



# Lincoln County, Oregon: Five-Year Strategic Plan to Provide a Regional, Coordinated Homelessness Response

March 1, 2024

Report prepared by the Lincoln County Homeless Advisory Board (LCHAB), with funds made available through the State of Oregon HB4123





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**Helpful Resource** Common Acronyms Used in Finding and Creating Affordable, Accessible, Integrated Housing (PDF): [https://www.ilru.org/sites/default/files/resources/housing/Housing\\_Acronyms.pdf](https://www.ilru.org/sites/default/files/resources/housing/Housing_Acronyms.pdf)





# Welcome

In late 2021, Lincoln County was notified of pending state legislation related to addressing homelessness throughout Oregon. Having served as a County Commissioner since 2007 and as a member and chair of the Oregon Housing Stability Council, I was eager to expand the capacity of our regional efforts to address homelessness in our county. I immediately coordinated a conversation amongst local stakeholders.

With support from Amanda Cherryholmes, Executive Director of Coastal Support Services, Lincoln County applied to participate in House Bill 4123: Coordinating a homeless response and declaring an emergency.

Lincoln County was selected as one of eight pilot projects and awarded \$1 million to operationalize coordinated offices, anchored by city-county partnerships, to strengthen the county's homeless response.

Elected officials and municipal administrators from Lincoln County and the cities of Depoe Bay, Lincoln City, Newport, Toledo, Waldport, Yachats, The Confederated Tribes of Siletz Indians and Community Services Consortium created an Intergovernmental Agreement. We had two immediate focus areas: the creation of a Five-Year Strategic Plan to guide the work and the establishment of an office to manage the work.

The Lincoln County Homeless Advisory Board (LCHAB) was created and the Housing Authority of Lincoln County was contracted to act as the administrative office. Morant McLeod was hired as the consultant to help develop a five-year strategic plan.

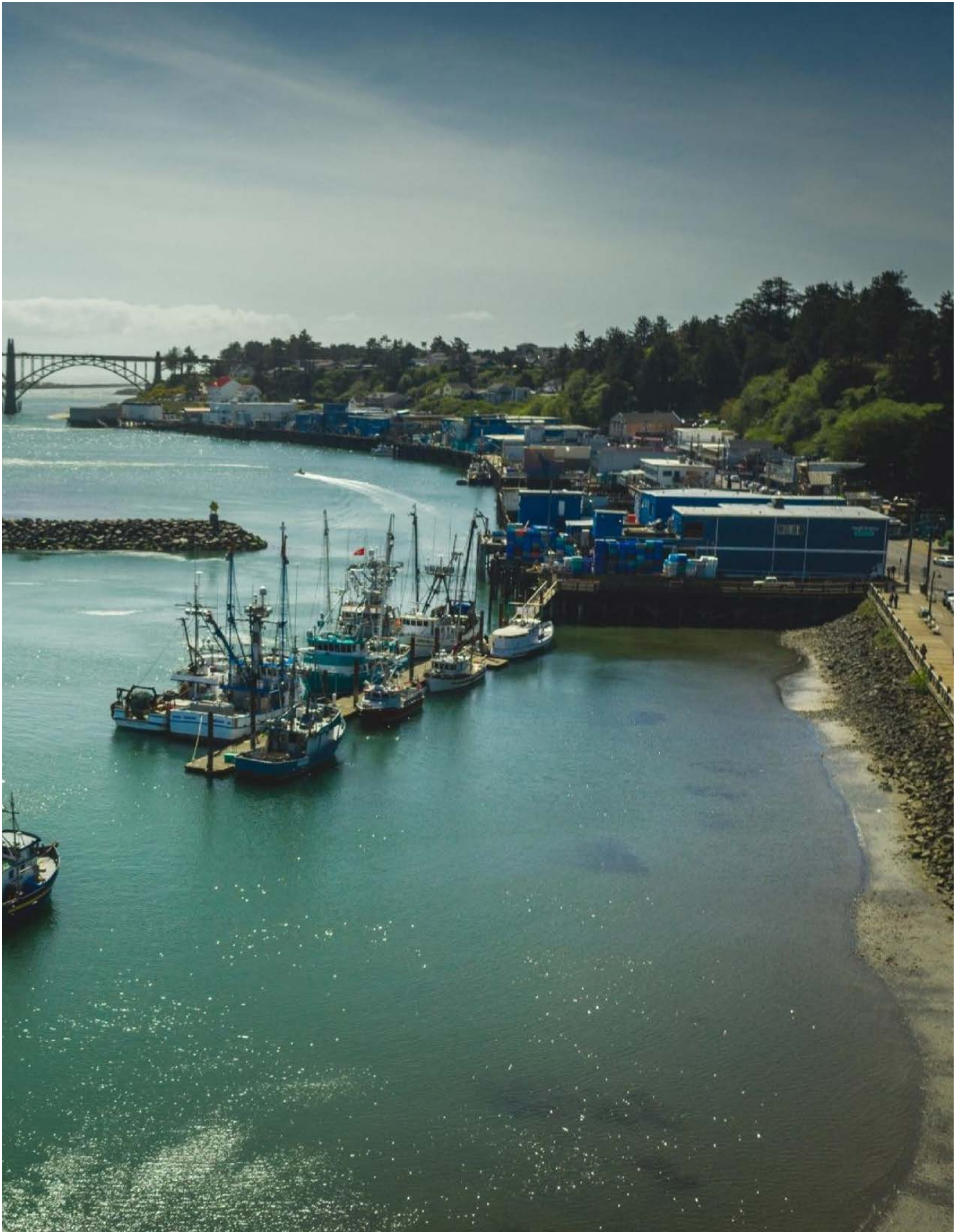
Subcommittees were formed, focus groups and interviews were conducted, research was collected and analyzed, and LCHAB convened monthly to discuss the progress of the work. It has been an amazing experience – often frustrated by the nature of homelessness and our desire to solve an extremely difficult issue.

Our work continues full steam ahead. This report is meant to document the activities of the past year and show where this work is headed. It has been an honor to work with the individuals dedicated to making safe and stable housing a reality for everyone in our community.



Claire Hall  
Lincoln County Commissioner  
Chair, Lincoln County Homeless Advisory Board





# Section 1: Introduction

In response to a statewide homelessness emergency, the 2022 State Legislature passed House Bill 4123. HB 4123 provided grants to local governments and non-profit organizations contingent upon their commitment to several requirements, including the creation of a coordinated homeless response system, the establishment of a dedicated homeless response office, and the development of a five-year strategic plan. Lincoln County applied for and was awarded \$1 million through the HB 4123 pilot program.<sup>1</sup>

The Lincoln County Homeless Advisory Board (LCHAB) is the Lincoln County HB 4123 pilot. LCHAB was formed in partnership with Lincoln County, Oregon, and the cities of Depoe Bay, Lincoln City, Newport, Toledo, Waldport, Yachats, the Confederated Tribes of Siletz Indians, and Community Services Consortium. LCHAB partnered with the consultancy firm Morant McLeod ([www.morantmcleod.com](http://www.morantmcleod.com)) to lead the development of a Five-Year Homeless Strategic Plan aimed at reducing homelessness and the creation of a sustainable navigation center. Additionally, LCHAB contracted the Housing Authority of Lincoln County to coordinate the Homeless Response Office (the Administrative Office).



## Board Representatives (voting members)

Lincoln County: Claire Hall, Commissioner (Chair)

City of Depoe Bay: Kathy Short, Mayor

City of Lincoln City: Judy Casper, Council President

City of Newport: Jan Kaplan, Mayor

City of Siletz: Susan Trachsel, Council President

City of Toledo: Rod Cross, Mayor (Vice Chair)

City of Waldport: Rick Booth, Councilor

City of Yachats: Ann Stott, Council President (now held by Mary Ellen O'Shaughnessey, Council President)

Community Services Consortium: Pegge McGuire, Executive Director

Confederated Tribes of Siletz Indians: Sami Jo Difuntorum, Housing Executive Director (ex officio)

## Municipality Administrators (non-voting members)

Lincoln County: Tim Johnson, County Administrator

City of Depoe Bay: Kimberly Wollenburg, City Recorder

City of Lincoln City: Daphnee Legarza, City Manager

City of Newport: Spencer Nebel, City Manager

City of Siletz: Barbara Chestler, City Recorder

City of Toledo: Judy Richter, City Manager (now held by Doug Wiggins, City Manager)

City of Waldport: Dann Cutter, City Manager

City of Yachats: Heide Lambert, City Manager (now held by Bobbi Price, City Manager)

Confederated Tribes of Siletz Indians: Lisa Norton, Chief Administrative Officer

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<sup>1</sup> <https://olis.oregonlegislature.gov/liz/2022R1/Downloads/MeasureDocument/HB4123>

Four workgroups were formed to support and inform the Board's efforts. The workgroups had a wide range of participants, including both formal representatives, community members, and service providers.

## **Community Engagement Workgroup**

Recognizing that the community's perception and involvement are integral to resolving homelessness, this workgroup targeted public awareness and involvement.

Workgroup Chair	Robert Barrett, Yachats Community Presbyterian Church, Pastor
Workgroup Member	Dan Butler, Housing Authority of Lincoln County, Asset & Development Manager
Workgroup Member	Judy Casper, City of Lincoln City, Councilor
Workgroup Member	Claire Hall, Lincoln County, Commissioner
Workgroup Member	Greg Holland, City of Waldport, Mayor
Workgroup Member	Cynthia Jacobi, City of Newport, Councilor
Workgroup Member	Nancy Mitchell, Lincoln County Food Share, Executive Director
Workgroup Member	Mary Ellen O'Shaughnessey, City of Yachats, Council President
Workgroup Member	Will Quillian, Oregon Coast Community College
Workgroup Member	Elizabeth Reyes, Family Promise, Executive Director
Workgroup Member	Lucinda Taylor, Habitat for Humanity of Lincoln County, Executive Director
Workgroup Member	Wiley C. Thompson, Oregon State University Extension

## **Finance & Economics Workgroup:**

By investigating the cost of living, job market dynamics, and economic barriers faced by the unhoused population, this group sought to understand the financial realities contributing to homelessness in Lincoln County. The group also researched potential economic opportunities for affordable housing investments.

Workgroup Chair	Rod Cross, City of Toledo, Mayor
Workgroup Member	Jan Kaplan, City of Newport, Mayor
Workgroup Member	Gary Lahman, Community Member
Workgroup Member	Mary Ellen O'Shaughnessey, City of Yachats, Council President
Workgroup Member	Karen Rockwell, Housing Authority of Lincoln County, Executive Director

## **Mental & Physical Health Workgroup**

This workgroup explored the accessibility of mental and physical health services, the prevalence of chronic illnesses among the homeless, and the barriers to obtaining consistent medical care. The workgroup also liaised with local healthcare providers, aiming to devise collaborative solutions to bridge the health service gaps.

Workgroup Chair	Betty Kamikawa, City of Toledo, Council President
Workgroup Member	Keith Barnes, Lincoln County Veterans Services, Veterans Services Officer
Workgroup Member	Amanda Cherryholmes, Coastal Support Services, Executive Director
Workgroup Member	Eva Gonzalez, Housing Authority of Lincoln County, Resident Services Manager
Workgroup Member	Kiera Morgan, Grace Wins Haven, Board President
Workgroup Member	Jayne Romero, Lincoln County Health & Human Services, Executive Director
Workgroup Member	Susan Trachsel, City of Siletz, Council President



## Service Provision & Policy Workgroup

This workgroup operated at the intersection of service delivery and policymaking. They assessed the existing services provided to the homeless, identifying inefficiencies, overlaps, or gaps. Moreover, they worked to understand the legislative landscape and identify areas for policy reform.

Workgroup Chair	Lola Jones, Samaritan House, Executive Director
Workgroup Member	Rick Booth, South Lincoln Resources, Manager
Workgroup Member	Mike Broili, Community Member
Workgroup Member	Robyn Cole, Housing Authority of Lincoln County, Housing Programs Manager
Workgroup Member	Woody Crobar, Lincoln County School District, HELP Coordinator
Workgroup Member	Dina Eldridge, Community Services Consortium, Housing Services Manager
Workgroup Member	Sandi Hollenbeck, Community Member
Workgroup Member	Daphnee Legarza, City of Lincoln City, City Manager
Workgroup Member	Spencer Nebel, City of Newport, City Manager
Workgroup Member	Elizabeth Reyes, Family Promise, Executive Director
Workgroup Member	Kathy Short, City of Depoe Bay, Mayor
Workgroup Member	Sheila Stiley, Northwest Coastal Housing, Executive Director
Workgroup Member	Ann Stott, City of Yachats, Council President
Workgroup Member	Derrick Tokos, City of Newport, Community Development Director







# Section 2: Background

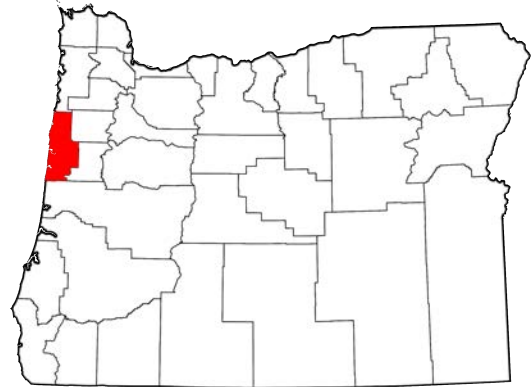
The United States is experiencing a housing crisis. **“In no state, metropolitan area, or county in the U.S. can a worker earning the federal or prevailing state or local minimum wage afford a modest two-bedroom rental home at fair market rent by working a standard 40-hour work week.”**<sup>2</sup>

In Oregon, we are dealing with a massive homelessness situation in addition to housing unaffordability. Oregon has frequently reported the highest rate of unsheltered family homelessness in the nation, and almost six in ten families experiencing homelessness did so outdoors in 2023.<sup>3</sup>

Across the spectrum, the state of housing in Oregon is dire:

- 1 in 6 households spend more than half of their income on housing.<sup>4</sup>
- Nearly 100,000 additional units are needed to fill the shortage of affordable and available households for extremely low-income renters.<sup>5</sup>
- 80% of extremely low income renter households are severely cost burdened, spending more than 50% of their income towards housing.<sup>6</sup>

Our neighbors are struggling to make ends meet, putting a majority of their earnings to housing, forcing cutbacks in other essential spending areas (like transportation, food and health care). While families and individuals are being forced to make hard choices, the number of homeless continues to increase and the “American Dream” of homeownership becomes even more elusive.



In Lincoln County, Oregon, housing affordability is out of reach for a growing number of community members. This is highlighted by the fact that:

- \$58,318 is the median household income.<sup>7</sup>
- 2 out of 5 households are paying more than 50% of their income on rent.<sup>8</sup>
- There were 755 children ages birth to 12th grade who were identified as homeless in Lincoln County during the 2022-2023 school year.<sup>9</sup>
- A minimum wage worker in our community needs to work 70 hours a week to afford a modest one-bedroom rental home at Fair Market Rent.<sup>10</sup>
- In January 2024, the median sold home price was \$465.8K.<sup>11</sup>

<sup>2</sup> National Low Income Housing Coalition. (2023) “Out of Reach: The High Cost of Housing.” pg. 3

<sup>3</sup> U.S. Department of Housing and Urban Development. (2023). “Annual Homelessness Assessment Report to Congress.” pg. 52

<sup>4</sup> Habitat for Humanity. “2023 State of Home Affordability in Oregon.”

[https://www.habitat.org/sites/default/files/documents/2023-Oregon\\_affordability\\_fact\\_sheet-summary.pdf](https://www.habitat.org/sites/default/files/documents/2023-Oregon_affordability_fact_sheet-summary.pdf) (March 10, 2024)

<sup>5</sup> Oregon Housing Alliance. “Local Housing Needs.”

[https://www.oregonhousingalliance.org/wp-content/uploads/2021/02/Lincoln\\_County\\_2020.pdf](https://www.oregonhousingalliance.org/wp-content/uploads/2021/02/Lincoln_County_2020.pdf) (March 10, 2024)

<sup>6</sup> National Low Income Housing Coalition. <https://nlihc.org/housing-needs-by-state/oregon> (March 10, 2024)

<sup>7</sup> United States Census Bureau. “American Community Survey Data.”

<https://www.census.gov/programs-surveys/acs/data/data-via-ftp.html> (March 10, 2024)

<sup>8</sup> Oregon Housing Alliance. “Local Housing Needs.”

[https://www.oregonhousingalliance.org/wp-content/uploads/2021/02/Lincoln\\_County\\_2020.pdf](https://www.oregonhousingalliance.org/wp-content/uploads/2021/02/Lincoln_County_2020.pdf) (March 10, 2024)

<sup>9</sup> Lincoln County School District. McKinney-Vento Act data provided by Woody Crowbar, HELP Coordinator.

<sup>10</sup> Oregon Housing Alliance. “Local Housing Needs.”

[https://www.oregonhousingalliance.org/wp-content/uploads/2021/02/Lincoln\\_County\\_2020.pdf](https://www.oregonhousingalliance.org/wp-content/uploads/2021/02/Lincoln_County_2020.pdf) (March 10, 2024)

<sup>11</sup> [https://www.realtor.com/realestateandhomes-search/Lincoln-County\\_OR/overview](https://www.realtor.com/realestateandhomes-search/Lincoln-County_OR/overview) (March 10, 2024)





# Section 3: Research & Analysis








## Overview of Research

Throughout 2023, there were combined efforts to examine the current situation surrounding homelessness in Lincoln County and to explore the current service delivery systems to support individuals living in dire situations. The following efforts have informed the work of the Lincoln County Homeless Advisory Board.

The strategic consultancy firm Morant McLeod conducted visits to the area service providers and extensive in-person interviews with 37 individuals experiencing homelessness in Lincoln County. During the interviews, researchers listened to a wide range of experiences, capturing diverse perspectives on the challenges faced while being unhoused, including:

- **Personal Stories:** Participants shared their paths into homelessness, their daily challenges, and their interactions with existing support systems.
- **Barriers to Housing:** Many discussed the obstacles they faced in securing stable housing, including financial, bureaucratic, and social barriers.
- **Resource Access:** Insights were gathered on the accessibility and effectiveness of community resources and services currently available.
- **Suggestions for Improvement:** Participants offered their views on what changes could make a tangible difference in their lives.

In addition to the work being undertaken by Morant McLeod, the Administrative Office (held by the Housing Authority) also participated in the data collection. Based on a need to understand what sheltering and housing is currently available in Lincoln County, the Administrative Office developed an overview categorized according to the housing continuum definitions from Housing & Urban Development (see below).

Lincoln County Shelter to Housing Continuum						
						
HOUSELESS	EMERGENCY SHELTER and/or WINTER SHELTER	TRANSITIONAL and/or TRANSFORMATIONAL HOUSING	SUPPORTIVE HOUSING/ PERMANENT SUPPORTIVE HOUSING	AFFORDABLE RENTAL	AFFORDABLE HOME OWNERSHIP	PRIVATE MARKET RENTAL & HOME OWNERSHIP
People who are living in a place not meant for human habitation.	Any facility, the primary purpose of which is to provide a temporary shelter for the homeless in general or for specific populations of the homeless and which does not require occupants to sign leases or occupancy agreements.	Provides temporary housing with supportive services to individuals and families experiencing homelessness with the goal of interim stability and support to successfully move to and maintain permanent housing.	Permanent housing in which housing assistance (e.g., long-term leasing or rental assistance) and supportive services are provided to assist households with at least one member (adult or child) with a disability in achieving housing stability.	Affordable housing is generally defined as housing on which the occupant is paying no more than 30 percent of gross income for housing costs, including utilities.	Affordable homeownership is generally defined as housing on which the occupant is paying no more than 30 percent of gross income towards the purchase of the home.	A market-rate property is a non-subsidized property, for which residents pay market rates.
<i>Definitions from the U.S. Department of Housing and Urban Development (HUD.gov)</i>						

The outcome is a shelter-to-housing continuum guide to illustrate and quantify the different organizations that have shelter beds or housing units. During this process the Administrative Office was able to identify shelter and housing projects that were in the pipeline and ones that might need additional support to reach completion.

The Administrative Office had additional targeted conversations with the Urban League of Portland, Centro De Ayuda, and the Arcoiris Cultural Center to identify barriers to services for diverse populations experiencing homelessness or housing insecurities.

While efforts were being made to inform the strategic plan of the Homeless Advisory Board, another Bill was passed: House Bill 5019. As the Administrative Office for LCHAB, the Housing Authority of Lincoln County took the lead on collecting the information necessary to prepare and present a Community Plan on behalf of Lincoln County. HB 5019 was also in response to the State's declaration of a homelessness emergency, and appropriated money from the General Fund to specified state agencies for certain purposes related to housing. This funding was eventually tied to the formation of a coordinated "Community Plan" to increase shelter and provide rapid rehousing assistance.

Simultaneously, the Executive Director of the Housing Authority of Lincoln County, Karen Rockwell, served on the Governor's Housing Production Advisory Council and its Finance & Land Acquisition workgroups. Executive Director Rockwell's insights from this work was brought to the Lincoln County Homeless Advisory Board and further bolstered the Boards understanding of local issues.

Finally, HUD conducts an annual count of sheltered and unsheltered people experiencing homelessness on a single night in January called the Point in Time (PIT) Count. The Data derived from this count combined with the McKinney Vento school district data served as a valuable source of information for the Lincoln County Homeless Advisory Board.

Additional regional studies informed the process including:

- Lincoln County Housing Strategy Plan (June 2019)
- City of Yachats Housing Needs Analysis (October 2022)
- City of Newport 2022 - 2042 Housing Capacity Analysis (November 2022)
- City of Waldport Housing Needs Analysis (December 2022)

## **Lived Experience Interviews**

The research from the Morant McLeod focus groups and interviews found support that homelessness has many different contributing factors. In Lincoln County these include job loss, mental health issues, substance abuse, evictions, foreclosures, transition from incarcerations, increasing rents and lack of affordable housing.

According to different estimates, Morant McLeod was able to extrapolate that the size of the unhoused population across Lincoln County is believed to be around 2,000 individuals.<sup>12</sup> 86.5% of those interviewed suffered from one or more serious health concerns. The majority of those interviewed (77.8%) had medical insurance, primarily from Oregon Health Plan.<sup>13</sup>

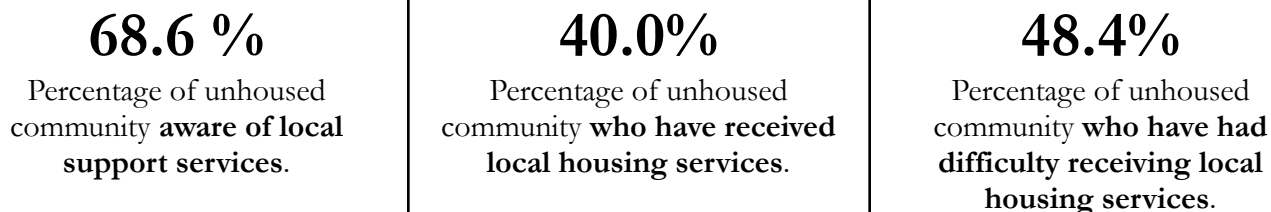
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<sup>12</sup> Morant McLeod Economics Group | Lincoln County School District | US Census Bureau, 2021 ACS 5-Year Estimates

<sup>13</sup> Morant McLeod lived experience interviews conducted in 2023



The in-person interviews conducted by Morant McLeod throughout Lincoln County found: On average, unhoused individuals have been without permanent housing for 3 years and 7 months, although others have been without permanent housing for 11 years or more. Others have lost permanent housing. In addition:



**When asked about their housing goals, individual responses were varied and included:**

*“I want a roof over my head, or maybe a boat, RV, or apartment... anything to get off the streets in the winter.”*

*“I want a space to myself, with a working kitchen and bathroom.”*

*“We want a house to get our kids back.”*

*“Get into a house, back on my feet, and find a full time job... but it’s impossible when you’re camping.”*

*“I would like an apartment or even a shelter. I don't want a homeless camp.”*

## **Shelter to Housing Continuum in Lincoln County**

The Administrative Office did an inventory of existing emergency sheltering and transitional housing options in Lincoln County. These included:

Community Shelter & Resource Center in Newport (emergency winter shelter)	35 beds
Community Shelter & Resource Center in Lincoln City (emergency winter shelter)	14 beds
Helping Hands Hope Center Lincoln City (emergency & transformational)	70 beds
Lincoln County Corrections Youth TIDES (emergency)	12 beds
Lincoln County Parole & Probation (various locations)	36 beds
My Sisters Place (emergency)	5 units
NW Coastal Housing at Coastal Phoenix Rising & Nate’s Place (transformational)	86 units
ReConnections Counseling (various locations)	12 units
Samaritan House (transformational)	11 units
Yachats Community Presbyterian Church Don’s Place (emergency winter shelter)	<u>10 beds</u>

**TOTAL SHELTER/TRANSITIONAL HOUSING**

**296 BEDS/UNITS**

## Outreach to Culturally Specific Organizations

There are two major cultural organizations that predominantly serve the Latino Community: Centro de Ayuda and the Olalla Center affiliate, Arcoiris Cultural. Both organizations are multicultural centers for Latina/o/x, Guatemalans and Indigenous populations in Lincoln County.

In Lincoln County, the predominant community of color is the Latino population. County demographics show that 10% of the population is Latino. Given the large family size of Latino households, they make up approximately 30% of student (pk-12) populations in the area.

Centro de Ayuda provided the Administrative Office with a deeper understanding of the Latino community. Of the individuals served by Centro de Ayuda, there is a notable prevalence of single parent households with women as the head of household. Often the individuals seeking assistance have two or three jobs to make ends meet. The community tends to rely on word of mouth. Anecdotally, they are the subject of discrimination in the community, including in housing, sports and the classroom. Language is often a barrier.<sup>14</sup>

The Administrative Office also had a conversation with the Urban League of Portland prior to their local Community Conversation held in Lincoln City: Housing Access and Mental Health: Exploring the realities of homelessness on the coast. The conversation reiterated the state of housing and lack of affordability. For people of color, discrimination in housing is a major impediment.<sup>15</sup>

Oregon has a complex socio-economic problem of “haves” and “have nots.” According to Anyeley Hallowá, Oregon Department of Land Conservation and Development Commission Chair, “It’s shocking how supposedly progressive and forward-thinking we are in this state,” she says, “yet if you look at the numbers, the social inequity is drastic ... So obviously we’re not fulfilling our promise to everyone.”<sup>16</sup>

The State of Oregon has already identified that equity is lacking in its land use laws, and the state and local municipalities have been making great strides in studying and altering those policies that have been restrictive. “Zoning and other related local laws have been used since their inception to exclude Black Americans, immigrants, and other People of Color from white neighborhoods, parks and pools, schools, and, ultimately, from access to wealth, opportunity and safety.”<sup>17</sup>

As a community, we are only at the beginning of this process and equity correction is a constantly evolving process that takes time and intention. In the report *Dismantling Segregationist Land Use Controls* by Assistant Professor at the University of Oregon School of Law, Sarah J. Adams-Schoen, “Good intentions are not enough; we must intervene boldly to change outcomes....Dismantling a segregationist land use system embraced by US cities for more than 100 years requires a bold shift in paradigm, a rejection of the concept of compatible uses of land that has been used and continues to be used throughout the United States to exclude Black, Indigenous, and other People of Color from predominantly white neighborhoods and the myriad privileges that attach to residence and homeownership in those neighborhoods.”<sup>18</sup>

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<sup>14</sup> Conversation with Debra Jones, Centro de Ayuda in person. (February 21, 2023)

<sup>15</sup> Conversation with Crystalyn Black, Urban League of Portland via Zoom. (July 6, 2023)

<sup>16</sup> <https://www.opb.org/article/2022/08/19/oregon-land-use-laws-urban-growth-management-system-portland-conservation/>

<sup>17</sup> Sarah J. Adams-Schoen. (2022) “Dismantling Segregationist Land Use Controls.” pg. 2

<sup>18</sup> *ibid*

## House Bill 5019 Community Plan

Additional information was being collected to inform the LCHAB strategic plan work through the HB 5019 Community Plan survey to direct service providers. The community plan questionnaire completed by service providers engaged in sheltering or services to the unhoused in Lincoln County identified the following as immediate and major barriers to the local communities' efforts to support people experiencing unsheltered homelessness in regaining housing, safety, and stability:



- Housing Affordability
- Emergency Shelter Shortage
- Street Outreach Services
- Affordable Housing Landlord Engagement
- Substance Use Disorder Care and Services
- Mental Health Care and Services
- Rapid Rehousing Projects
- Service Providers – Organizational Capacity
- Service Providers – Staff/Salary
- Service Providers – Specific Expertise
- Medical Care
- Skilled Nursing Facility Care
- Nursing Home Shortage
- Manufactured Housing
- Housing Development
- Flexible System Funding/Costs
- Cleaning or maintenance)
- Housing-focused Case Management
- Housing problem-solving assistance
- Housing Navigation Services
- Tenant-based rental assistance
- Project-based rental assistance
- Rent buy-down
- Reunification transportation assistance
- Flexible emergency funding
- Food security payments
- Operating costs
- Other flexible forms of financial assistance
- Other renovations
- Peer support Services
- Planning and development
- Project management
- Repairing damages
- Room and board payments
- Security deposits
- Service coordination and integration
- Signing bonuses
- Staffing
- Transportation assistance



According to the questionnaire, the following are the five most urgent unmet needs in Lincoln County (in order of importance):

1. Emergency Shelter Shortage
2. Housing Affordability
3. Mental Health Care & Services
4. Street Outreach
5. Housing Navigation Services (tied for 4th)

Additionally, the quantitative data and qualitative community input found that the following have a disproportionately high risk of experiencing unsheltered homelessness:

- Individuals with Severe and Chronic Mental Health Issues
- Individuals with substance use disorders
- Seniors (55+) with medical disabilities

## **State of Oregon Housing Production Advisory Council**

On her first full day in office, Oregon Governor Tina Kotek signed Executive Order 23-04 which set an ambitious housing production goal of 36,000 homes per year and established the Housing Production Advisory Council, a council of experts charged with developing an action plan to meet the new construction targets. The Housing Council was composed of 25 members including the Governor, bipartisan members of the Oregon House and Senate, relevant state agency directors, a Tribal representative, housing developers with expertise in permanent supportive, affordable, and market rate housing, representatives of rural and coastal communities, communities of color, local government representatives, and experts in land use, fair housing, permitting, workforce development, and construction. Two individuals were appointed from Lincoln County: Senator Dick Anderson (R - Lincoln City) and Karen Rockwell, Executive Director of the Housing Authority of Lincoln County. Rockwell was also appointed to the Finance and the Land Availability Workgroups.

The work of HPAC was timely to the concurrent work of HB 4123 and HB 5019, and through the research and subject matter expert testimonies. Rockwell was able to be an advocate for the immediate need in Lincoln County and bring best practices and innovative ideas to the LCHAB efforts. The final report and recommendations are available online at the following link:

[www.oregon.gov/gov/policies/Documents/HPAC%20Final%20Report%20February%202024.pdf](http://www.oregon.gov/gov/policies/Documents/HPAC%20Final%20Report%20February%202024.pdf)

## **Annual Point-in-Time Count**

The Point-in-Time (PIT) count is a HUD required annual count of sheltered and unsheltered people experiencing homelessness on a single night in January. Each count is planned, coordinated, and carried out locally. Historically, Lincoln County has been severely undercounted for multiple reasons including the geographic size of the county, volunteer availability, weather conditions, and distribution of the homeless population. Ultimately, the undercounting leads to a reduction of funds for services. It was also the basis of how the Governor allocated funds for the Executive Order on Homelessness last year, where Lincoln County was one of the lowest funded counties in the State. The 2022 count has the entire county at 133 unsheltered/transitional housing individuals. In 2023, there were 157.<sup>19</sup> As a community, we know based on the current shelter and transitional housing figures that the region far exceeds those numbers.

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<sup>19</sup> Oregon Housing and Community Services. (January 2024). "2023 Oregon Statewide Homelessness Estimates." pg. 7

## Additional Regional Metrics for Homelessness

LCHAB reviewed additional data: Lincoln County continues to have a large number of unhoused or underhoused youth as seen in the McKinney-Vento year over year counts – with 755 of our community’s youth impacted by housing instability in 2022-2023<sup>20</sup>. According to the recently compiled Shelter to Housing Continuum for Lincoln County, there are currently 118 shelter beds and 100 shelter/transitional housing units for all age groups.<sup>21</sup> The existing beds/units are consistently at maximum capacity with each organization having a waiting list. In addition, the Housing Authority of Lincoln County has a waiting list for the Housing Choice Vouchers of 338<sup>22</sup> individuals. These numbers reinforce what has been anecdotally known for years and validates Morant McLeod’s estimates: the unsheltered population is considerably higher than the point in time count indicates for Lincoln County.



<sup>20</sup> Lincoln County School District. McKinney-Vento Act data provided by Woody Crowbar, HELP Coordinator.

<sup>21</sup> Collected by the Administrative Office of the Lincoln County Homeless Advisory Board. (2023)

<sup>22</sup> Provided by Housing Authority of Lincoln County. (January 22, 2024)







# Section 4: Strategic Goals and Objectives

Based on the knowledge acquired during the research phase of the strategic plan development the board adopted the following mission statement:

**To ensure that every member of our community has access to the resources they need, while also working to prevent the circumstances that lead to homelessness.**

In order to achieve that mission, it set the following strategic goals and objectives:

## **Goal #1: LCHAB to remain a permanent body that focuses on homelessness.**

The LCHAB per its current structure/IGA is funded by the HB4123 grant and is staffed through the contract with the Housing Authority of Lincoln County (HALC). The strategy for this goal includes the following:

1. The Administrative Office will identify additional funding beyond the HB4123 grant and determine how to sustain the Board during the operational phase.

## **Goal #2: Reduce homelessness to emergency & voluntary levels, utilizing the progression of support model.**

LCHAB is not a direct service provider but it has a critical role in advocacy, information, and education. To reduce homelessness in Lincoln County, financial support is imperative. The strategies for this goal include the following:

2. The Administrative Office will be the local partner to Community Services Consortium (our local Community Action Agency) to coordinate a successful Point in Time count (with the emphasis on the street outreach workers and shared data collection).
3. The Administrative Office will research and apply for opportunities to fund existing service delivery, with a priority given to gap filling projects.
4. The Administrative Office will partner with service providers to implement a Resource Fair for the unhoused community.
5. Through the Service Provider relationships, the Administrative Office will develop a communication strategy for trauma-informed engagement of those with lived experience in cooperation with existing service providers and continue to keep the LCHAB representatives informed of the results of this engagement.

## **Goal #3: Coordinate policy and funding efforts at city, county, regional and state levels.**

LCHAB is unique due to its Intergovernmental Agreement and active participation from all the area municipalities and the community action agency. To meet this goal LCHAB must “lean in” to existing relationships. The strategies for this goal include the following:

6. Establish a workgroup consisting of municipality planning and development professionals to identify existing partnership opportunities. See the following article for ideas on what this could look like: <https://localhousingsolutions.org/plan/addressing-housing-challenges-on-a-regional-basis/>

7. Identify and apply for sustainable grant opportunities at state, federal, or private to strengthen shelter, transitional, and/or permanent housing support services.
8. Continue to participate in HB4123 and HB5019 convening meetings with regional partners.
9. Invite State-level advocacy organizations to present at future LCHAB meetings to discuss ways the local municipalities can support the ongoing initiatives surrounding their work around housing and homelessness.
10. Partner with the InterCommunity Health Network Coordinated Care Organization (IHN CCo) to fund supportive services positions that are culturally and linguistically appropriate (DST, SHARE, direct contract, etc.).
11. Leverage tri-county continuum of care in pursuit of funding opportunities by facilitating collaborative competitive grant applications with local continuum partners.

**Goal #4: Stand up and support a navigation system, with a priority to use or develop common data/reporting systems to track each network and community needs.**

A navigation system (a comprehensive source of information that the community/service providers can refer to for up-to-date information) is one of the top priorities of the HB4123 grant agreement and was called out as a stand-alone goal in the strategic plan. The strategies for this goal include the following:

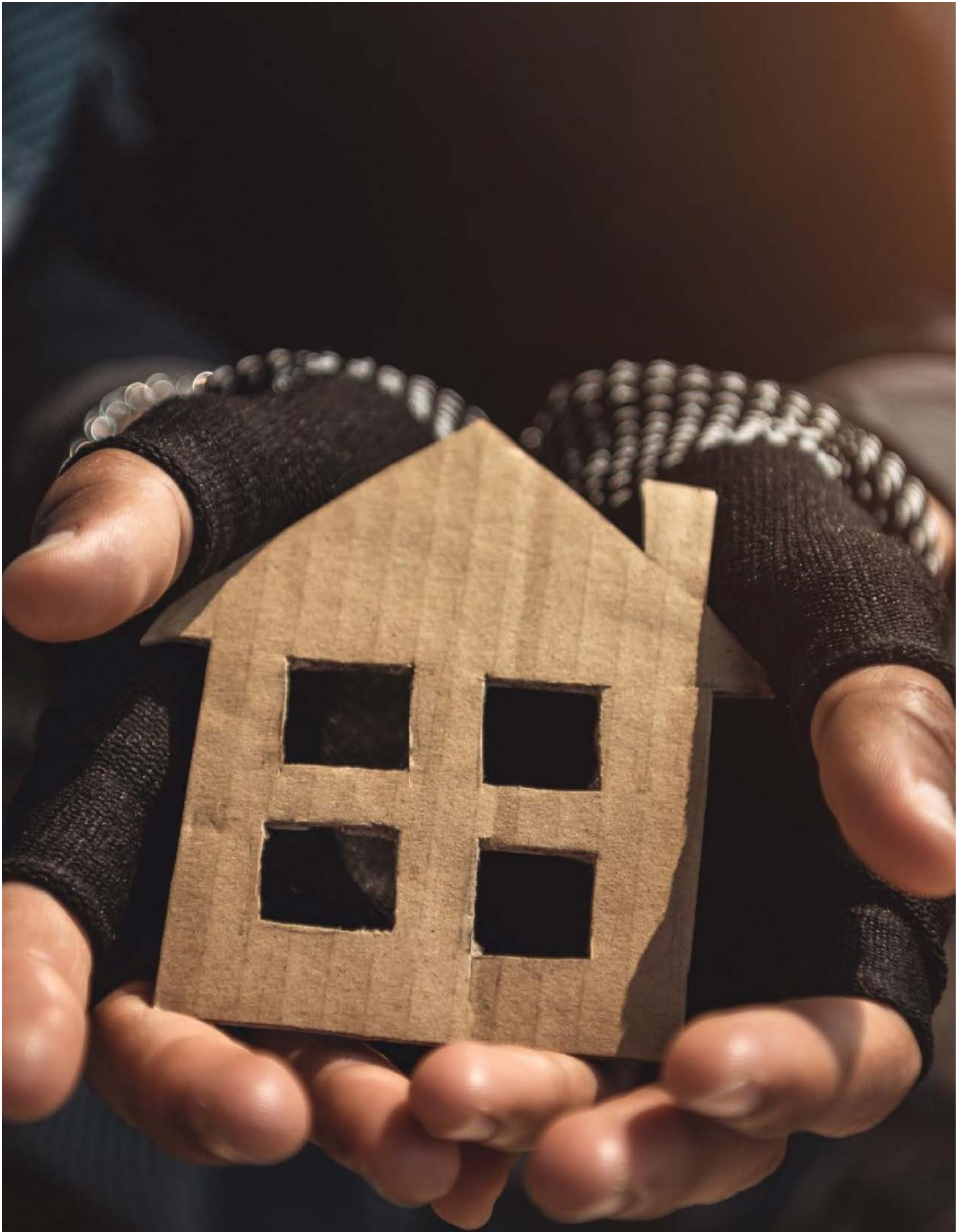
12. The Administrative Office will expand the LCHAB website to include a resource directory of local, regional, and state resources.
13. Establish a Lincoln County Service Integration Program (based on the successful model in the Santiam area and Polk County). The Administrative Office has been meeting over the past several months to develop this concept in partnership with the Santiam Service Integration Coordinator Kim Dwyer.
14. Improve local data collection through expanding the use of HUD, OHCS and IHN CCo approved platforms (HMIS, Shelter Point, Unite Us) by local service providers.

**Goal #5: Integrate local housing, community services, economic development, and transportation efforts to support and provide resources for community organizations.**

Prior to integrating municipal efforts to support/provide resources, the LCHAB needs to be informed on what support those entities are seeking. The Community Plan developed for HB5019 was a good example of a successful approach to data-informed collaboration that was then combined with financial support. The strategy for this goal includes the following:

15. Identify the key gaps in service delivery to assist in strategically aligning funding and programs to those areas. Note: This strategy also aligns with Goal #2, strategy #3.

The adoption of the final recommendations is anticipated to mark a significant step towards a more coordinated and effective response to homelessness in Lincoln County. With the engagement of the cities and the County Board of Commissioners, the plan is poised to translate into targeted actions and policy reforms that will drive meaningful change in the community.







[www.lchab.org](http://www.lchab.org)