objective data on what works and a need to take effective action to help people in need.

Mid-Willamette Homeless Initiative Survey Results

People who are homeless should be given responsibilities, tasks to complete with accountability, and something to earn at the end. It will help to give them a purpose.

There needs to be regular meetings for the purpose of planning especially when services change. Coordination means that we look at gaps, changes and how to ensure that things don't cause the community to have fewer resources.

Any long term goals to positively change what is happening for people who are homeless should be specific, and measurable. We need to know as a community if we are succeeding. This gives people a purpose.

Top priorities for respondents included: increasing the spectrum of housing, from tent cities and tiny house communities, to shelters and affordable housing; developing day centers with showers, lockers, laundry facilities, computer center, and co-located services; providing more drug and alcohol treatment and mental services; and increasing employment services to include job skills training and help finding a job.

COMMENTS

Grace House accommodations are excellent until I can get my own place.

OHP pays for eye exams but there is no help for acquiring glasses.

We are people too.

It's difficult to work when Bridgeway classes are spread out throughout the week.

If not at Grace House, I would be at drug house or trading sex for place to sleep.

Mentors not allowed at Coffee Creek.

The ground is cold and wet, even when it looks dry.

Anyone with mobility can get food, this town has the ability to feed people. No one goes hungry in Salem.

Homeless client was denied services for not having enough barriers.

The leaders of this community should spend money on helping people in dire straits instead of spending on monuments and a new police facility.

Have more housing tiers to accommodate different levels of need. Housing should be more accessible.

Wish Grace House was an 18-month program.

Formerly incarcerated and addicted people have hard time finding housing.

Some people need longer time for recovery than programs allow.

Someone is trying to take my home. I'm afraid of being homeless, homeless women get raped.

Take care of the mother to take care of the child.

Mid-Willamette Homeless Initiative Survey Results

There are a lot of programs, but limited on who they can help.

Being homeless is hard. Being denied and having nothing made it worse.

Any services available for the middle class should be available for the homeless.

Why don't I meet the criteria for rental classes at Arches?

Many people have said getting services is too complicated or too far away since they don't have money for a bus pass. They don't do what they should, like dental work or medical treatment. Many cannot eat the food we provide at the food bank because of dental problems.

I know people who needed warming shelters last year and now have jobs and housing.

Address stigmas associated with homelessness.

Advocates.

Homelessness was created by the government turning out the mentally ill, allowing open borders, and lack of imagination for building cottage complexes. The mission has hundreds of white males who are homeless. The border is wide open. Why are there not housing projects for the homeless?

The homeless do not need or deserve more leeway or privileges than those living by the rules of society, especially when they expect and abuse what they are unwilling to work for.

The increase in vagrancy and associated behavior such as extreme littering, drug and alcohol abuse, and fights are apparent every day downtown. This impacts the quality of all lives.

When the task force concludes its work in January/February, please do not try to put lipstick on a pig.

Don't be fooled into thinking you're helping people without a well thought out program that gets to the root of the problem. We have done a disservice to the police and downtown businesses by allowing this to go on and not offering any real help. Salem is noted for its hordes of panhandlers and their filthy habits. Take a look at other cities and see how they have dealt with the problem.

Other than the mentally ill, the homeless should be given options and choices rather than handouts. Handouts keep the situation ongoing and discourage change.

I hope our community will find a way to move people into stable housing and not just move them away from here to be someone else's problem. Being homeless is not a crime.

Let's make real change, not a dusty report.

Look at the root of the problem. There are legitimate families that need help but many others are just lazy and want everything handed to them, and are very successful at it.

Since homeless people don't have to answer to anyone, they take the easy way, but some try hard to get help.

Mid-Willamette Homeless Initiative Survey Results

Appearance is a major factor – providing showers and clothing may help.

Make sure workers have cultural and mental health training.

Start a group like Cahoots in Eugene.

Address poverty and mental illness. Tax the rich at a higher rate to pay for services.

Grateful to be part of this, feel it will create greater awareness and help individuals in need.

I hope the homeless initiative meetings have good results.

Help the community see people experiencing homelessness as neighbors and welcome them, help provide for them and encourage them.

Thanks to all who are working on behalf of the homeless community. Wish there were unlimited funds to help.

People experiencing homelessness are human beings with names, stories, joys and sorrows. Create an exhibit that features portraits of the homeless to help the community see the beauty that is hidden in plain sight.

Please help the homeless and citizens who live here.

This is a serious problem that needs a response at all levels of government.

This process is taking way too long. We should be doing something to actually solve the problem. Studying and talking is not helping anyone who is homeless.

We've totally fallen down on the job regarding taking care of our own fellow humans. Everyone that lives here should have the basic human necessities of life, starting with adequate shelter.

There is too much reliance on private organizations to take care of a public issue. It's unacceptable for people to be required to hear a religious ideology in order to get basic services. Would rather pay taxes to provide services/housing than for a 3rd bridge.

We owe it as a community to find ways to offer shelter and care to the homeless.

I'd like to see Salem make it a priority to solve the issue of our citizens being homeless. Right now, I feel they just want to make the problem go away which is not a compassionate place from which to address the issues.

This is a very important topic which will get worse as rents and housing values rise. We owe it as a community to those who are homeless to find ways to offer shelter and care.

It's okay to live in non-traditional or conventional ways.

"AT- LARGE" RECOMMENDATIONS CARRIED OVER FROM 1/23/17 TASK FORCE MEETING

A. Prior Recommendation:

Work with landlords and rental management companies to develop a flexible plan for rental fees and deposits, to allow seniors the opportunity to rent.

Revised Version:

Develop tactics to help reduce risk to private landlords and help incentivize them to rent to seniors and people with special needs. (Based on Lane County's Plan.)

B. Prior Recommendation:

Work with community partners, such as the local hospital and Coordinated Care Organizations, to support a housing community for seniors (and other adults) with behavioral issues. A housing community of homes, such as Adult Foster Homes with special staffing, would provide a safer setting for all.

Revised Version:

Work with community partners, such as the local hospital and Coordinated Care Organizations, to advocate for appropriate housing to address the safety and care needs of seniors with behavioral challenges due to brain injuries and other diagnoses. (Northwest Senior & Disability Services and Mid-Valley Behavioral Care Network)

C. Prior Recommendation:

Provide economic resources for veterans, including free bus passes, gift cards, and rent support. (Willamette PACE Team)

Revised Recommendation:

Do not approve - most organizations already provide these resources.

ADDITIONAL RECOMMENDATIONS

D. Add Strategy:

Offer training opportunities to landlords and local agencies on ADA requirements and HUD guidance relating to service animals and assistance animals for people with disabilities in housing and HUD-funded programs. (Commissioner Carlson)

E. Delete Strategy (p.16):

3.13 ASSESSMENT: Develop a Landlord Assessment Tool for assisting high barrier clients in obtaining housing.

Revised Recommendation:

Remove recommendation (Cindy Becker, Mid-Valley Behavioral Care Network)

MID-WILLAMETTE HOMELESS INITIATIVE
Strategic Plan Recommendation

Submitted by: Commissioner Janet Carlson

Date: February 7, 2017

Proposed strategy:

Offer training opportunities to landlords and local agencies on ADA requirements and HUD guidance relating to service animals and assistance animals for people with disabilities in housing and HUD-funded programs.

Problem to be addressed:

The Mid-Willamette Homeless Initiative Task Force heard from the property management panel that there is confusion about how to address service animals and assistance animals in housing situations. The Support Services/Education Subcommittee also discussed this issue briefly.

HUD provided a guidance paper on the subject. The Northwest Fair Housing Alliance published a paper on assistance animals. The Marion County Dog Shelter also distributes a brochure with questions and answers on the subject. Amy Sackett, Lifetime Animal Partnerships, offers training to interested groups. The purpose of this proposed strategy is to connect these information sources with landlords and agencies that work with people with disabilities and housing.

Research basis for proposed strategy:

U.S. Department of Housing & Urban Development: Service Animals and Assistance Animals for People with Disabilities in Housing and HUD-Funded Programs.

https://portal.hud.gov/hudportal/documents/huddoc?id=servanimals_ntcfheo2013-01.pdf

Marley J. Eichstaedt, Executive Director, Northwest Fair Housing Alliance: Assistance Animals in Housing – New HUD Guidance Regarding Assistance Animals

<http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0ahUKEwijiPvz5frRAhUUT2MKHZLpAScQFggaMAA&url=http%3A%2F%2Ffhco.org%2Findex.php%2Flearning-resources%2Fdownloads%2Fcategory%2F1-fhco-downloads%3Fdownload%3D194%3Ahud-guidance-service-animals&usg=AFQjCNHFiKw-q9jCclk3bHa-O4s6-FJUOQ&sig2=bOR-ykYg9r4TqYoDUvbmqa>

Training resource: Lifetime Animal Partnerships: lifetimeanimalpartnerships@gmail.com

Amy Sackett, LinkedIn

<https://www.linkedin.com/in/amy-sackett-4313b47a/>

Mid-Valley Behavioral Care Network training announcement, Lifetime Animal Partnerships

http://www.mvbcn.org/shop/images/Psychiatric_Svc_Animal_Trng_10-16-2013.pdf

January 4, 2017

MID-WILLAMETTE HOMELESS INITIATIVE IMPLEMENTATION STRUCTURE CONCEPT

BACKGROUND

The Mid-Willamette Homeless Initiative was created in January 2016 by four jurisdictions: the cities of Keizer and Salem and Marion and Polk counties. The initiative's purpose is "to identify and launch proven strategies that will reduce homelessness in the Marion-Polk County region, encompassing the cities of Keizer and Salem." The initiative convened a 20-person regional task force appointed by the four jurisdictions with leaders representing social services, housing, public safety and business. Through monthly task force presentations and in-depth discussions in eight subcommittees, the task force is in the process of wrapping up its recommendations, anticipating adopting a strategic plan at its final meeting on February 7, 2017.

TASK FORCE RECOMMENDATIONS

Homelessness is a complex issue. Effective strategies vary depending on the unique needs of the many populations facing homelessness. What works for addressing the issues of homeless veterans may not work for a runaway or homeless youth, a person experiencing severe mental illness, or a victim of domestic violence fleeing an unsafe situation. The Mid-Willamette Homeless Initiative Task Force recognized the need for a diverse array of recommendations that address the wide scope of homelessness drivers. Recommendations being considered by the task force include:

- Increasing housing capacity through developing affordable multi-family and non-traditional residences
- Examining county and city codes to incentivize low income housing development, such as allowing Accessory Dwelling Units and waiving System Development Charges
- Supporting and adding capacity to transitional housing and shelters
- Coordinating social services through multi-agency data collection, a comprehensive resource network and supporting neighborhood-based community centers and faith-based and nonprofit programs offering assistance to individuals experiencing homelessness
- Expanding the reach of financial literacy programs for adults and youth
- Working with local school districts to address the education and basic needs of homeless families
- Implementing evidence-based harm reduction models, such as Law Enforcement Assisted Diversion (LEAD) to divert people with mental illness and addiction from jails and hospital emergency rooms
- Promoting contributions to local nonprofits rather than supporting individuals who are panhandling
- Encouraging collaboration among local service providers and WorkSource Oregon
- Using rapid identification to locate veterans and connect them with permanent housing

PIVOTING TO IMPLEMENTATION

To assure that the Mid-Willamette Homeless Initiative's strategic plan is implemented – and doesn't just collect dust on a shelf – the Task Force is proposing a new collaborative structure that will oversee implementation, promote regional coordination, and hold participating entities accountable.

Parameters for this new structure include:

- **Shared ownership** through a Memorandum of Collaboration by the participating government jurisdictions and key nonprofits, such as Community Action Agency, Union Gospel Mission, and Salem Leadership Foundation
- **Commitments** by each participating organization to the common structure
- **A Mid-Willamette Housing Commission** appointed by the participating jurisdictions to oversee the work
- **A Project Manager** to coordinate the work and support the commission, contracted through the new structure, with funding from the participating jurisdictions
- **Periodic reports** to the county commissions, city councils, and nonprofit boards of the participating organizations
- **Prioritization** of the strategic plan's strategies, looking first a potential "low hanging fruit" but also putting in place the steps necessary for longer-term efforts
- **Community engagement** in the ongoing work to reduce homelessness in our region's communities

FOR FURTHER INFORMATION

Contact:

CO-CHAIRS

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TASK FORCE STAFF

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City of Salem Project Manager Job Description

Project Manager

Class Title

Project Manager

Class Code

0220

Salary

\$5,893.33 - \$7,458.53 Monthly

Job Summary

This is a professional management position that assists department leadership by managing assigned projects and programs.

Supervision Received and Exercised

Project Managers work under the general direction of a department director or a higher level manager. Employees may exercise full range of responsibilities over assigned staff.

Examples of Work

- Direct development and implementation of complex and highly visible enterprise or community level projects through effective project scoping and management of schedules, budgets, communication, and reporting.
- Provide primary staff support for City Council or advisory boards including preparing agendas and staff reports and approving draft minutes.
- Prepare various professional level documents and materials including regular staff reports.
- Prepare and deliver presentations and communication materials to City Council and other internal and external groups of various sizes.
- Seek grant opportunities to leverage local funds. Ensure coordination of section activities with Grants and Loans, Real Estate and Rehabilitation Sections, and other Divisions and Departments.
- Conduct independent research on assigned area.
- Provide leadership and direction for the project teams while ensuring development of products and services to customer requirements are within the specified resources.
- Analyze and develop business solutions, technical recommendations, testing, and project execution in support of the initiatives and strategies.

Essential Skills

Minimum Qualifications

City of Salem Project Manager Job Description

- Perform tasks that may require the incumbent to climb, stoop, kneel, crouch, crawl, reach, stand, walk, push, pull, lift, use manual dexterity, grasp and perform repetitive motions with or without reasonable accommodations.
- Express or exchange ideas by means of the spoken word.
- Receive detailed information through oral communication. Visual acuity necessary to perform an activity such as: preparing and analyzing data and figures; transcribing; viewing a computer terminal; expansive reading; visual inspection involving small defects, small parts and/or operation of machines (including inspection); using measurement devices; and/or assembly of fabrication of parts at distances close to the eyes.
- Work is performed indoors in an office environment.

The listed work examples are illustrative of the classification level and not intended to list all duties typically assigned to this classification. Employees may do all or some of the listed duties, or other related duties. The above statements are intended to describe the general nature and level of work being performed by employees assigned this classification. It is as well intended to be compliant with the Americans with Disabilities Act.

Clackamas County Project Manager Job Description

CLACKAMAS COUNTY

CLASSIFICATION NO. 999

Established: 05/94

FLSA: Exempt

EEO: 1

PROJECT MANAGER

CLASS CHARACTERISTICS

Under general direction, to plan, organize and coordinate the development, implementation and evaluation of a specialized project or program; and to do other work as required.

DISTINGUISHING CHARACTERISTICS

The Project Manager is responsible for the overall management of specialized projects of a limited duration. Such projects may include capital construction, system development, organizational evaluation and other projects to improve the efficiency and effectiveness of County service to the citizens. The focus of positions in this classification is on initial project development and evaluation rather than ongoing managerial responsibility.

The Project Manager classification is used for contract positions which are limited to a maximum two-year term of appointment. The project management responsibilities of each position are analyzed to determine the appropriate compensation range. Individual salaries are determined when negotiating an employment contract.

TYPICAL TASKS

Duties may include but are not limited to the following:

1. Develops project definition and scope, including management plan for project organization and staffing; confers with consultants, advisory groups and County management to prepare overall project schedule, budget and cost control system; develops and maintains project reporting system.
2. Organizes, facilitates and participates in task forces to identify needs, evaluate services and establish objectives; participates in developing project/program goals, policies and procedures; promotes individual agreement and group consensus on project/program issues; identifies options and evaluates fiscal and operational impact; develops and implements strategies and action plans.
3. Promotes positive public, intergovernmental and medial relations; represents project or program at public, department and commission meetings; develops and coordinates intergovernmental agreements; acts as liaison with federal, state and local governments and regulatory agencies.

Clackamas County Project Manager Job Description

Skill to: Communicate effectively, both orally and in writing; prepare, negotiate and administer contracts and intergovernmental agreements; interpret and apply laws, rules and regulations; ensure completion of assigned project within establish budget, time and legal guidelines; formulate and evaluate policies and procedures; develop and justify budget, time and legal guidelines; proposals; administer and control the distribution of funds according to approved budget requests and grant proposals; administer and control the distribution of funds according to approved budget or grant; compile and analyze data and develop recommendations; design, develop and implement procedures for efficient operations; coordinate and administer capital improvement projects; prepare and deliver oral presentations; plan and direct the work of professional and administrative support staff; establish and maintain effective working relationships with other government agencies, County employees, advisory groups, the media and the public.

WORKING CONDITIONS

May perform occasional duties in the field that require walking, twisting, balancing, and involve exposure to inclement weather, noise, and slippery and/or uneven surfaces.

OTHER REQUIREMENTS

Positions within the County's Criminal Justice agencies must successfully pass an extensive background investigation which may include national fingerprint records check; some positions within Non-Criminal Justice agencies must successfully pass a criminal history check which may include national or state fingerprint records check.

All positions within the County's Criminal Justice agencies must pass a pre-employment drug test.

Driving may be necessary for County business. For position(s) with occasional/incidental driving, incumbents must possess a valid driver's license. Accommodation requests for an acceptable alternative method of transportation will be reviewed on an individual basis in compliance with State and Federal legislation. For position(s) with regular driving, incumbent(s) must also possess and maintain an acceptable driving record throughout the course of employment.

MINIMUM RECRUITING STANDARDS

Any satisfactory combination of experience and training that demonstrates possession of the required knowledge and skills.

Edited: 08/16