



Marion County
OREGON

CITY OF *Salem*
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Co-Chairs: Commissioner Janet Carlson, Mayor Anna Peterson, Mayor Cathy Clark

MID-WILLAMETTE HOMELESS INITIATIVE

TASK FORCE MEMBERS

Kathleen Ashley
Making Homes Happen, Inc.

Bruce Bailey
Union Gospel Mission

Warren Bednarz, Councilor
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

Anna Peterson, Mayor
City of Salem

Jon Reeves
Community Action Agency

Shaney Starr
Strategic Initiatives

Verena Wessel
Keizer Community
Representative

MEETING AGENDA

Date: January 23, 2017

Time: 4:00 - 6:00 PM

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

- | | | |
|------------|--|--|
| 10 Minutes | <u>1. Welcome/Introductions</u> <ul style="list-style-type: none"> • Task Force Member Introductions • Announcements • Chair Comments • Approval of December 1, 2016 Minutes (Action) • Other | <i>Commissioner Janet Carlson</i>
<i>Co-Chair</i> |
| 20 Minutes | <u>2. Housing Issues for Seniors (Discussion)</u> | <i>Beth Jackson</i>
<i>NW Senior and Disability Services</i> |
| 40 Minutes | <u>3. Subcommittee Updates and At-Large Proposals (Discussion/Action)</u> <ul style="list-style-type: none"> • Community Forums Report • Adopt Subcommittee Proposals • Adopt At-Large Proposals | <i>Jon Reeves</i>
<i>Subcommittee Leads</i>
<i>By invitation</i> |
| 30 Minutes | <u>4. Implementation: Governance Structure (Discussion)</u> | <i>All</i> |
| 15 Minutes | <u>5. Public Comment</u> <ul style="list-style-type: none"> • Comments will be limited to three minutes. | |
| 5 Minutes | <u>6. Wrap Up</u> <ul style="list-style-type: none"> • Task Force member comments | |

Mid-Willamette Homeless Initiative Task Force
December 1, 2016
Meeting Minutes

DRAFT

ATTENDANCE

Members: Warren Bednarz, Chuck Bennett, Gladys Blum, Janet Carlson, Cathy Clark, Kim Freeman, Ron Hays, David Leith, Jerry Moore, Jason Myers, Shaney Starr and Verena Wessel.

Guests: PACE Team: Nowshin Ahmed, Devon Concerto, Ryan Gail, Meghan Magee and Shanbo Zhang.

Staff: Lisa Trauernicht, Marion County and Laura Walker, City of Salem.

WELCOME/INTRODUCTIONS

- Mayor Cathy Clark welcomed task force members to the meeting. Members made self-introductions.
- Commissioner Carlson's announcements:
 - The City of Salem received 25 additional housing vouchers for veterans, for a total of 88. See [news release](#). Laura Walker confirmed that the vouchers are in addition to Westcare's plans to develop ten beds this year with an additional 10-20 next year.
 - A recent [press release](#) from the Oregon Department of Education indicates that there are 21,340 homeless students in Oregon. The problem is growing. Being able to document the problem through data is a step forward.
 - See flyer regarding the Polk County [DHS Self-Sufficiency Program](#)
- Approval of December 1, 2016 meeting minutes

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

WILLAMETTE UNIVERSITY PACE PROJECT:

Nowshin Ahmed, Devon Decerto, Ryan Gail, Meghan Magee, and Shanbo Zhang

Commissioner Carlson introduced the PACE team from the Willamette University MBA program.

- See [PACE Presentation](#)
- Work of the PACE team will be brought back to the task force for approval in January.
- PACE work to date has focused on researching best practices for veteran support including: the VI-SPDAT assessment tool and vulnerability index used to assess and prioritize need; and supportive housing for veterans.

DISCUSSION:

- PACE continued the work of the Veterans Subcommittee by researching topics that were determined during subcommittee meetings.
- In January there will be an opportunity to bring forward "at large" recommendations that did not go through a subcommittee. Veterans recommendations will be presented then.
- Next semester, the PACE team will work on determining how to measure the recommendations: identifying baseline; tools needed to measure outcomes; how to determine success; and review the strategic plan to determine if there are any gaps.
- The outcomes will help us make a more informed case for what is needed in our area.

SUBCOMMITTEE UPDATES

See [Subcommittee Recommendations](#)

COMBINED AFFORDABLE HOUSING AND FINANCIAL SUBCOMMITTEES

1. Recommend endorsement of the City of Salem's Residential Implementation Strategy and the City of Keizer's Proposed Residential Goals, Objectives, and Policies derived from the Housing Needs Analysis, including the following:

- Moving forward with accessory dwelling unit (ADU) planning;
- Exploring the possibility of system development charges waivers and/or reductions for bona fide affordable housing projects; and
- Revisions to jurisdictional policies to allow planning staff to consider reduced parking for affordable housing projects when the projects are near transit, including review based on market studies, location of the structure, and neighborhood input.

Comments from Councilor Bednarz

- Mountain West Investment Corporation did not get the funding for the 108 units east of Salem. The 188-unit project on Portland Road is still planned.
- The City of Salem held a meeting on November 29, 2016 to discuss allowing accessory dwelling units. Parking and size of the units are key factors to be resolved. City council should vote on this in the spring.

MOTION: Warren Bednarz moved to accept this recommendation as presented. Seconded by Janet Carlson; motion carried. A voice vote was unanimous.

2. Implement SDC waivers and/or reductions across all jurisdictions for bona fide affordable housing projects.

No discussion.

MOTION: Warren Bednarz moved to accept Recommendation #2. Seconded by Verena Wessel; motion carried. A voice vote was unanimous.

3. Expand the above efforts to also encompass the jurisdictions of Marion and Polk counties.

DISCUSSION:

- Marion County aligns its policies with Salem to be consistent with unincorporated east Salem.
- Marion County will be looking at ADUs in the unincorporated areas within the urban growth boundary.
- It would take legislation or changes in administrative rules at the Oregon Department of Land Conservation and Development to allow RV use or accessory dwelling units on rural lands.
- Commissioner Carlson is working on a legislative concept regarding allowing ADUs in rural areas.
- Marion County has SDCs for parks and development. Waivers would be an internal county process.
- Developing housing outside the urban area creates problems because of lack of services and transportation.
- This is not a plan to urbanize unincorporated areas but to increase capacity by allowing the addition of one ADU or RV to be added to private property.

MOTION: Warren Bednarz moved to accept Recommendation #3. Seconded by Janet Carlson; motion carried. A voice vote was unanimous.

4. **Consider converting existing, vacant buildings into affordable housing including revisions to zoning and/or conditional uses to allow affordable housing in light industrial areas.**

No discussion.

MOTION: Warren Bednarz moved to accept Recommendation #4. Seconded by Janet Carlson; motion carried. A voice vote was unanimous.

5. **Explore the possibilities of implementing inclusionary zoning in the jurisdictions with proportional waiver of System Development Charges (SDCs) or reductions in SDCs for bona fide affordable housing projects.**

No discussion.

MOTION: Warren Bednarz moved to accept Recommendation #5. Seconded by Cathy Clark; motion carried. A voice vote was unanimous.

6. **Revise jurisdictional policies (county and city) to provide authority to administrators to make decisions regarding applications for competitive grants that would further the goals of the jurisdictions and the task force. And once a grant is awarded, a review and approval by the governing body (City Council or County Commissioners) for acceptance of the grant.**

DISCUSSION:

- Commissioner Carlson commented that Marion County department heads can decide to apply for a grant then it is taken to the Board of Commissioners for approval once the grant is received. Chief Administrative Officer is notified of the intention.
- Councilor Bednarz: City of Salem applications are approved by the city manager and city council. The timing may not align with an application's short turn-around time. This would allow the administrator to go ahead with the grant then present it to the council for acceptance once it is awarded.
- Mayor Clark: Keizer city manager reviews grant applications; some go to city council some do not.
- Discussion as to whether the recommendation should be amended to include just City of Salem.
- Judge Leith commented that this is related to the Transitional Housing/Shelters subcommittee recommendation regarding creation of an implementation team. One of the key things related to the implementation team is having a sustained, coordinated approach to these problems. Having an implementation team whose charge includes strategically thinking about how to develop affordable housing projects with the authorization to pursue grants for projects that have been outlined without the delay of going back to the commissioners or city administrator is a good thing.
- Mayor Clark: This is important to include when developing the MOU for the implementation team.
- Councilor Bednarz suggested adding "those that are time sensitive" after the first sentence for clarification.
- Judge Leith suggested adding, "Consistent with an MOU to be agreed upon by the task force jurisdictions..." before the first sentence.

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- Mayor Clark asked to vote against this recommendation and have the subcommittee revise it to demonstrate what it can actually accomplish for streamlining the process without going around safeguards that jurisdictions and organizations have in place for committing resources.
- Commissioner Carlson suggested withdrawing the recommendation in order to enhance it and bring it back at the January meeting.
- Mayor Clark withdrew her second. Councilor Bednarz withdrew his motion.

MOTION: Warren Bednarz moved to accept Recommendation #6. Seconded by Cathy Clark. **Motion withdrawn after discussion.**

SUPPORT SERVICES/EDUCATION SUBCOMMITTEE

1. Initiate a conversation with the Salem-Keizer School District to address barriers that homeless children face.

DISCUSSION:

- Mayor Clark commented on automatic disenrollment of students. This is a statewide issue. Welcomes the school district's help.
- Councilor Bednarz mentioned the importance of mentoring students in the community. Mentorship opportunities are available through the school district's Career and Technical Education Center.
- Shaney Starr asked to expand the recommendation to include school districts within Marion and Polk counties.

MOTION: Warren Bednarz moved to accept the recommendation to initiate a conversation with the school districts within Marion and Polk counties to address barriers that homeless children face. Seconded by Verena Wessel; motion carried. A voice vote was unanimous.

2. Support and expand neighborhood-based community centers for homeless families and youth, such as Community Action Agency's HOME Youth and Resource Center and West Salem's Dream Center.

DISCUSSION:

- Looking at replication of what's working, and the importance of neighborhood centers where kids are connected to their communities.

MOTION: Verena Wessel moved to accept this recommendation. Seconded by Warren Bednarz; motion carried. A voice vote was unanimous.

TRANSITIONAL HOUSING/SHELTERS SUBCOMMITTEE

1. Endorse the following projects and, if requested, provide letters of support to reinforce collaborative efforts toward reducing homelessness in communities across the region:

- Mid-Willamette Valley Community Action Agency's HOME Youth & Resource Center;
- Union Gospel Mission's plan to replace the current shelter with a new 300-bed shelter for men without children;
- Westcare's plans to provide ten new transitional housing beds for veterans this year, with an additional 10-20 over the course of the next year;
- Marion County's plans to develop a twenty-four bed reentry transitional housing unit; and
- Mountain West Investment Corporation's plans to develop additional affordable housing units in the Salem Metropolitan Statistical Area.

No discussion.

MOTION: David Leith moved to accept this recommendation. Seconded by Warren Bednarz; motion carried. A voice vote was unanimous.

2. **Support and encourage opportunities for expansion of current programs; i.e., Salvation Army, St. Francis Shelter, Center for Hope and Safety and others to provide service-coordinated emergency and transitional housing for families.**

DISCUSSION:

- With the great need in our community, expanding our resources into the future is important for meeting emergent needs.
- The recommendation should read, "... e.g., Salvation Army..." instead of "...i.e., Salvation Army..."

MOTION: David Leith moved to accept this recommendation, as amended. Seconded by Warren Bednarz; motion carried. A voice vote was unanimous.

3. **Through letters of support, community partnerships, and jurisdictional planning;**
 - a. Support population-specific projects for victims of domestic violence (emergency and transitional housing);
 - b. Encourage a portion of new housing to offer a priority to homeless families and/or victims of domestic violence; and
 - c. Support the Housing Authorities in their efforts to increase prioritization of housing vouchers for homeless families or survivors of domestic violence.

No discussion.

MOTION: David Leith moved to accept this recommendation, as amended. Seconded by Warren Bednarz; motion carried. A voice vote was unanimous.

4. **Create a Memorandum of Understanding (as recommended by the Affordable Housing and Financial subcommittees) among regional entities to constitute a Development Team to provide coordinated, inclusive, and transparent management of the regions' approach to emergency housing and related services, as well as affordable housing. The Development Team will:**
 - a. Examine ways to best position the region for future funding, including but not limited to:
 - i. Examining HMIS participation rates to determine the degree of community coordination in future cooperative applications; and
 - ii. Assessing local inclusion in the Rural Oregon Continuum of Care (ROCC) to understand how best to address the problems of homelessness and needs of people experiencing homelessness.
 - b. Prioritize, plan, and pursue available grants (federal, state, private) for future projects;
 - c. Analyze the advisability of allowing, supporting, or facilitating some form of temporary, support-coordinated camping; and
 - d. Inventory vacant, derelict or other suitable sites for potential re-purposing as support-coordinated emergency housing. Such sites may include houses, motels, apartments, or closed schools.

DISCUSSION:

- Mayor Clark: Pushback will come on the recommendation to support camping. There's little evidence to indicate that allowing camping helps people move on to productive lives.
- Commissioner Carlson: The recommendation doesn't commit us to anything; it gets it on the table. We don't have nonprofits totally focused on housing like they do in Eugene. If all we do is look at long-term or social service-related strategies to help people, then we haven't been comprehensive enough.
- Sheriff Myers: People are already camping. We may not be able to find a solution but we should at least explore it.
- Chief Moore: Agrees with Sheriff Myers. Toured Eugene facilities and found that what they have is better than sleeping under a tree. Some unscheduled visits have shown a different picture than what we've been presented, including one person in a transitional setting who was there for three years. Not endorsing that camping is the right way to go.
- Mayor-elect Bennett: City of Salem has been approached by a nonprofit organization to implement this and is in the process of looking for unused city owned land to consider an Opportunity Village type setting. As long as the recommendation isn't for camping in tents, we should look at it.
- Judge Leith: The recommendation specifies "support-coordinated" developments, implying efforts to maximize self sufficiency.
- Mayor Clark: The word "camping" has very specific connotations and will continue to take resources from our community. Temporary housing needs to be fully staffed to bring people and resources together to make things happen. Okay with saying yes to the assessment, but not to allowing camping.
- Judge Leith: Change the recommendation to "analyze the advisability of allowing, supporting, or facilitating some form of support-coordinated temporary shelter."
- Warren Bednarz: CityofSalem.net has a list of derelict homes available.
- Gladys Blum: Consider a plan similar to Detroit's tiny home rent-to-own model for people that can pay for their homes but do not have the opportunity.
- Commissioner Carlson: Lane County is considering a community similar to the Detroit model. Both transitional housing settings as well as the tiny home community concept are needed.

MOTION: David Leith moved to accept this recommendation, as amended. Seconded by Warren Bednarz; motion carried. A voice vote was unanimous.

IMPLEMENTATION: GOVERNANCE STRUCTURE

See [Karen Ray Associates memo](#)

Structure for pivoting to implementation.

- Form a nonprofit, shape a public-private joint venture, or create a collaboration among jurisdictions, nonprofits, and community groups.
- Karen Ray recommends creating a collaboration.
- Task force leaders brainstormed some organizations that might take the lead.
- Develop letters of commitment or an MOU among the partners.

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DISCUSSION:

- Mayor Clark: We'll need to commit staff to this to make is successful.
- Shaney Starr: Don't discount volunteer work being done within the community. Funding mechanism could determine which model we choose.
- Chief Moore: Coordination of efforts is critical.
- Councilor Bednarz: Collaboration model is the way to go to put structure between silos.
- Sheriff Myers: Support the collaboration model. Need to have a change agent. How do we craft that to use resources to deliver on the recommendations?
- Mayor-elect Bennett: Who is in charge of getting people to collaborate?
- Chief Moore: Feeding people under the bridge creates a competing situation when Union Gospel Mission has the capacity to feed anyone who needs it.
- Mayor Clark: be mindful of what this collaboration will look like and what players should be at the table.

PUBLIC COMMENT

- Michael Livingston: Has been following and reporting on the work of the task force and efforts in the region to address homelessness. Recently asked social service agencies what they'd do to provide immediate impact if they received \$20,000. Michael reviewed the responses from HOME Youth & Resource Center and Salem Interfaith Hospitality Network.
- Sara Cromwell: Followed up with review of responses to Mr. Livingston's question from Congregations Helping People, Northwest Human Services Outreach and Advocacy Program, Polk County and ServicePoint.
- Herm Boes: Board member on the Emergency Food and Shelter Program board of Marion and Polk counties. Federal government is proposing to cut \$200 million from that budget. Would like letter of support to influence senators to maintain EFSP funding at its current level. He supports tent cities and tiny houses. Anything is better than where people are now.

MOTION: Janet Carlson made a procedural motion to add the letter of support to the meeting agenda as an action item for task force approval. Seconded by Warren Bednarz; motion carried. A voice vote was unanimous

No discussion.

MOTION: Janet Carlson moved that the task force delegate authority to the co-chairs to draft a letter of support for the Emergency Food and Shelter Program, send it out to task force members for approval and submit with co-chairs' signatures. Seconded by Jason Myers; motion carried. A voice vote was unanimous.

WRAP UP

- Mayor-elect Bennett asked for hard copies of the lists that Michael Livingston and Sara Cromwell shared.
- Mayor Clark asked that the list be sent to Lisa Trauernicht to be posted on the MWHI website.
- Councilor Bednarz encouraged everyone to participate in the Point-in-Time count on January 25, 2017. Go to Community Action Agency's website to find out about training.

ADJOURNED at 6:07 pm.

MID-WILLAMETTE HOMELESS INITIATIVE TASK FORCE
STRATEGY RECOMMENDATIONS
JANUARY 23, 2017

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.

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 Oregon, by providing for their basic needs; and referring clients to WorkSource Oregon for job skills training, employment workshops, educational opportunities, and job placement.
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.
3. Explore Community Data Link (CDL) as a regional tool for improving service coordination.
4. Explore and adopt a comprehensive statewide resource network.

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.
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).

MID-WILLAMETTE HOMELESS INITIATIVE TASK FORCE
STRATEGY RECOMMENDATIONS
JANUARY 23, 2017

“AT-LARGE” RECOMMENDATIONS (not reviewed or endorsed by an MWHI Subcommittee)

1. Develop a shelter for seniors . (*Northwest Senior & Disability Services*)
2. Develop welcoming housing with services for seniors. (*Northwest Senior & Disability Services*)
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. (*Northwest Senior & Disability Services*)
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. (*Northwest Senior & Disability Services*)
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. (*Dr. Hal Boyd*)
6. Support Salem Health, City of Salem, Marion County, and other nonprofit organizations in efforts to create a sobering center in the Salem area. (*City of Salem*)
7. Support community partners to create a one-stop resource center with centralized and coordinated case management. (*City of Salem*)
8. Implement Step 2 of the Marion County District Attorney’s Law Enforcement Assisted Diversion (LEAD) plan. (*Marion County*)
9. Advocate with Salem-Keizer Transit to continue providing transportation service (indefinitely) to the Santiam Canyon. (*Marion County*)
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. (*Willamette PACE Team*)
11. Create housing for veterans, including (A) an affordable housing development with residential-based support services, and (B) “tiny house” developments with shared kitchen and living facilities. (*Willamette PACE Team*)
12. Provide economic resources for veterans, including free bus passes, gift cards, and rent support. (*Willamette PACE Team*)

MID-WILLAMETTE HOMELESS INITIATIVE TASK FORCE
STRATEGY RECOMMENDATIONS
JANUARY 23, 2017

13. Implement the following assessment tools to assist in agency decisions about allocating resources to veterans: (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). (*Willamette PACE Team*)

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.(*City of Salem*)

MID-WILLAMETTE HOMELESS INITIATIVE
Strategic Plan Recommendations

Subcommittee: Combined Affordable Housing and Financial Subcommittees

Date: December 1, 2016

Proposed Strategies:

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.

Problem to be addressed:

Timelines for competitive grant applications are typically very short (4-12 weeks). Due to the current processes within jurisdictions of having to obtain approval from governing bodies prior to making application for these grant funds, the ability to put forth a competitive application for these grants is very limited. The time constraints involved in the approval process to begin the application provide a barrier in accessing grant funds in some instances.

A cohesive Development and/or Implementation Team MOU incorporating authority provisions for competitive grants would provide a streamlined, agile approach to moving forward with the goals identified in the strategic plan and future mobility in the efforts to provide a coordinated system in reducing homelessness in our communities.

Research basis for proposed strategies:

The ability to prepare and submit applications for available grant funds with administrative approval, especially those with strict time constraints, could provide additional funding streams to further the efforts of the task force in fulfilling the goals that will be outlined in the strategic plan. This ability to apply for additional funding sources may also provide more flexible resources of gap financing to: incentivize developers to produce more affordable housing; increase coordinated services; implement identified strategies; etc.

HUD Lead Hazard Reduction Demonstration Grant Program (posted Nov. 21, 2016 due Feb. 21, 2017)
<http://www.grants.gov/search-grants.html?fundingCategories%3DHO%7CHousing>

HUD Youth Homeless Demonstration Program (posted Aug. 22, 2016, due Nov. 30, 2016)
<https://www.hudexchange.info/programs/yhdp/>

Meyer Memorial Trust Affordable Housing Initiatives (posted Nov. 1, 2016, due Dec. 5, 2016)
<https://mmt.org/grant-application-guidelines>

MID-WILLAMETTE HOMELESS INITIATIVE
Strategic Plan Recommendation

Subcommittee: Support Services/Education
Date: January 23, 2017

Proposed strategy:

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

Problem to be addressed:

According to the National Coalition for the Homeless,¹ “meaningful and sustainable” employment is a critical element to ensure housing stability. Unemployment, underemployment, and low wages relative to rent can contribute to homelessness. People at-risk of homelessness or who are already homeless can benefit from connections to job training and from job placement programs. People experiencing homelessness often have additional barriers to employment, such as limited work experience, mental health or addiction issues, disability, bad credit or criminal histories. Other barriers include limited access to technology and transportation. Lack of child care may also be a barrier to parents with young children.

In Marion and Polk counties, ResCare Workforce Services provide job seekers with training and job placement at centers in Salem and Dallas. The Support Services/Education Subcommittee discussed the need for local providers of housing and services to homeless individuals to become more familiar with WorkSource Oregon services to increase client access and also help clients be more successful, once referred to workforce services. ResCare has been a strong partner with the Marion County Reentry Initiative and can work with providers of housing and homeless services to better understand the unique needs of this population.

Research basis for proposed strategy:

Summary document: *Research shows effectiveness of workforce programs*²

Mathematica evaluation study, 2008-2017³

U.S. Department of Labor, et al, *What works in job training: a synthesis of the evidence*⁴

¹ <http://nationalhomeless.org/issues/economic-justice/>

² <http://www.clasp.org/resources-and-publications/files/workforce-effectiveness.pdf>

³ <https://www.mathematica-mpr.com/our-publications-and-findings/projects/wia-gold-standard-evaluation#evaluation>

⁴ <https://www.dol.gov/asp/evaluation/jdt/jdt.pdf>

MID-WILLAMETTE HOMELESS INITIATIVE
Strategic Plan Recommendation

Subcommittee: Support Services/Education
Date: January 23, 2017

Proposed strategy:

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.

Problem to be addressed:

Transportation is an essential social support. Reliable transportation is needed to access jobs, medical care, school, and agencies that can offer treatment and other assistance. In the Salem area, public transportation is not available on weekends, causing travel barriers for low-income and homeless individuals. People experiencing homelessness may also use transportation as shelter, resulting in conflicts with transit organizations.

Salem-Keizer Transit offers a travel training program¹ that is a free instructional program designed to help people use public transportation through trip planning assistance and route guidance. The program's focus is on seniors and people with disabilities, but the program is open to everyone. The program offers information on using accessibility equipment and mobility devices, along with training on paying bus fares, making transfers and meeting individual travel needs.

The Support Services/Education Subcommittee discussed that greater awareness of this program could benefit local providers of services to people at-risk of homelessness or experiencing homelessness.

Research basis for proposed strategy:

California Department of Transportation, *The Mobility of Homeless People and Their Use of Public Transit in Long Beach, California*²

L. Nichols & F. Cezares, *Homelessness and the Mobile Shelter System: Public Transportation as Shelter*³

D. Bowman & K. Barksdale, *Increasing School Stability for Students Experiencing Homelessness: Overcoming Challenges to Providing Transportation to the School of Origin*⁴

¹ <http://cherriots.org/en/how-to-ride/travel-training>

² https://www.metrans.org/sites/default/files/research-project/06-13_Jocoy_final_0_0.pdf

³ <https://www.cambridge.org/core/journals/journal-of-social-policy/article/div-classtitlehomelessness-and-the-mobile-shelter-system-public-transportation-as-shelterdiv/DE7A0CFD314B610BAAE1C4EE80D57263>

⁴ <https://eric.ed.gov/?id=ED489996>

MID-WILLAMETTE HOMELESS INITIATIVE
Strategic Plan Recommendation

Subcommittee: Support Services/Education
Date: January 23, 2017

Proposed strategy:

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

Problem to be addressed:

A key issue identified by the Support Services/Education Subcommittee is the lack of consistent data across local programs serving people experiencing homelessness. According to the Office of Policy Development and Research, U.S. Department of Housing & Urban Development (HUD), "Since homelessness emerged as an issue in the United States, a broad group of dedicated individuals and organizations — from advocacy groups and shelters to local, state, and federal government agencies — have fought to help homeless persons find housing and remain stably housed. Data have become a critical component of these efforts. Documenting the number, characteristics, and needs of homeless persons in American communities, as well as the number of people receiving services and the capacity of these services, is essential to identifying the proper strategies to tackle the problem; it's very difficult to manage what you can't measure. Because counting the homeless population is difficult and resource intensive, local governments have had to develop systems that are flexible enough to accommodate differing local circumstances yet also consistent enough to aggregate local data and get a holistic picture at the national level."¹

Community DataLink (CDL) database system was developed by Healthcare Business Education, Inc. (HBE), a local private software company that serves health and human service and public safety providers by developing software solutions and providing centralized data services that bring efficiencies to county and local government agencies and non-governmental organizations who serve Oregonians. HBE has earned contracts with a number of state agencies and local governments. HBE principals have been granted security clearance for the past six years, due to the sensitive nature of system testing work and highly confidential data. The system is used by the Salem-Keizer School District, Marion County Reentry Initiative and Union Gospel Mission Restoration House. Twelve local service providers also subscribe to CDL.² CDL also can be accessed by multiple organizations involved in collaborative initiatives, while maintaining HIPAA privacy standards.

Research basis for proposed strategy:

While data collection methods have improved over the past two decades, there are significant limitations to local data. The Point-in-Time count provides an aggregate number of homeless individuals on a single night. However, this count may not include people who are doubled up or couch surfing, nor does it include people who are not found during the street count. Housing services providers that receive HUD funds use HMIS as a standard database. However, many nonprofit and faith-based providers of homeless services do not receive federal funds and therefore don't use the HMIS database. While other databases are used at nonprofit programs, there is no connectivity among the databases and data collection can often result in duplication, skewing the numbers. The

¹ <https://www.huduser.gov/portal/periodicals/em/summer12/highlight2.html>

² <http://communitydatalink.com/>

MID-WILLAMETTE HOMELESS INITIATIVE

Strategic Plan Recommendation

August 16 report by the Oregon Department of Human Services Homeless Youth Advisory Committee³ illustrates this data collection dilemma, as follows: "Estimating the size of Oregon's homeless youth population is difficult because there is no coordinated or consistent data collection or reporting system. The data that do exist focus on a limited portion of the population, and many of the data sources are undercounts. We also don't know how much overlap there is between youth counted by the different sources" (page 4).

³ http://www.co.marion.or.us/BOC/MWHI/Documents/SubcommitteesMaterials/MWHI_PublicSafety/2016-08AUG25_Oregons%20Runaway%20and%20HomelessYouth%20-%20An%20Overview%20and%20Strategic%20Framework%20-%20FINAL_1.pdf

MID-WILLAMETTE HOMELESS INITIATIVE
Strategic Plan Recommendation

Subcommittee: Support Services/Education
Date: January 23, 2017

Proposed strategy:

Explore and adopt a comprehensive statewide resource network.

Problem to be addressed:

The Support Services/Education Subcommittee was charged with developing recommendations to enhance coordination and to fill gaps in support services and education for individuals, families, children and youth experiencing homelessness. The task force and subcommittee members heard throughout the past year that there is a gap, particularly in the Salem area, of information about available services. Professionals working with families often lack information about the ever-changing programs offered by other organizations. To assist clients, many agencies have created their own resource lists, but find that maintaining current, comprehensive information is time consuming, costly and duplicative. This problem is not unique to our areas. A Nebraska survey found that 141 agencies reported committing nearly 31,000 hours to tracking services offered by other organizations.¹ A comprehensive and coordinated information and referral system could assist local providers with real-time data on available services.

At the July 20, 2016 task force meeting, a representative from Trilogy Integrated Resources gave a demonstration of the Network of Care² community portal. This web-based system illustrates the possibilities of how a customized information system could add value to existing resources, such as *211info*.³ The Support Services/Education Subcommittee invited Walter Reed who created the Greater Online Oregon Data Service⁴ and Dan Herman and Emily Berndt from *211info* to the October 19 meeting. The subcommittee heard about the challenges a local company faced in maintaining an information and referral database and also learned that *211info* acknowledged the limitations in its own database and had been in conversations with Network of Care. While the Support Services/Education Subcommittee does not endorse any specific database software, the subcommittee does recommend that a comprehensive, statewide resource network is a needed tool for providers in Marion County and the Salem area.

Research basis for proposed strategy:

Information and referral programs provide a critical connector in the health and human service delivery system.⁵ According to the Alliance of Information and Referral Systems⁶, "Accredited I&R service providers are the quickest and most reliable source for connecting people with the community services they need. People needing answers and help often do not know where to begin, so they may not get the assistance they require, or they may waste a lot of time searching through various websites or calling multiple places with mixed results. With I&R they receive the information they need in one simple step."

¹ <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.508.7991&rep=rep1&type=pdf>

² <http://www.networkofcare.org/splash.aspx>

³ <http://211info.org/>

⁴ <http://www.oregonresources.com/goods.htm>

⁵ <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.508.7991&rep=rep1&type=pdf>

⁶ <http://www.air.org/i4a/pages/index.cfm?pageid=3301>

MID-WILLAMETTE HOMELESS INITIATIVE
Strategic Plan Recommendations

Subcommittee: Public Safety Subcommittee

Date: December 1, 2016

Proposed Strategies:

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.
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 wrap-around services (e.g. homeless youth and domestic violence programs).

Problem to be addressed:

With the rising cost of housing and the waiting lists for housing vouchers up to 3 years, it is important to provide skills through day labor opportunities and connection to wrap-around services for persons experiencing homelessness. The combination of employment opportunities and access to wrap-around services, provides a path to self-sufficiency.

There are also safety concerns with individuals panhandling at busy intersections and along city roads and with where money that is given is being used. The subcommittee would like to ensure that all funds meant to provide assistance to those experiencing homelessness are utilized to their greatest extent and being used in such a way that individuals are getting to self-sufficiency.

Research basis for proposed strategies:

City of Albuquerque provides funding and support to St. Martin's for their "There's a Better Way" Program and collects redirected funds through their 311 hotline.

<https://www.cabq.gov/mayor/priorities-initiatives/initiatives/theres-a-better-way>

St. Martin's "There's a Better Way" Program that provides daily jobs assisting the City of Albuquerque in cleanup of solid waste and landscaping to persons experiencing homelessness. At the end of the day, wrap around services are provided and an emergency shelter bed for the night.

<http://www.smhc-nm.org/project-end-homelessness/theres-a-better-way/>

City of Salem flyer for "Give Hope, Not Money" initiative.

<http://www.co.marion.or.us/BOC/MWHI/PublishingImages/Pages/Task-Force-Subcommittees/City%20of%20Salem%20Panhandling%20Effort%202014.pdf>

Salt Lake City's "Real Change" Program that collects money that would normally be handed to panhandlers, to distribute to non-profits assisting persons who are experiencing homelessness.

<http://www.slchost.org/>

To: Mayor and Councilors
From: Steve Powers, City Manager
Subject: Homelessness In Salem
Date: December 9, 2016

Summary

City staff have been responding to the behaviors and activities caused by homeless individuals, panhandlers, campers, and loiterers throughout the city. Salem's parks and parking garage facilities are impacted. Perceptions of safety are critical for the continued use of these facilities. Staff has been contacted regarding increasing issues with the homeless. The City responds to the behavior and activities. The responses are immediate and coordinated with providers of services.

City staff have been discussing potential actions the City could take to assist those who experience homelessness, lessen the impacts of undesirable behaviors, and increase the effectiveness of the City's response. Some of the recommendations may complement the findings of the Mid-Willamette Homeless Initiative and are intended to be priorities from a City staff perspective; some are distinct from the region-wide, longer-term, comprehensive approach the Initiative is taking. The more challenging recommendation will require work with non-profit organizations and Marion County.

Recommendations

- Work with community partners to establish a sobering station with availability of mental health and medical support and access to detox.
- With community partners, increase number of shelter beds with link to transitional housing.
- Work with community partners to create one-stop resource centers with centralized and coordinated case management.
- Prohibit food and goods distribution on city property and work with community partners to establish sanitary meal sites with access to other needed services.
- Install fencing under Marion and Center Street bridges in January/February.
- Increase options and flexibility for Police in response to undesirable behaviors by identifying enforcement areas, such as parkades, and post "No Trespassing" signs so that officers can make arrests, where warranted. (*Underway*)
- Add cleaning services for parking garages and downtown and continue funding city's Clean Team after funding expires June 30, 2017, increase the number of times per week stairwells in the parkades are washed. (*Underway*)
- Add lighting to the stairwells of parking facilities and the plaza behind Marion Parkade. (*Underway*)

Homelessness in Salem

The Mid-Willamette Valley Community Action Agency estimates that more than 1,600 people are homeless in Marion and Polk Counties. Men, women, youth, and families with

children are among the homeless in our communities. In the organization's 2015 homeless count, 346 people out of the 1,660 counted qualified as chronically homeless¹.

The diversity within the homeless population has led to a broad community response—individuals, charitable organizations, and non-profit service providers work to provide temporary shelter or emergency housing, affordable housing, emergency food, mental health services, drug or alcohol addiction counseling, job skills training, and other case management services. When individuals are chronically homeless, they may also face other health issues and, as a result of some of their behaviors, may have a history of criminal charges and face multiple court fines.

Homelessness is not a crime. Some of the behaviors exhibited by those experiencing homelessness are criminal.

Criminal Behaviors

- SRC 95.125 Urinating, Defecating in Public
- SRC 90.020 Consumption of Alcohol in Certain Places
- SRC 94.195 Possession of Alcohol in Parks
- SRC 94.190 Overnight Use of Parks (Illegal Camping)
- SRC 95.550/ORS 164.245 Trespass
- SRC 95.120/ORS 166.025 Disorderly Conduct
- Various narcotics possession offenses

Non-Criminal Behaviors

Behaviors people may find offensive and unsightly, such as panhandling, sitting or sleeping on sidewalks, and sleeping in parks are not illegal.

The Oregon Supreme Court has ruled that panhandling is a Constitutional Freedom of Speech. As such, we cannot pass laws prohibiting it, nor can officers enforce laws that would infringe upon that right. Many municipalities have attempted to curb the practice, without success and, in some cases, have faced legal challenge. Unless, a panhandler is truly being disorderly or assaultive there is little legal recourse to the practice.

The 9th Circuit Court of Appeals has also ruled that sleeping is a basic human function and is also protected by the Constitution. Although the government can, to a degree, control in what manner and where people sleep, we cannot arrest people for sleeping. They can be arrested for trespassing if they are sleeping on private property, on closed public property (parks after hours) or in vehicles. But a homeless person sleeping in a public park with their belongings is not illegal.

Loitering on sidewalks is another frequent complaint. Generally this behavior is not illegal, especially on public right-of-ways. To violate SRC 95.700 Pedestrian

¹ "Chronically Homeless" as defined by the Mid-Willamette Valley Community Action Agency (MWVCAA) is: "An individual who 1) is homeless and lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and 2) has been homeless (in one of the above mentioned locations) for at least one year or on at least four separate occasions in the last 3 years; and 3) can be diagnosed with one or more of the following conditions: substance use disorder, serious mental illness, developmental disability, post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability."

Interference, the subject has to impede a specific person and have the intent to do so. Typically, someone sitting or loitering on the sidewalk does not have the intent to block another person from passing. Just inconveniencing another person would not be enough for probable cause for arrest.

City Response

Police attempt to modify behavior through issuing citations or taking people to jail. Many of the crimes listed above are not lodgable offenses, meaning if officers arrest a subject for the crime, the Marion County Jail will not accept them into their custody. These types of arrests without incarceration typically begin a cycle of arrest, failure to appear for court, warrant issued, arrest on warrant, release, fail to appear, warrant issued.

Many of these crimes can result in a Downtown Exclusion, in which an individual arrested for these offenses is barred from being downtown for 30 days under penalty of arrest. There are variances to the exclusion for services such as medical care, worship, legal counsel, and food and shelter. Many of these reasons exist only in downtown, so people are routinely granted variances if requested.

When law enforcement is the primary governmental contact with the homeless, law enforcement are seen as responsible for handling many non-criminal aspects of homelessness. Law enforcement is ill-equipped, both statutorily and resource-wise, to deal with the bigger issues of homelessness. Salem Police has a multi-faceted approach to the problem of homelessness throughout the city. Officers respond to calls for service and take action as necessary and lawful. The Downtown Enforcement Team (DET) officers are intimately aware of the challenges of policing the homeless population. They routinely arrest and cite people in the downtown area and exclude them. Many times they have to arrest a subject multiple times before they gain the behavior modification necessary for an individual to conform to acceptable social behaviors. Those that are creating non-illegal issues are typically contacted and informed of what they can and cannot do.

Impacts on City Parks

Transients have destroyed sprinkler heads at Marion Square Park so they do not get wet during the night when they are sleeping on the ground. Due to significant and continuing damage, the restroom at Marion Square Park is closed. The City has continued to maintain the portable toilet located by the skateboard park. Unfortunately, the people using the park have begun knocking over the portable toilet, vandalizing it, and making it so messy as to be difficult to clean. We are spending large amounts of staff time keeping it usable each day.

Staff have reported that it is becoming increasingly more difficult to remove garbage, pick-up litter, mow the grass and perform other general maintenance tasks at Marion Square Park due to interference from transients, including verbal abuse, people refusing to move or move their belongings.

The impact of homelessness is not just impacting Marion Square Park. Woodmansee Park, the 12th Street Promenade (near Safeway), Pringle Park, Bush's Pasture Park, Claggett Creek Nature Park, and Cascades Gateway Park have had recent complaints

of behavior. Transient activity continues at Wallace Marine Park, Minto-Brown Island Park, and River Road North Park.

Police officers work closely with Parks to find and post illegal camps. When large encampments are located, officers coordinate social service providers. Police and service providers go to the camps. This allows service providers the ability to reach out to clients in the field and Police are able to strike a balance between enforcement and outreach. During the outreach clean-ups, people have been enrolled in the Oregon Health Plan, received housing vouchers and been relocated to shelters. The camps are then cleaned up by City staff with the help of inmate crews. DET officers and the Crime Prevention Unit do not limit enforcement and outreach to downtown and parks. They have gone out to the 12th Street Promenade and under various neighborhood bridges to take enforcement action.

DET officers also work closely with service providers to get people off of the street. In 2016 the Salem Housing Authority has placed 40 homeless individuals in housing. A recent success occurred when an elderly homeless man was placed into housing with the help of the Salem Housing Authority. Once housed, officers took donated furniture (from the UGM store) to his apartment and helped him set it up. Although a single example, this can be duplicated with more coordinated and available resources.

Challenges

Based on experience and daily interactions with the homeless population in Salem, staff have identified the following challenges priority needs:

Shelter Beds and Temporary Housing

There are not enough shelter beds to provide emergency or temporary housing to the homeless in our community. Union Gospel Mission (UGM) has sheltered up to 300 men each night. Fire and life safety codes limit the building's capacity to 180. The Salvation Army (families and individuals), Simonka House (women), HOST (juveniles) and the Inter-Faith Hospitality Network (families) are the other main shelters in Salem. Those shelters have an estimated total capacity of up to 300. MWVCAA estimates over 1,600 homeless people in Polk and Marion Counties. We know there are other shelters in both counties, but we can assume none house as many as the ones in the Salem area, so there are hundreds of homeless people in the area that cannot find shelter on a regular basis.

The UGM provides overnight shelter, meals, counseling, job training and other services. UGM programs and dorm-style shelter discourages some from staying. UGM is not the community's day shelter. Recently, the UGM closed their dayroom where people could stay during the day. Since closing the dayroom, a noticeable increase in homeless people have been gathering at other places throughout downtown, Marion Square Park, downtown benches, various sidewalks and the pedestrian pathway on 12th Street. If, or when, nonprofit providers change requirements for shelter, some individuals may leave, further straining warming shelters and de facto day centers such as the Salem Public Library.

Services and Coordination

Another issue is the lack of centralized or coordinated resources. The homeless that stay at the UGM may receive services from other service providers at HOAP and ARCHES, both of which are blocks and miles away. Law enforcement has a difficult time assisting the homeless in getting them connected with resources because one agency deals with their addiction, another with their housing, and yet another deals with their mental illness. These providers rarely overlap and none are in the same office. There is no one location for people to get help.

The Salem area does not have a sobering or detox facility. Marion County Jail will not accept intoxicated individuals who are committing livability crimes.

Emergency Food

Food distribution and handouts under the Marion Street Bridge have a number of issues. It is trespassing to loiter under either bridge. The handouts make the bridge areas and Marion Square Park places for informal gathering and queuing. Park cleanup duties from hundreds of meals fall on City staff. Conducting food distribution in a place that people routinely use for a restroom also contributes to the possible unsanitary conditions.

The food distribution is uncoordinated with other services and duplicates meals that are available through providers such as the Union Gospel Mission.

The City has little information on who is providing the meals. Different groups provide the meals on different days and at different times. We do not know how or where the food was prepared or if anyone has a food handlers license. If the handouts cause an outbreak of food poisoning, no public entity knows who to contact about the outbreak. Not knowing who is conducting the handouts makes it difficult for the City to hold these groups accountable for the trash. The food distributors and organizations have no requirement.

cc: Peter Fernandez, P.E., Public Works Director
Kristin Retherford, Urban Development Director
Chief Jerry Moore, Salem Police Department
Andy Wilch, Salem Housing Authority

MID-WILLAMETTE HOMELESS INITIATIVE
Strategic Plan Recommendation

Submitted by: Mayor Chuck Bennett

Date: January 23, 2017

Proposed strategy:

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

Problem to be addressed:

The Salem area is in dire need of sobering facilities. Salem Health operates the busiest emergency room between the Canadian border and Los Angeles. There is an average of ten people in the emergency room every night who need detox services. Severely intoxicated people, or those suffering from an acute reaction to drugs, are a potential risk to themselves and others. Public safety and personal health risks make it critical to get these individuals off the street quickly and into a safe environment.¹

Sobering centers provide a safe, supportive, environment for publicly intoxicated individuals to become sober and for alcohol-dependent individuals who may have secondary problems such as drug abuse or dependence, mental illness or medical issues.² They are separate from hospitals and associated with a treatment facility so that clients can be referred to addiction services.

In 2015, the Oregon Legislative Assembly enacted House Bill 2936³ which defined sobering centers and created a registry system in the Oregon Health Authority. The law grants limited legal protections for these facilities, restricts the number of new sobering centers and requires accountability measures. The legislature also appropriated funding for three new sobering centers in Douglas County, Medford, and Grants Pass in 2015.⁴

The following two centers are highlighted as examples of services provided by these facilities.

Medford Sobering Center: The Drop-In Sobering Program at the William H. Moore Center is an addictions recovery center facility where staff works with local law enforcement, hospitals and mental health professionals to provide safe sobering services to dangerously intoxicated individuals. Each person who comes to the sobering facility is kept under close observation and given food and a place to sleep until they are sober.⁵

Portland Sobering Center: Central City Concern operates a roving van throughout the inner city to transport inebriated individuals to the sobering program. Called CHIERS – Central City Concern Hooper Inebriate Emergency Response Service, the van is staffed by Emergency Medical Technicians (EMTs) trained to work with alcoholics, substance abusers and the mentally ill, thus providing significant assistance to the police. Rather than take intoxicated people to jail, CHIERS staff and the police bring them to the sobering program where they can get sober in a safe, appropriate environment. After being assessed by EMTs for critical medical needs, clients spend 3-5 hours getting sober and learning about next steps in their treatment and recovery. Last year, 8,400 people were admitted to the sobering program, with 2,200 admissions from transported by the CHIERS van.⁶

¹ <http://www.centralcityconcern.org/services/health-recovery/sobering-station-chiers/>

² American College of Emergency Physicians <https://www.acep.org/clinical---practice-management/sobering-centers/>

³ <https://olis.leg.state.or.us/liz/2015R1/Downloads/MeasureDocument/HB2936/Enrolled>

⁴ <http://www.duanestark.info/page8.html>

⁵ <http://addictionsrecovery.org/programs/>

⁶ <http://www.centralcityconcern.org/services/health-recovery/sobering-station-chiers/>. "Admissions" are unduplicated with some individuals being admitted multiple times.

MID-WILLAMETTE HOMELESS INITIATIVE
Strategic Plan Recommendation

Research basis for proposed strategy:

The American College of Emergency Physicians (ACEP) website states that “Evidence-based resources regarding sobering centers are limited. Most reports are anecdotal, with some annual operating reports, and media investigations. Most of the literature cites the large burden of alcohol on emergency department (ED) visits, with anywhere from 1-5% of ED visits being alcohol related.”⁷ Information about the efficacy of sobering centers can be found in the following articles:

Ross DW, Schullek JR, Homan MB. EMS triage and transport of intoxicated individuals to a detoxification facility instead of an emergency department. *Ann Emerg Med*. 2013;61(2):175-184.

Larimer ME, Malone DK, Garner MD, et al. Health care and public service use and costs before and after provision of housing for chronically homeless persons with severe alcohol problems. *JAMA*. 2009;301(13):1349-1357.

The ACEP website also includes a link to a table⁸ providing a listing of the known sobering centers in the United States, with detailed site specific information about capacity, client encounters, staffing, length of stay, and regulatory agency involvement to name a few. This table was developed via a survey conducted in 2013, and may exclude centers that did not respond to the survey. The table was developed by Shannon Smith-Bernardin, MSN, RN, CNL; Otis Warren, MD; Katherine Jamieson, BA; Nickolas Zaller, PhD; and Aisha Liferidge, MD, FACEP.

⁷ <https://www.acep.org/Clinical---Practice-Management/Sobering-Centers/>

⁸ Ibid.

MID-WILLAMETTE HOMELESS INITIATIVE
Strategic Plan Recommendation

Submitted by: Mayor Chuck Bennett

Date: January 23, 2017

Proposed strategy:

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

Problem to be addressed:

Lack of centralized and/or coordinated resources creates a barrier for persons experiencing homelessness in gaining access to existing programs. Persons experiencing homelessness that stay at Union Gospel Mission (UGM) may receive services from other service providers at HOAP (a program through Northwest Human Services) and ARCHES (a program through the Mid-Willamette Community Action Agency), both of which are blocks and miles away. Law enforcement has a difficult time assisting persons experiencing homelessness in getting connected with resources due to the multitude of services that an individual may need and the availability of the services being separated by location.

Research basis for proposed strategy:

HUD: Linking One-Stop Career Centers and Homeless Assistance and Housing Programs

In this resource HUD provides guidance and encouragement on connecting resources and programs to benefit persons experiencing homelessness through a coordinated system towards self-sufficiency.

<https://www.hudexchange.info/resource/937/linking-one-stop-career-centers-and-homeless-assistance-and-housing/>

Louisiana Chronically Homeless Assistance and Treatment Services (LaCHATS)

This organization has a one-stop homeless service center with 36 units of permanent supportive housing on-site. Programs by multiple service providers include: a day center/drop-in services, primary medical care, substance use and mental health services, legal services, mainstream resources enrollment, vocational rehabilitation and employment assistance, life skills training, and Housing First and rapid rehousing services.

<https://www.samhsa.gov/homelessness-programs-resources/hpr-resources/one-stop-homeless-services-center>

Austin Resource Center for the Homeless (ARCH)

ARCH provides co-located agencies where clients can receive support for mental health, medical, legal, employment and other needs, under one roof. They encourage clients to enroll in transitional services, helping them move from homelessness to affordable housing. They also encompass a 100-bed shelter and day center on-site.

<http://frontsteps.org/what-we-do/arch/>

MID-WILLAMETTE HOMELESS INITIATIVE
Strategic Plan Recommendation

Submitted by: Commissioner Janet Carlson

Date: January 23, 2017

Proposed strategy:

Implement Step 2 of the Marion County District Attorney's Law Enforcement Assisted Diversion (LEAD) plan.

Problem to be addressed:

LEAD is a program developed in Seattle that combines police, sheriff, municipal governments and local nonprofits in case management for service-resistant individuals who have records of multiple arrests, primarily for drug possession and other "livability" crimes (but not victim-related crimes). People benefitting from LEAD typically exhibit high risk, addiction-based behavior and have multiple needs, such as homelessness, unemployment, substance abuse, and mental health issues. LEAD's target population is not likely to engage in services without intense, place-based intervention. The goal of LEAD is to keep participants out of the criminal justice system. As a "harm reduction model," LEAD meets participants "where they are" and wraps services around them.

Seattle's LEAD program has focused on two neighborhoods. LEAD, as developed by partners within Marion County, will focus on the top 100 utilizers of jail and emergency room services, with emphasis on individuals living in the downtown Salem area and along the Lancaster Drive corridor in East Salem. Start-up funds are being sought to retain navigators housed at a local nonprofit and to obtain treatment services that are not covered by the Oregon Health Plan or other resources.

Research basis for proposed strategy:

The Seattle program is considered an "innovative" program and is in the process of being evaluated by a number of researchers. Evidence of its effectiveness can be found at the following sources.

Program Profile: Law Enforcement Assisted Diversion (LEAD Program), Seattle, Washington. Rated as a "promising" practice/program.¹

Case management, outcomes, utilization and associated costs, and recidivism reports.²

¹ <https://www.crimesolutions.gov/ProgramDetails.aspx?ID=477>

² <http://leadkingcounty.org/lead-evaluation/>

MID-WILLAMETTE HOMELESS INITIATIVE
Strategic Plan Recommendation

Submitted by: Commissioner Janet Carlson

Date: January 23, 2017

Proposed strategy:

Advocate with Salem-Keizer Transit to continue providing transportation service (indefinitely) to the Santiam Canyon.

Problem to be addressed:

Public transportation is essential to the economic and social quality of life of our citizens.¹ It connects workers with their jobs and supports the economic development of small communities, allowing rural America to maintain its character. In addition, rural transit helps the elderly and other vulnerable populations access human services such as health care, and connects tourists to scenic destinations, thus contributing to the health of a local economy.²

CARTS was established in the 1980s by Oregon Housing and Associated Services as a transportation service for elderly and disabled people. Responsibility for the services was later shifted to Salem-Keizer Transit, and under an agreement with Marion and Polk counties, Salem-Keizer Transit became the designated transit provider for the two counties.³ Operation and maintenance of the CARTS service is funded entirely by three state and federal grants, and passenger fares. The three grants are: Oregon's Special Transportation Fund (for seniors, people with disabilities and low-income individuals), the federal Section 5310 (Enhanced Mobility of Seniors and Individuals with Disabilities) and federal Section 5311 (Formula Grants for Rural Areas) programs. Property taxes within the Salem-Keizer urban growth boundary are not used to fund the CARTS service.⁴

CARTS provides service in the Santiam Canyon as far east as Gates. In September 2016, Salem-Keizer Transit proposed ending services to Mehama, Lyons, Mill City, and Gates.⁵ Elected officials and citizens protested the change and the transit authority agreed to continue and monitor service for at least another year.

In a phone conversation with Allan Pollock, Salem-Keizer Transit General Manager, on January 19, 2017, Mr. Pollock confirmed that as a result of the response to the September 2016 report, CARTS will continue its service in the Santiam Canyon to areas as far east as Gates. The service will be monitored for the next year to determine how to proceed. Mr. Pollock stated that while Salem-Keizer Transit does not intend to eliminate CARTS service in the Canyon, that may change based on funding and the results of ridership studies over the next year. Proposed changes to CARTS service will go through a public process prior to implementation.

¹ American Public Transportation Association, *Public Transportation: Benefits for the 21st Century*
http://www.apta.com/resources/reportsandpublications/documents/twenty_first_century.pdf

² National Association for State Community Services Programs http://www.nascsp.org/data/files/csb_g_publications/issue_briefs/issuebrief-benefitsofruralpublictransportation.pdf

³ Existing Conditions for Regional Transit, September 2015.

<http://cherriots.org/sites/default/files/Volume%20I%20of%20SKT%20Regional%20Plan%202016%20-%20print%20quality.pdf>

⁴ Cherriots <http://cherriots.org/en/regional#CARTSFunding>

⁵ CARTS Redesign Draft Plan, September 2016 <http://www.cherriots.org/sites/default/files/files/carts-redesign-draft-plan.pdf>

MID-WILLAMETTE HOMELESS INITIATIVE
Strategic Plan Recommendation

Research basis for proposed strategy:

AARP Meeting Older Adults' Mobility Needs, *Public Transit in Rural Communities* newsletter, 2013. Rural development initiatives need to consider public transit as one important tool to protect the quality of life of rural residents. Public transit is particularly critical in helping older individuals stay connected to their communities and get to needed services, social and recreational events, and employment opportunities.⁶

National Association for State Community Services Programs 2008 report, *The Stranded Poor: Recognizing the Importance of Public Transportation for Low-Income Households* indicates that there are key benefits to improving rural and urban transit. One benefit is preservation of small urban and rural communities.⁷

⁶ AARP Meeting Older Adults' Mobility Needs, *Public Transit in Rural Communities* newsletter, 2013.

<http://www.aarp.org/content/dam/aarp/livable-communities/act/transportation/public-transit-in-rural-communities-aarp.pdf>

⁷ National Association for State Community Services Programs 2008 report, *The Stranded Poor: Recognizing the Importance of Public Transportation for Low-Income Households*. http://www.nascsp.org/data/files/csbg_publications/issue_briefs/issuebrief-benefitsofruralpublictransportation.pdf

MID-WILLAMETTE HOMELESS INITIATIVE

Strategic Plan Recommendations

Issue: Veterans Housing Placement

Date: December 1, 2016

Proposed Strategies:

1. Find veterans using rapid identification and assign them to permanent housing
2. Promote coordination among various agencies including HUD Veterans' Affairs Supportive Housing program, current shelters, public housing authorities, U.S. Department of Veterans Affairs (VA)

Problems to be Addressed:

There needs to be a coordinated system in place to identify veterans and place them in housing rapidly..

The key findings include:

1. Several communities have coordinated with federal and state governments to apply for funding specific to homeless veterans and have had success with transitional to permanent housing programs
2. The most successful programs—like Housing First—included coordination with both government and community partners (such as St. Vincent de Paul)
3. Many of the programs have time limits by which each veteran must be permanently housed.
4. The VA and other government agencies use DD-214 forms to rapidly identify veterans and secure benefits.

Jurisdictions Implementing Related Strategies

Kitsap County, WA

<http://www.centralkitsapreporter.com/news/386698561.html>

The Kitsap County government is partnering and coordinating with local landlords to house homeless veterans. 80 families have been housed since 2015.

Rhode Island

<http://www.thewesterlysun.com/news/latestnews/9469333-154/housing-first-model-seen-as-key-to-ending-homelessness-in.html>

Rhode Island's Housing First program has housed 748 individuals (including chronically homeless and veterans).

Austin, TX

<https://nonprofitquarterly.org/2016/08/22/austin-ends-homelessness-for-veterans/>

Austin, TX's Housing First program has provided housing for 682 veterans since October 2014.

San Antonio, TX

<http://www.prnewswire.com/news-releases/city-of-san-antonio-effectively-ends-veteran-homelessness-300268157.html>

Using a \$2.1 million contribution from the United Services Automobile Association in January 2016, as well as local, state and federal resources, 1,335 homeless veterans have been placed in permanent

housing using rapid identification.

San Bernardino County, CA

<http://www.sbsun.com/social-affairs/20160121/san-bernardino-county-exceeds-goal-of-ending-veteran-homelessness>

Coordinated efforts among various agencies have been used to house 500 homeless veterans in San Bernardino County, CA.

Mecklenburg County, NC

<http://www.charlotteobserver.com/news/local/article54980850.html>

Mecklenburg County, NC worked with HUD's Veterans Affairs Supportive Housing program to place veterans in permanent supportive housing. Helped 374 veterans find affordable places to live and established a 20-unit housing complex in west Charlotte where 17 low-income veterans now live with their families.

Lane County, OR

<https://www.facebook.com/Operation365Veterans>

A joint effort of Lane County, the City of Eugene, St. Vincent de Paul, and other community partners has housed 404 veterans using the Housing First model.

Houston, TX

<http://www.seattletimes.com/seattle-news/politics/houstons-solution-to-the-homeless-crisis-housing-and-lots-of-it/>

Houston, TX teamed up with the city's public housing authority, U.S. Department of Veterans Affairs (VA) and other agencies to house 101 veterans.

Las Cruces, NM

<http://www.lcsun-news.com/story/news/local/2015/11/23/feds-laud-las-cruces-functional-zero-homeless-vets/76285600/>

Las Cruces, NM housed 298 veterans permanently by verifying a veteran's status through their DD-214 form.

Philadelphia, PA

http://www.philly.com/philly/news/20151218_Homelessness_effectively_ended_for_Philly_vets_officials_declare.html

Homeless veterans in Philadelphia are being placed in emergency housing within a few days, then in transitional housing within 47 days, and then in permanent housing within 105 days. Housed 1,390 veterans.

Santa Fe, NM

<https://www.abqjournal.com/674673/santa-fe-has-achieved-functional-zero-in-veteran-homelessness.html>

In Santa Fe, NM, veterans must be housed within 30-day period. Metrics for success are unavailable since the program is just starting.

MID-WILLAMETTE HOMELESS INITIATIVE

Strategic Plan Recommendations

Issue: Creating Housing for Veterans

Date: December 1, 2016

Proposed Strategies:

1. Create affordable housing development with residential-based support services to formerly homeless veterans.
2. Build a “tiny house” development to house homeless veterans in communities with shared kitchen and living facilities.

Problems to be Addressed:

Homeless veterans require permanent housing options that provide support services. Support services help them maintain stable residential status and cope with preexisting issues. While traditional housing would be ideal, alternative housing options—such as tiny houses—are more cost-efficient while still raise the standard of living for those affected by homelessness.

The key findings include:

1. Nontraditional and creative housing options, such as tiny houses, are less expensive and allow homeless persons to maintain a decent standard of living.
2. Providing support services and a supportive community of other veterans reduces risk of veterans returning to homelessness.
3. Permanent housing alternatives risk rents increasing beyond affordability; some jurisdictions have addressed this problem through rent control.

Jurisdictions Implementing Support Strategies

Long Island, NY

<http://www.longisland.com/news/10-27-16/cuomo-ronkonkoma-affordable-housing-development.html>

Several government agencies allocated funds for a \$24.8 million apartment complex that includes 40 one-bedroom apartments, 15 two-bedroom apartments, and three three-bedroom apartments. It is designed to house homeless individuals (including veterans) and low-income families that fall below a certain threshold.

Jersey City, NJ

http://www.nj.com/hudson/index.ssf/2016/10/new_units_for_homeless_and_disabled_vets_open_in_j.html

Jersey City created eight new housing units for veterans. It was funded in part by a \$1.9 million grant from the Jersey City Affordable Housing Trust fund. Veterans living at the site will have multiple services available through the United Way of Hudson County.

Los Angeles, CA

http://www.huffingtonpost.com/mark-horvath/vote-yes-on-prop-hhh-to-s_b_12587040.html

Prop HHH is a \$1.2 billion bond measure to raise property taxes to \$9 for every \$100,000 of assessed value to help pay for the 10,000 supportive housing units needed in Los Angeles.

Jurisdictions Implementing Tiny Houses Strategies

Kansas City, MI

<http://www.cnn.com/2016/10/24/us/veterans-village-kansas-city-trnd/>

Veterans have built 52 tiny houses for other veterans who are homeless. Each one is 240-square-feet and include kitchens and bathrooms.

Newfield, NY, Olympia, WA, Madison, WI, and Austin, TX

<http://www.charterforcompassion.org/problem-solving/tiny-houses-for-the-homeless-an-affordable-solution-catches-on>

Multiple cities building “villages” of tiny houses with costs ranging from \$5,000 to \$87,500 per unit housing 10 to 30 residents in most developments and 100 in Austin. Labor and materials are often donated to decrease costs.

Dallas, TX

<http://www.dallasnews.com/news/dallas/2016/09/08/dallas-giving-tiny-houses-away-homeless>

The city of Dallas and Dallas County are implementing a \$6.8 million project to create tiny houses. It will house 50 residents eventually. Currently, 12 tiny homes are move in ready.

Detroit, MI

http://www.huffingtonpost.com/entry/tiny-houses-homeless-detroit_us_57d1e926e4b03d2d4599b476

A nonprofit CCSS is building 25 300-square-foot homes (including kitchens) that will be rented for \$300 a month. Part of the program is a “rent to own” policy which can be fulfilled over four years.

San Jose, CA

<http://www.mercurynews.com/2016/10/07/san-jose-new-law-would-make-city-first-to-allow-tiny-homes-for-homeless/>

San Jose passed a law making it legal to build tiny homes. It is the first California city to do so.

Eugene, OR

<http://communitysupportedshelters.org/>

Community Supported Shelters program that places homeless individuals in tiny house communities.

MID-WILLAMETTE HOMELESS INITIATIVE

Strategic Plan Recommendations

Issue: Support for Veterans

Date: December 1, 2016

Proposed Strategies:

1. Provide veterans with free bus passes, gift cards, and rent support.

Problems to be Addressed:

Homeless and formerly homeless veterans often lack the economic resources necessary to find work, find stable housing, stay in their current housing, or access necessary support services. To address this problem, PACE Team 2.1 recommends providing veterans with free bus passes, gift cards, and rent support.

Key Findings

1. According to the Center of Budget and Policy, between 2010 and 2014, rental assistance has helped more than 340,000 veterans afford decent housing. This has greatly contributed to the 33 percent reduction in veterans' homelessness. (Rental Assistance Helps More Than 340,000 Veterans Afford Homes..., 2014)
2. According to a report from the U.S. Department of Veterans Affairs, "transportation links veterans to steady work, regular health care, and support services vital to success in housing." (Transportation Program Fact Sheet from the U.S. Department of Veterans Affairs).
3. The U.S. Department of Veterans Affairs lists Gifts Cards to Home Stores as a "move-in essential" item for veterans moving into permanent housing (U.S. Department of Veterans Affairs Homeless Veterans Program Housing Toolkit, 2015).

If homeless veterans have additional economic resources, homeless veterans within the area can allocate their limited resources to buying goods that support their basic needs (food and medicine). In addition, bus passes will improve the ability of homeless persons to access support services outlined by other task force strategies.

Research Basis for Proposed Strategies:

Rental Assistance Helps More Than 340,000 Veterans Afford Homes, but Large Unmet Needs Remain (2014)

<http://www.cbpp.org/research/rental-assistance-helps-more-than-340000-veterans-afford-homes-but-large-unmet-needs-remain>

- "Studies have found that rental assistance sharply reduces homelessness, which suggests that a significant share of the 343,000 assisted veterans may have been homeless without assistance."
- "To address veterans' unmet housing needs, policymakers will need to expand rental assistance."

Transportation Program Fact Sheet from the U.S. Department of Veterans Affairs

https://www.va.gov/homeless/docs/Transportation_Programs_FactSheet.pdf

Summary of the veterans' transportation services offered by the U.S. Department of Veterans Affairs.

U.S. Department of Veterans Affairs Homeless Veterans Program Housing Toolkit (2015)

https://www.va.gov/homeless/docs/toolkit/DigitalHousingBody102715_508.pdf

Information from the U.S. Department of Veterans Affairs regarding housing homeless veterans, including the numerous programs available to veterans.

Examples of Strategy Implementation:

Gift Cards for Homeless Veterans (2016)

<http://www.nwahomepage.com/news/local-group-gives-gift-cards-to-homeless-veterans>

A charity in Fayetteville Arkansas donates \$1,400 to purchase 35 gift cards to give to homeless veterans on Veterans Day.

Bus Passes for Homeless Veterans in El Paso County (2016)

<http://www.krdo.com/news/military/military-matters-homeless-veterans-in-el-paso-co-get-helping-hand/123468285>

Using funding collected from the American Legion, the Veterans of Foreign Wars, and Veterans for Veterans, the El Paso County Homeless Veterans Coalition purchased 901 bus passes to help homeless vets search for housing and go to medical appointments.

Bus Passes for Homeless Veterans in Indianapolis (2016)

<http://fox59.com/2016/06/08/veterans-in-indianapolis-will-receive-free-bus-passes/>

The City of Indianapolis and its bus system IndyGo distributed bus passes (equivalent to 23,000 rides) to veterans via veteran's service centers and community centers.

Rent Support for Homeless Veterans in Middlesex County (2016)

<http://www.gmnews.com/2016/10/07/edison-ending-veteran-homelessness/>

The Middlesex County Department of Community Services has utilized a Veterans Housing Assistance Program to help veterans with first month's rent and security deposits, rental assistance, including payment of rental arrears, and other costs that had been obstacles to finding and maintaining permanent homes.

Rent Support for Homeless Veterans in San Diego (2016)

<http://www.sdhc.org/Homeless-Solutions/HousingFirst-SanDiego/1000-Homeless-Veterans-Initiative/>

The San Diego Housing Commission plans to use a city grant to provide rent assistance to homeless veterans.

MID-WILLAMETTE HOMELESS INITIATIVE

Strategic Plan Recommendations

Issue: Assessment Tools

Date: December 1, 2016

Proposed Strategies:

1. Recommend implementation of the Service Prioritization Decision Assistance Tool (SPDAT)
2. Recommend implementation of the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) for pre-screening
3. Further evaluate high SPDAT scores using the Vulnerability Assessment Tool (VAT)

Problem to be Addressed

Given limited supportive resources and imperfect information about client needs, homelessness service agencies may have difficulty allocating resources to based on acuity of needs. In addition, communities that lack a firm understanding of the scope of their jurisdiction's homelessness issue maybe have difficulty creating a compelling case for federal funding. To address this issue, PACE 2.1 recommends that organizations working with homeless persons (either veterans or non-veterans) consider implementing the Service Prioritization Decision Assistance Tool (SPDAT), the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT), and the Vulnerability Assistance Tool (VAT).

According to the Mid-Willamette Valley Community Action Agency, providing relevant data helps to substantiate the needfor receiving funding. Using the SPDAT helps to increase the likelihood of relevant data by providing a wide spectrum of information. However, SPDAT does not delve into individual-specific information. Use of the Vulnerability Assessment Tool is recommended to further evaluate individuals who score high on the SPDAT assessment.

SPDAT

Summary

The SPDAT assessment tools helps homelessness service agencies allocate resources based on client needs. The components the SPDAT uses to evaluate clients can be found in Appendix 1. The SPDAT is used in twenty-six states, seven Canadian provinces, and one Australian city. A full list of jurisdictions using SPDAT is available on page 56 of the SPDAT manual.

The SPDAT allows homeless service organizations to do the following (SPDAT Manual pg. 11):

1. Help prioritize which clients should receive different types of housing assistance intervention and assist in determining the intensity of case management services
2. Prioritize the sequence of clients receiving those services
3. Help prioritize the time and resources of Frontline Workers
4. Allow Team Leaders and program supervisors to better match client needs to the strengths of specific Frontline Workers on their team
5. Assist Team Leaders and program supervisors to support Frontline Workers and establish service priorities across their team

6. Provide assistance with case planning and encourage reflection on the prioritization of different elements within a case plan
7. Track the depth of need and service responses to clients over time

Based on a client's answers on the SPDAT, the client receives a comparative ranking number between 0 and 60 (15 categories with a 0 to 4 ranking). Based on the ranking, the system recommends "housing help supports" for clients scoring between 0 and 19, "rapid re-housing services" for a score between 20 and 34, and "housing first service" for a score between 35 and 60 (see Appendix 2 for more details).

If an organization does not have the time to conduct a full SPDAT evaluate, organizations should utilize the VI-SPDAT. However, while the VI-SPDAT takes less time to fill out, the tool is far less comprehensive than SPDAT.

Strengths and Weaknesses

- Strength
 - The SPDAT provides the service organizations a vast spectrum of information on a homeless person's individual needs
- Weaknesses:
 - The SPDAT is not designed to provide a diagnosis, assess current risk, predict future risk, or replace other valid and reliable instruments used in clinical research
 - The SPDAT values information quantity over quality

Vulnerability Assessment Tool (VAT)

Summary

The Vulnerability Assessment Tool (VAT) measures the vulnerability of homeless across various domains including: Survival Skills, basic needs, indicated mortality risks, medical risks, organization/orientation, mental health, substance, communication, and social behaviors.

Within each domain, homeless persons are evaluated based on a zero to five scale. A score of zero reflects no issues in a domain while a score of five reflects serve issues in a domain.

Information Sources:

SPDAT Main Webpage

<http://www.orgcode.com/product/spdat/>

VI-SPDAT Main Webpage

<http://www.orgcode.com/product/vi-spdat/>

SPDAT Manual

http://communityservices.regionofwaterloo.ca/en/communityPlanningPartnerships/resources/1892357-v1-Single_Adults_Full_SPDAT_v4_May_2015_-_Manual.PDF

Detailed instructions about how to use SPDAT tool

VI-SPDAT Manual

<http://www.orgcode.com/wordpress/wp-content/uploads/2014/08/VI-SPDAT-Manual-2014-v1.pdf>

Detailed instructions about how to use VI-SPDAT tool

VAT Overview

http://www.desc.org/documents/06.30.2015.DESC.Intro_to_Vulnerability_Assessment_Tool.incl%20VAT%20&%201-page%20validity.pdf

Overview of VAT tool

Jurisdictions Implementing VI-SPDAT and/or SPDAT

St. Thomas, Ontario Canada (2016)

<http://www.stthomastimesjournal.com/2016/02/24/two-day-workshop-a-step-toward-ending-youth-homelessness-within-the-community>

This jurisdiction decided to take advantage of the SPDAT tool because “[i]t’s an evidence-based tool that is going to enable us all to talk the same language and all be providing support and match youth with the services that they need.”

Southeastern Connecticut (2016)

<http://www.norwichbulletin.com/news/20160806/united-way-effort-scores-statewide-results-for-homeless>

VI-SPDAT has allowed the jurisdiction to “prioritize its use of resources to serve those who are actually homeless and are the most vulnerable.” Thus, “the number of persons housed since the beginning of the calendar year has totaled 175 people, and 29 people on average are being housed every month.”

Orange County, California

<http://www.latimes.com/socal/coastline-pilot/opinion/tn-cpt-me-1127-hansen-20151127-story.html>

Using the SPDAT tool, a year-round shelter in Anaheim has been able to place eleven people into permanent housing.

Columbia, Missouri

<http://www.abc17news.com/news/business-loop-cid-works-toward-more-permanent-and-individual-ways-to-address-panhandling/55332260>

According to Anthony Phillips, the outreach coordinator for Phoenix Health Programs, the VI-SPDAT is “a very comprehensive tool that’s designed to really put a face on a homeless individual. They’re no longer just ‘the homeless’, they’re people with whom we can build a rapport.”

Washington D.C.

http://www.huffingtonpost.com/jeanmichel-giraud/dc-chicago-in-dead-heat-o_b_7736142.html

Veterans Now DC has utilized the VI-SPDAT to determine that “just three in 10 veterans need permanent supportive housing, while five in 10 need only rapid rehousing services, a shorter and less costly intervention. “

Phoenix, Arizona

<http://www.phoenixnewtimes.com/news/east-lot-for-phoenix-homeless-closing-may-15-7287273>

The Human Services Campus in Phoenix, Arizona uses the VI-SPDAT to “help prioritize which individuals get to sleep inside [the shelter].”

Jurisdictions Implementing VAT

Clark County, Washington

Clark County, Washington utilizes the VAT tool to further evaluate high SPDAT scorers. According to Jimmy Jones from the Community Action Agency ARCHES project, after its implementation ten weeks ago, Washington County has evaluated a total of 300 homeless persons.

Appendix 1

Components of the SPDAT

The SPDAT is divided into 15 components (20 for families using the SPDAT). Each component has a description that categorizes the scoring relative to each component. These components are further organized into 4 domains or thematic groups that link components together.

The domains and components within the SPDAT are as follows:

DOMAIN	COMPONENTS
WELLNESS	A. Mental Health & Wellness & Cognitive Functioning
	B. Physical Health & Wellness
	C. Medication
	D. Substance Use
	E. Experience of Abuse and/or Trauma
RISKS	F. Risk of Harm to Self or Others
	G. Involvement in High Risk and/or Exploitive Situations
	H. Interaction with Emergency Services
	I. Legal Involvement
SOCIALIZATION & DAILY FUNCTIONING	J. Managing Tenancy
	K. Personal Administration & Money Management
	L. Social Relationships & Networks
	M. Self-care & Daily Living Skills
HOUSING HISTORY	N. Meaningful Daily Activities
	O. History of Housing & Homelessness

Appendix 2

SCORING RANGE	INTERVENTION	COMMENTS
0-19	Housing Help Supports	Generally high functioning client with shorter periods of homelessness. Needs are not as complex in most of the SPDAT categories. Are most likely to solve their own homelessness, perhaps with very brief financial assistance, shallow subsidy, access to apartment listings and the like.
20-34	Rapid Re-Housing	With some supports, though not as intensive as Housing First, the client can access and maintain housing. The focus of the supports will more likely be on a smaller number of SPDAT components. Support services do not last as long as Housing First supports.
35-60	Housing First	These are clients with more complex needs who are likely to benefit from case management supports either through Intensive Case Management or Assertive Community Treatment. Scores in the SPDAT are likely to be higher (3s and 4s) in many of the components.

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, 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

Mayor Cathy Clark
City of Keizer
clarkc@keizer.org

Mayor Chuck Bennett
City of Salem
cbennett@cityofsalem.net

Commissioner Janet Carlson
Marion County
jcarlson@co.marion.or.us

TASK FORCE STAFF

Lisa Trauernicht
Marion County
ltrauernicht@co.marion.or.us

Laura Walker
City of Salem
lwalker@cityofsalem.net