

**City of Depoe Bay**  
**City Council Regular Meeting**  
December 5, 2023 – Tuesday, 6:00 PM  
Depoe Bay City Hall – 570 SE Shell Avenue

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*The Meeting Location is Accessible to the Public*

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**AGENDA**

- A. Pledge of Allegiance
- B. Call Meeting to Order and Establish a Quorum
- C. Changes and Additions to the Agenda
- D. Consent Agenda  
*Covers routine administrative matters. These items are not generally discussed and may all be approved as recommended in the staff reports. The mayor will provide an opportunity for a Council member or citizen to ask that an item be pulled from the consent agenda for discussion. Items pulled will receive separate action. All items not removed from the consent agenda will be approved by a single motion of the Council.*
  - 1) October 24, 2023 City Council Work Session Minutes
  - 2) November 7, 2023 City Council Work Session Minutes
  - 3) November 7, 2023 City Council Regular Meeting Minutes
  - 4) Accounts Payable – Financial ReportAction: \_\_\_\_\_
- E. Guest Presentations
  - 1) Lincoln County Sheriff's Office Monthly Report
  - 2) Lincoln County Homeless Advisory Board Strategic Plan – Morant Mcleod
- F. Commission/Committee/Group Reports
  - Emergency Preparedness and Houseless Advisory Committees
  - Harbor, Planning, Parks, and Salmon Enhancement Commissions
- G. Public Comment  
*The public has the opportunity to address the Council during "Public Comment." Those attending virtually may raise their hand electronically or request to speak upon unmuting. The public may also send written comments by email to [recorder@cityofdepoebay.org](mailto:recorder@cityofdepoebay.org). Please limit comments to one page and include your name and address. Emails received before 5:00 p.m. on the day of the meeting will be included and read into the record for comments by the Council.*
- H. Unfinished Business
  - 1) Second Reading – Amend Ordinance 333-22 Emergency Preparedness Committee – Ordinance 344-23Action: \_\_\_\_\_

2) Moorage Fees – Other Government Agencies

Action:\_\_\_\_\_

I. New Business

1) Application for Planning Commission Alternate Position – Greg Steinke

Action:\_\_\_\_\_

2) Application for Planning Commission Alternate Position – Judy Faucett

Action:\_\_\_\_\_

3) Professional Services Agreement – Samaritan Occupational Medicine

Action:\_\_\_\_\_

4) Reservoir Access Issues (Discussion)

J. City Staff Reports

1) Project Updates

K. Closing Public Comment

L. Council Comments

M. Adjournment

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"This institution is an equal opportunity provider."

Depoe Bay City Council  
Work Session Minutes  
October 24, 2023, 5:00 PM  
Depoe Bay City Hall

PRESENT: R. Beasley, L. Bedingfield, A. Watson, F. Recht, J. King, K. Short, V. Sovern  
ABSENT: None  
STAFF: City Recorder K. Wollenburg; Public Works Director B. Weidner  
GUEST: Bob Winthrop Portland State, Center for Public Services and Sara Spiers,  
Portland State, Center for Public Services

A. CALL MEETING TO ORDER

Mayor Short called the meeting to order at 5:00 PM.

B. SALARY SURVEY REVIEW & UPDATED CLASSIFICATIONS

The work session began with introductions of the City Council and presenters from Portland State who did the salary study.

Mr. Winthrop reviewed some back and addressed some recent studies that were done for cities in Oregon. He next reviewed the methodology that they used in order to prepare the compensation study. He explained that compensation isn't just salary but also includes employer "pick-up" of 6% for PERS and the value of paid time off minus any employee costs for health insurance.

Councilor Recht asked about the cost of living in various areas and why not used to adjust the wages. Mr. Winthrop said that COLA adjustments by their nature are objective depending on the index a city uses. Councilor Recht specifically mentioned housing costs, and Mr. Winthrop said that's still subjective. The methodology suggests jurisdictions with the same population plus three up and three down. That's not always the best due to our job pool market. He referenced Lincoln City in that while they are bigger, this is where our employees come from. Same with Newport.

Councilor Recht said she's still concerned about the communities and cost-of-living, noting that Cannon Beach, Waldport, and Rockaway Beach have higher costs of living. Mr. Winthrop and Ms. Spears said they looked at previous studies and population and region and where employees in the past have gone. Councilor Beasley asked how Councilor Recht came up with the higher COLA of living for Waldport and Cannon Beach. Councilor Recht clarified Yachats not Waldport and said she got the information from the real estate on values, which Councilor Beasley said was not COLA.

Mr. Winthrop said that they worked with City staff to come up with the best picture for the market and are pretty comfortable with their methodology, that they captured the market. City Recorder Wollenburg said that the reasons some of these others were included because of the past study and Newport and Lincoln City because that is where the majority of our job pool is.

Mr. Winthrop next reviewed the job titles and how the matches were made. He shared the chart for each individual position addressing how these other cities matched Depoe Bay and where Depoe Bay is in position on the schedule. Councilor Recht

asked for information about overtime and exempt/non-exempt employees. He clarified that they compared to salary schedule and benefit package not to a specific employee. He said it would be different if they were doing an overtime study.

Councilor Beasley asked if the harbormaster was compared to the public works director in other cities as these cities don't have harbors. City Recorder Wollenburg explained that she had discussions with Public Works Director Weidner about the job tasks and responsibilities that the harbormaster actually has and maintenance is a big part of it while the administrative aspects of a public works director are less so.

Mr. Winthrop reviewed the summary results noting that there are adjustments that are needed as the City is paying consistently lower than the market.

City Recorder Wollenburg noted that Depoe Bay is in a good position with the long-term staff that the City has now but if the City had to go out and fill some positions, it would be a struggle finding the person with the certifications or the ability to quickly get the certifications. She said that the City of Newport is having a challenging time finding people for key positions. She is not saying the City is at risk, but it's a reality that it is challenging to find workers as she has heard communicated from other city managers and administrators.

Councilor Beasley noted that the City of Lincoln City is one of the largest owners of reservation property and uses that as a big incentive and removes the housing from the table.

City Recorder Wollenburg said she had a conversation with Mr. Winthrop regarding creation of salary schedule and that PSU can assist the City with the creation of one with more information from the City. Discussion followed training and conferences and if the staff were attending. City Recorder Wollenburg shared that the city is trying to have staff go to conferences and training but given the small city of staff, it's often hard to get someone away.

Discussion followed regarding the timing of the salary schedule/classification from 2022-23.

Mayor Short if an amended budget needed to be done, and City Recorder Wollenburg said it didn't.

Mayor Short asked about a spreadsheet with current employee information after the COLA increases. City Recorder Wollenburg said she provided in the packet. Councilor Sovern shared that need to have a talk about revenue opportunities and that while she's all in favor of paying more to the staff, she says they need to figure out where the money is coming from. Mayor Short said in reviewing the budget, there is plenty of contingency money to address increases.

Councilor Beasley asked what the path was since they'd had no chance to digest it and think about it and that needs to be done. He asked about getting facts and figures and where money was coming from and if this was just going to happen in 30 days or 45 days. Mayor Short said it needs to be resolved sooner rather than later because the City has been challenged in the past with finding the right person for the positions. Councilor Beasley said he wants to see the impact in terms of dollars if the



City moves to bring the compensation more in line, where is the City going to go and what it will cost in terms of our budget. He said in terms of revenue and finding new sources, that this could absolutely take care of any increases in wages. He'd like to see a focus on better benefits and take steps slowly and deliberately. He's seen councils in the past rush in and make changes without thought.

City Recorder Wollenburg said she can put together a plan if she has direction from the Council as to what they want to see. Mayor Short asked about doing a spreadsheet doing a minimum, medium, and maximum and City Recorder Wollenburg said they already have that information. She said that the Accounting Specialist is working on showing past updates and history for individual employees.

Councilor Recht said it appears another work session is needed with more information. She believes what is really needed is to consider another position as she's concerned about the City Recorder position and didn't realize it was a non-exempt position and she is working a lot of hours and also discussed having a different assistant position. City Recorder Wollenburg clarified that the positions for City Recorder and Public Works Director are exempt.

Councilor Sovern wondered if staff could weigh in on what they need and give Council suggestions on what they can provide that makes them happy and more efficient.

Public Works Supervisor Carver noted that with the crew and office, they work with a skeleton crew and that when someone is on vacation or sick, there's usually one person covering the load. Councilor Beasley said that is key evidence that when they are talking about hiring people as assistants or to run emergency program or something like that, and it's what he's worried about and is kind of like running a small police department and being in trouble because of people being out for vacations and sick. He noted the possibility of doing RFPs to get people to run various things so the budget doesn't take the hit of hiring a full-time person.

The Council discussed the challenges of using contractors to fill positions or roles and that people with technical skills are needed. City Recorder Wollenburg noted that the idea of getting new revenue is good but once it happens, that still means staff needed to track and manage that new revenue.

Mayor Short said next steps are to compile information, including a spreadsheet of what everyone is making and showing an increase based on the recommended median. The Council noted there isn't a need for PSU to create a compensation plan as the City could do that.

Councilor Recht asked if any of the other staff present want to speak. Accounting Specialist Robson reminded the Council that the staff present who had their jobs redone have been waiting for a year for the study to be done. Councilor Recht said that it would be best to make a partial increase for individual adjustments then make a bigger change for the next budget and look at benefits update. City Recorder Wollenburg said her understanding is that the City has great benefits and the staff is pleased with them. This was confirmed by the staff members who were present.

Discussion followed regarding where the funding would come from, and City Recorder Wollenburg noted that charges would not come out of just the general fund but some from each fund and there is enough contingency in each fund to handle the adjustments. But right now, there isn't a need to move funds at this point.

The Council discussed the next work session. November 9 at 5:00 PM was set for the session.

C. ADJOURNMENT. Work session adjourned by Short at 6:10 PM.

Submitted by:

Reviewed by:

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Kimberly Wollenburg  
City Recorder

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Kathy Short  
Mayor

Depoe Bay City Council  
Work Session Minutes  
November 7, 2023, 5:00 PM  
Depoe Bay City Hall

PRESENT: R. Beasley, L. Bedingfield, A. Watson, F. Recht, J. King, K. Short, V. Sovern  
ABSENT: None  
STAFF: City Recorder K. Wollenburg; Public Works Director B. Weidner  
GUESTS: Michelle Smith, Water Project Manager, Coalition for Oregon Land Trusts  
Laura Johnson, Drinking Water Specialist, Oregon DEQ  
B. Robison, D. King, and CA White from Salmon Enhancement Commission

A. CALL MEETING TO ORDER  
Mayor Short called the work session to order at 5:10 PM (late start due to technical difficulties).

B. LAND CONSERVATION IN THE NORTH DEPOE BAY CREEK DRINKING WATER SOURCE  
APREA – DEPARTMENT OF ENVIRONMENTAL QUALITY WATER QUALITY DIVISION

Michelle Smith and Laura Johnson gave a presentation regarding the City of Depoe Bay's watersheds and source water, specifically focusing on North Depoe Bay Creek, including sharing information about the impacts on the City's water quantity and quality of the watershed after timber harvest.

They discussed that tree age is a big factor in quantity and that younger trees require more water because their hardwood is smaller compared to their sap wood. This is a big impact on the water quantity since they need more water. It's the same problem with fog drip because older canopies allow more water to pass through into the ground versus younger trees which use that water.

Ms. Johnson finished presentation on funding sources and suggested several available ways to fund the purchase of property to protect Depoe Bay's watersheds and explained how other cities have done this. She also discussed having partners to make sense of what is going on out there.

C. ADJOURNMENT. Work session adjourned by Short at 6:10 PM.

Submitted by:

Reviewed by:

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Kimberly Wollenburg  
City Recorder

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Kathy Short  
Mayor

Depoe Bay City Council Regular Meeting  
Tuesday, November 7, 2023 – 6:00 PM  
Depoe Bay City Hall

PRESENT: K. Short, J. King, R. Beasley, L. Bedingfield, V. Sovern, F. Recht, A. Watson  
ABSENT: None.  
STAFF: Public Works Director B. Weidner; City Recorder Kimberly Wollenburg  
GUEST(S): Ernest Stephens, CEO, Morant McLeod

- A. PLEDGE OF ALLIEGIENCE
- B. CALL MEETING TO ORDER AND ESTABLISH A QUORUM  
Mayor Short called the meeting to order and established a quorum at 6:00 PM.
- C. CHANGES AND ADDITIONS TO THE AGENDA  
None.
- D. CONSENT AGENDA  
October 17, 2023 City Council Regular Meeting & Public Hearing Minutes  
Accounts Payable Report

**Motion to approve the Consent Agenda made by Councilor Bedingfield; seconded by Councilor King.**

**Vote:** Motion Passed 7/0

**Ayes:** Beasley, Bedingfield, King, Recht, Short, Sovern, Watson

- E. GUEST PRESENTATIONS
  - 1) Lincoln County Sheriff's Office Monthly Report  
Lincoln County Sheriff's Office Deputy Casey Elfstrom provided a quick update regarding the previous month's law enforcement in the City.
  - 2) Lincoln County Homeless – Homeless Strategic Plan – Ernest Stephens, CEO, Morant McLeod  
Mr. Stephens gave a presentation (included in the packet) with specific information regarding the unhoused community in Lincoln County, as well as information on housing, services and economics around housing then addressed key facts and strategies.

Mayor Short said the City has no tax base and nothing in the budget currently to address houselessness, but she's hoping as we go forward to have some of the budgeting as part of the strategic plan. Mr. Stephens said that it is, and they have examined everyone's budget and have noticed that for some of the small cities, affording services would be problematic. Their hope is to work with other public to public or public to private partners to address needs.

Councilor Recht asked about the barrier for the sheriff and police to get help for a homeless individual when the phone isn't picked up. Mr. Stephens noted this

was stated as a common problem. He noted that what law enforcement does is start googling for shelters to try to figure out who is doing what at what moment. Mr. Stephens said he definitely heard this from other law enforcement agencies. Councilor King asked if churches are being set up to help homeless. Mr. Stephens said the faith-based community is bridging a lot of the gaps.

Councilor Beasley said that he respectfully takes issue with the comment that some people don't want to live in a house and that's okay. He said it's a real problem for people, and he's talked to homeless people. One component that he doesn't see is the reference to law enforcement and what they can do in terms of the homeless problem. He said Lincoln County is called a hot spot for vacation rentals and second homes and that is correct. He's concerned about the "demonization" of second homes and the effect on our economy with short-term rentals. He asked about the numbers on youth who are homeless, noting that the number quoted is an astonishing figure and it made him wonder about the metrics being used by the school district. Mr. Stephens said the data is nighttime residency and addressed the "double-up" component.

F. COMMISSION / COMMITTEE / GROUP REPORTS

Emergency Preparedness – Councilor King shared that radio training is scheduled for November 13 at 4:30 PM.

Harbor Commission – Tadd Mick, Harbor Commission, spoke about the recent meeting and about approving that every vessel using the boat launch is charged \$10.00 for launch and removed the motorized/non-motorized fees. He said the Harbor Commission addressed the issue of some of the moorage spots to government agencies noting that it's nice to have the agencies and recommends a reduced rate for them.

Parks Commission – None.

Houseless Committee – Mayor Short shared that they are setting a new date for the town house for the houselessness for November 27 @ 4:30 PM

Planning Commission – Working on some quality-of-life ordinances and that with the tree ordinance for tonight.

Salmon Enhancement Commission – None.

G. PUBLIC COMMENT

None.

I. UNFINISHED BUSINESS:

None.

J. NEW BUSINESS

1) Event Permit – Special Olympics Polar Plunge 2024

Donna Thorpe, Executive Director of Special Olympics for Lincoln County addressed the leadership program and two of the youth in the program spoke

about leadership as a voice for everyone and that the polar plunges help raise funds for these programs. Ms. Thorpe noted that March 23 is the date for the 2024 Polar Plunge at the harbor floating boat launch. Councilor Beasley requested clarification on the time and confirmed that the harbor wouldn't be closed all day. Ms. Thorpe confirmed the plunge itself is 10 AM to 2 PM, but set up okay at 8:00 AM. She noted that the funds raised last year were kept fully local.

**Motion to approve the use of the harbor boat launch area for Special Olympics Polar Plunge in March of 2024 made by Councilor Sovern; seconded by Councilor Watson.**

**Vote:** Motion Passed 7/0

**Ayes:** Beasley, Bedingfield, King, Recht, Short, Sovern, Watson

2) **Harbor Commission Recommendation – Unreserved Moorage**

Councilor Watson requested some more information regarding this request. City Recorder Wollenburg noted that when the Harbor Commission reviewed the ordinance that they thought that there was no need for the unreserved moorage and the unintended consequence of this decision affected to unreserved moorage holders.

Councilor Recht said she doesn't understand well enough to decide and asked about the budget impact. City Recorder Wollenburg said it's not adding or detracting from the budget. Deputy City Recorder Duering explained the situation. Councilor Beasley said Mr. Thompson is our last link to commercial fishing in the harbor and he supports the Harbor Commission's recommendation.

**Motion to approve the Harbor Commission recommendation to grandfather Terry Thompson's boat slip as a reserved moorage slip made by Councilor Sovern; seconded by Councilor King.**

**Vote:** Motion Passed 7/0

**Ayes:** Beasley, Bedingfield, King, Recht, Short, Sovern, Watson

3) **Application for Parks Commission – Suzanne Sharp**

Ms. Sharp said she's interested as she's lived in Depoe Bay for three years and wants to know more and be involved more within the City. Councilor Recht noted that since Ms. Sharp has been here a while, maybe she has input as to how the City can we make the website more transparent. Ms. Sharp said she did look at the website, but she just doesn't know anyone or enough to have input. She shared that she lives right across the entrance from South Point.

**Motion to appoint Suzanne Sharp to the Parks Commission made by Councilor Recht; seconded by Councilor Bedingfield.**

**Vote:** Motion Passed 7/0

**Ayes:** Beasley, Bedingfield, King, Recht, Short, Sovern, Watson

- 4) Application for the Urban Renewal Agency – Suzanne Sharp  
Item pulled due to this needs to be approved by the Urban Renewal Agency.
- 5) First Reading – Planning Commission Ordinance Amendment – Ordinance 343-23

**Motion to do a first reading of title only of Ordinance 343-23 made by Councilor Recht; seconded by Councilor Watson.**

**Vote:** Motion Passed 7/0

**Ayes:** Beasley, Bedingfield, King, Recht, Short, Sovern, Watson

- 6) Tree Ordinance (Discussion)

Mayor Short introduced the draft and noted the hard work put into it. Councilor Beasley said he wouldn't characterize that as it's a lot of information and hasn't had a chance to really get into it. City Recorder Wollenburg said she brought it forward as this has been requested by Councilors. She said she presented this to the Planning Commission and the Housing Production Advisory Committee recommendations and that if those are approved, the City may have to start all over again based on what comes out of the state.

Councilor Recht said she's heard that the Planning Commission is willing to take it on and ask the Planning Commission to move forward with the tree protection ordinance recommendation. Council concurred with the Planning Commission moving forward to provide a draft ordinance for approval.

Councilor Beasley said he just heard from our City Recorder that this whole thing is up in the air, so directing the Planning Commission or staff to do a bunch of work that may/may not coincide with what the state will ultimately rule on seems to be very premature. He hopes that one thing to come out of this would be a model ordinance so that we don't have to do all of this work by ourselves due to staffing and all the issues the Planning Commission is addressing. He noted the Council hasn't really had a discussion ourselves on what kind of ordinance we should be recommending. He said this is being framed as a "tree protection ordinance."

In terms of a tree protection ordinance, he was walking in one of the neighborhoods and saw that a tree had fallen from one property across another and destroyed the fence, and it's one of the concerns he has. He shared a story about a young girl killed in Otis a few years ago when a tree fell through her bedroom. He said this ordinance shouldn't just be about tree protection but should be about people protection from trees as well as for trees. Doesn't want to see an ordinance that makes it difficult to address trees that are dangerous.

Councilor King asked about workload, and City Recorder Wollenburg noted that a detailed draft code was crafted but more work is needed with the Planning Commission to address other areas of the land use code. Councilor

Watson said the Council has talked about this for a while and that quality of life has been worked on and she believes that we should not hold back on it but keep moving forward.

Councilor Beasley asked if a tree protection and dangerous tree ordinance can be combined. City Recorder Wollenburg shared the draft ordinance addresses both aspects of tree protection and allows the removal of trees deemed unsafe or not healthy as determined by an arborist.

7) Safety Incentive Program Policy – Resolution 544-23

City Recorder Wollenburg explained the SAIF program and how the refund program worked. Councilor Recht – asked about how much and City Recorder Wollenburg said the one last year was about \$2,300 and this one is close to the same amount. With it being split among the whole staff, there's not a lot, which means it wouldn't affect an employee's desire to report.

Councilor Beasley said that in light of pay increases the Council is considering, that the Council should completely eliminate any extra bonuses and payments and that type of thing which he feels has been a salve over acknowledging our lower salaries. He said it's time to get rid of these extras and adopt a new salary plan.

**Motion to approve Resolution 544-23 made by Councilor King; seconded by Councilor Recht.**

**Vote:** Motion Passed 6/1

**Ayes:** Bedingfield, King, Recht, Short, Sovern, Watson

**Nays:** Beasley

8) Replacement of Regulatory Signs in Harbor

Councilor Beasley said this language is extremely subjective when it talks about the effect on aesthetic resources on the scenic value. He said that the harbor is an industrial area and that there are already enough eyesores that are not signs and he's recently seen how this sign ordinance has been used to block commercial signage on the harbor.

**Motion to approve Resolution 544-23 made by Councilor Bedingfield; seconded by Councilor Watson.**

**Vote:** Motion Passed 7/0

**Ayes:** Beasley, Bedingfield, King, Recht, Short, Sovern, Watson

9) Recreational Immunity Challenge & City Response

City Recorder Wollenburg explained briefly how this came about and noted that there is a meeting next week that includes the City of Newport City Manager to address and get input from other cities as to this case law.

Councilor Beasley suggests City Recorder Wollenburg should reach out to Representative Gomberg and Senator Anderson right away as they need to write the law that fixes this issue. Mayor Short said that right now the law is that



we should look at closing some park accesses. Councilor Recht said that closing isn't the solution but to post signs and is glad the Parks Commission is doing an inventory. She said the City may have to invest in cheap signs and use the language that this park is open to recreational use only or this access point is open to recreational use only and to use at your own risk and that all other uses are prohibited. Councilor concurred with that direction and for the Parks Commission to perform the inventory. Councilor Beasley asked about Big Tire Park, and City Recorder Wollenburg said the bench and cement will be removed soon as it is definitely a safety concern.

K. CITY STAFF REPORTS

City Recorder Wollenburg said she needs final direction from the City as to how to deal with the issue where residents either don't have a driveway or a small one noting that she cannot have someone take cars off rights-of-way or closed streets because enforcement means they won't have a place to park. She wants to make sure the Council is okay with enforcing these when there is no place for people to park. Councilor King said we have to enforce it. Councilor Recht said she has very little sympathy and she said people should have done their due diligence. She believes the City should not make exceptions and that anyone who has a home should have off-street parking. Councilor Watson asked where they've been parking. City Recorder Wollenburg said they've been parking at the end but have on the right-of-way. Council concurred with continuing to move forward with enforcement and it's up to the homeowners to address where to park.

City Recorder Wollenburg updated the Council regarding the Harbor Docks project noting that the judge for the bid protest awarded the temporary restraining order so the City was not able to finish the award to the contractor. The next step is a show cause hearing to decide whether there will be a permanent injunction. She said that since our City Attorney does not deal with construction contract law, she has to find a new attorney and has been working on this and hopes to have someone soon.

L. CLOSING PUBLIC COMMENTS  
None.

M. COUNCIL COMMENTS

Recht – Councilor Recht asked about dock leases. She understands the Harbor Commission didn't take action on it and suggests asking the harbormaster if he can call contacts he's made during the conference and find out what they are charging for comparable dock leases. City Recorder Wollenburg said she's been doing research and that the Harbor Commission is interested in working on this with the Council so they feel comfortable with the Council direction. City Recorder Wollenburg said she will work with the harbormaster to make phone calls. Councilor Sovern said she's less concerned about the money but more concern about the liability and asked if they've weighed in on the City's liability for having these docks leased. City Recorder Wollenburg shared that she hasn't asked the question and that she's asked the City Engineer to research and get a map of the City property around the harbor. Councilor Sovern said that these take the over water space that the City could use for other things.

Bedingfield – None.

Short – None.

Sovern – None.

Beasley – Councilor Beasley asked whether the City Recorder Wollenburg contacted the City Manager in Waldport about how he got the audit done, and City Recorder Wollenburg said she mistakenly believed they had the same auditor and they didn't. He asked if we've heard from our auditor and we have not. Councilor Beasley asked about the small claims action and the status and City Recorder Wollenburg said it's in the process of being served.

King – None.

Watson – None.

N. ADJOURNMENT. Meeting adjourned by Mayor Short at 8:07 PM.

Submitted by:

Reviewed by:

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Kimberly Wollenburg, City Recorder

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Kathy Short, Mayor



MORANT MCLEOD

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# Where We Call Home: Strategic Plan for Lincoln County Homelessness Advisory Board

©2023

Stephens E., Aiosa C., Brito L., Day K., Meeks Z., Merkushin A.,  
Sadsad A., Stevick D., Yarde C., Young T.

# Acknowledgements

As we present this report, we extend our heartfelt thanks to all those who have contributed to this comprehensive research on homelessness in Lincoln County. Your insights, expertise, and unwavering commitment have been indispensable in our pursuit of understanding and addressing this complex issue.

We express our sincere gratitude to the members of the Lincoln County Homeless Advisory Board (LCHAB) for their guidance and dedicated efforts. Their contributions have been fundamental in shaping the strategic goals and recommendations outlined in this report. Special appreciation goes to the various government officials, both at the local and state levels, for their support and collaboration. Their willingness to coordinate policies and funding has been crucial in developing an integrated approach to tackling homelessness.

We are profoundly thankful to the community organizations, non-profits, and service providers who work tirelessly on the front lines. Your dedication to serving the unhoused population of Lincoln County is truly inspiring. The insights and data provided by these organizations have been vital in shaping our understanding of the issue. Our gratitude also extends to the healthcare providers, housing developers, and employers in the private sector who have engaged with us in this effort. Your participation has enriched our perspective and will undoubtedly contribute to the success of our collective efforts.

We must also acknowledge the invaluable contributions of smaller organizations and individuals who, despite resource limitations, have actively participated and provided essential data and insights. Your involvement has been key in ensuring a comprehensive and inclusive approach.

Finally, we thank the residents of Lincoln County for their input and engagement. Your experiences and feedback have been critical in making this research as grounded and relevant as possible.

This report is a testament to what can be achieved through collective effort and shared commitment. Together, we move forward with renewed determination to address homelessness in Lincoln County, inspired by the collaboration and unity demonstrated by all involved. Thank you for your indispensable contributions to this important work.

# Thank you

Judy Casper, City of Lincoln City	Erik Glover, City of Newport
Jan Kaplan, City of Newport	Derrick Tokos, City of Newport
Rod Cross, City of Toledo	Dean Sawyer, City of Newport
Rick Booth, City of Waldport	Peggy Hawker, City of Newport
Pegge McGuire, Community Services Consortium	Travis Reeves, City of Newport
Susan Trachsel , City of Siletz	Richard Dutton, City of Newport
Claire Hall, Lincoln County	Sheila Stiley, Northwest Coastal Housing
Kathy Short, City of Depoe Bay	Lola Jones, Samaritan House
Ann Stott, City of Yachats	Amanda Cherryholmes, Coastal Support Services
Mitch Parsons, City of Lincoln City	Elizabeth Reyes , Family Promise of Lincoln County
Cynthia Jacobi, City of Newport	Onno Husing, Lincoln County
Betty Kamikawa, City of Toledo	Woody Crobar, Lincoln County School District
Greg Holland, City of Waldport	Gary Lahman, Community Member
Dina Eldridge, Community Services Consortium	Chasse Davidson, Newport Visual Arts Center
Tina Retasket, City of Siletz	Jayne Romero, Lincoln County
Kaety Jacobson, Lincoln County	Barbara Chester, City of Siletz
Mary Ellen O'Shaughnessey, City of Yachats	Lisa Norton, City of Siletz
Sandi Hollenbeck, City of Depoe Bay	Elizabeth Reyes, Family Promise of Lincoln County
Lisa Norton, Confederated Tribes of Siletz Indians	Nancy Mitchell, Food Share Lincoln County
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Special thank you to the 103 anonymous unhoused and supporting individuals who contributed to this report.

**FINAL ADMINISTRATIVE DRAFT**

# Thank you

Samaritan North Lincoln Hospital  
Samaritan Pacific Communities Hospital  
Newport Center For health And Wellness  
Samaritan Lincoln City Medical Center  
Adventist Health Bayshore Medical-Lincoln City  
Samaritan Coastal Clinic  
Samaritan Depoe Bay Clinic  
Family Medical Clinic-Newport  
Lincoln City VA Clinic  
Newport VA Clinic  
Pacific West  
Olalla Center  
Centro de Ayuda  
Secure Transport Northwest  
Lincoln County Sheriff Department  
Newport Police Department  
Oregon State Police  
Toledo Police Department  
Lincoln City Police  
Lincoln County Jail  
North Lincoln Fire & Rescue  
Toledo Fire Department  
Evergreen Community Partners  
Oregon Employment Department

Lincoln County Child & Family Mental Health  
Pacific Counseling Services  
Discovery Counseling  
Lincoln Community Health Center  
Lincoln CountyHealth and Human Services  
Lincoln County Community Health Center  
Lincoln County Community Health Center Newport  
Siletz Community Health Clinic  
Powerhouse Detox  
Phoenix Wellness Center  
Equinox Clinics  
Reconnections  
CHANCE  
Capacity Commercial  
Lincoln County VA Clinic  
Olalla Center  
Capacity Commercial  
Central Oregon Coast Fire & Rescue  
Probation & Parole Lincoln County  
Probation & Parole Lincoln County  
Community Corrections  
Parole Office Newport  
Do Good Multnomah  
Oregon Department of Revenue

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**This is a final administrative draft version of this report and available for internal purposes only.**

**This version is not available for public consumption.**

The public version of this report will include the following:

- Detailed Table of Contents
- Table of Figures
- Academic literature review
- In-line citations and footnotes
- References
- Captions
- Accessibility features
- Appendices
- Glossary



## SECTION 1: Introduction

Homelessness is the tip of the iceberg with regard to poverty; it is the visible peak atop a submerged crisis of inequity. Without the security and stability provided by a home, the hundreds of thousands of Americans who experience homelessness each year also struggle to maintain access to healthcare, employment, education, healthy relationships, and other basic necessities in life. At the national level, nearly 1 million people are estimated to experience literal homelessness each year (sleeping on the street or in an emergency shelter), while millions more are housing insecure.

Lincoln County is a compassionate and engaged community that has dedicated a great deal of time, resources, and collaborative effort to preventing and ending homelessness. Over the decades, Lincoln County has seen varied economic fortunes. Traditionally reliant on industries like fishing, timber, and tourism, Lincoln County has witnessed shifts in economic stability due to market fluctuations, environmental factors, and changing consumer behaviors. These economic shifts, paired with larger national trends like increasing housing costs and stagnating wage growth, have contributed to housing insecurity for many of its residents.

In the efforts to reduce homelessness, a plan for Lincoln County was coauthored by Lincoln County Commissioner Chair, Claire Hall, and former Community Services Consortium Leader Tom Hatley in 2007 titled “At Home in Lincoln County: A Ten-Year Housing Plan for Lincoln County with a Special Focus on Chronic Homelessness.” This plan represented an ambitious and well-structured endeavor to provide a roadmap for eradicating chronic homelessness and ensuring sustainable housing solutions for all residents.

Advocates and activists use the word “unhoused” or “houseless” to describe individuals without a physical address. Government agencies and research institutions, however, use the word “homeless” when reporting on people experiencing homelessness or housing insecurity. Describing unhoused individuals as “people experiencing homelessness or homelessness” emphasizes the humans at the center of this crisis rather than houses and emphasizes that the problem isn’t solely people, but the lack of housing and affordable housing along with a multitude of other factors. These are individuals experiencing the effects of a housing shortage and increasingly unaffordable rentals on the market. Technically, they are homeless, houseless and unhoused. This report will use the words homeless and unhoused

interchangeably with the fundamental understanding that language is one of the most important signals we have to demonstrate acceptance or rejection of a person's identity.

## Key Aspects of Hall & Hatley's 2007 Plan

**Comprehensive Approach:** The plan was not just about constructing more shelters or homes. It sought to holistically address the root causes of homelessness, from economic barriers and mental health issues to the lack of affordable housing.

**Community Engagement:** Recognizing that solutions are most effective when tailored to the unique needs of the community, the plan emphasized active participation from residents, local businesses, and community groups.

**Chronic Homelessness Focus:** While the plan targeted homelessness at large, there was a distinct emphasis on chronic homelessness – those who have been homeless for over a year or have had at least four episodes of homelessness in three years. This group, although smaller in number, often requires more specialized and prolonged assistance.

**Collaboration and Partnerships:** The plan underscored the importance of synergies between governmental agencies, non-profits, private sectors, and other stakeholders. This collaborative spirit was aimed at pooling resources, knowledge, and expertise.

This pioneering plan set a goal to develop a path that will see homelessness disappear and that every citizen has a decent, safe, and affordable place to call home. However, as with any big initiative, there were challenges. Economic downturns, natural disasters, and increasing housing demands outpaced the plan's milestones. Despite the community's strong commitment and coordinated efforts to address homelessness, there is still more work to be done:

**Lincoln County has seen a noticeable rise in the number of unhoused individuals.** Specific areas, like the City of Newport and the City of Lincoln City, have experienced more pronounced challenges. Many of those affected are not chronically homeless but are individuals and families who have faced recent economic hardships or health crises. The unhoused community is larger than historical data reports; individuals

have difficulty obtaining help.

**Lincoln County is experiencing a surge in population growth and rising rent costs, putting more individuals at-risk of experiencing Homelessness.** The availability of affordable housing in Lincoln County has not kept pace with demand, leading to increasing housing insecurity.

**Job losses in traditional industries and the rise in living costs** have placed many Lincoln County residents in precarious financial positions. The cost of living in Lincoln City, for example, is 5.9% higher than the national average, up 3.9% from last year.<sup>[1]</sup> There are significant differences between current incomes and market rents, placing accessibility pressures on those in poverty.

## From 2017 to 2023: A New Way Forward

**In 2017, there were an estimated 186 homeless people in Lincoln County,** amid a population of 48,920 total residents. In 2022 and 2023, those estimates were 160 and 159 unhoused individuals respectively. During our research, we learned that many in the community believe these figures to be an undercounted representation of the size of the unhoused population in Lincoln County. A portion of this concern is due to the significant differences between school district data and Point-in-Time (PIT) data in regards to the estimated size of the unhoused population in Lincoln County.

A PIT count is a count of sheltered and unsheltered people experiencing homelessness on a single night in January. The U.S. Department of Housing and Urban Development requires that Continuum of Care (CoCs) programs conduct an annual count of people experiencing homelessness who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. HUD first began attempting to annually count the number of people experiencing homelessness nationwide in the 1980s. The methodology, which is dictated by HUD and includes counts of both sheltered and unsheltered people, has for years remained largely unchanged. That consistency enables communities to compare their counts year over year.

Although the PIT count is imperfect, federal requirements mean counties must continue conducting the point-in-time count, even if better data is available. Until those requirements change, the count must be used. Lincoln County continues to

refine its PIT County methods to ensure the most accurate counts. While the below numbers undercount the total amount of unhoused in Lincoln County, they do provide some estimates to track progress annually.

Alternatively, for an more accurate picture of unhoused people, the McKinney-Vento Act provides rights and services to children and youth experiencing homelessness, which includes those who are: sharing the housing of others due to loss of housing, economic hardship, or a similar reason; staying in motels, trailer parks, or camp grounds due to the lack of an adequate alternative; staying in shelters or transitional housing; or sleeping in cars, parks, abandoned buildings, substandard housing, or similar settings. It is a more accurate snapshot of the youth experiencing homelessness and from that data, the discrepancy between the PIT data and data gathered through the McKinney-Vento Act can be extrapolated.

Despite this point in time survey data, the Oregon Health Authority shows 825 homeless students in 2017, and the Lincoln County School District shows 630 homeless students in 2022. This discrepancy in data has been a key driver in developing estimation methods to better understand the size of the unhoused community population in Lincoln County.

This report calculates the size of the unhoused population across Lincoln County is estimated to be around 2,000 individuals. Some key improvements over the past ten years helped Lincoln County develop a strong, coordinated community response include:

- The creation of additional affordable housing units across the county.
- Strengthened community outreach programs to provide early intervention and support.
- Enhanced services for those struggling with mental health issues and substance abuse.

Lincoln County, encompassing cities such as Newport, Yachats, Waldport, Siletz, Depoe Bay, Toledo, and Lincoln City, as well as the Confederated Tribe of Siletz Indians and organizations like the Community Services Consortium, represents a diverse tapestry of cultures, experiences, and insights. This diversity, when channeled correctly, is one of our greatest strengths in addressing challenges like homelessness.

The journey towards fulfilling this mission is complex, layered with numerous challenges and opportunities. This research report, commissioned by LCHAB and conducted by Morant McLeod, delves deep into the roots of homelessness in Lincoln County, seeking to shed light on the various facets of the issue and potential pathways forward. Our goal is to provide actionable insights, data-driven recommendations, and strategic directions that can help shape LCHAB's efforts in the days and years to come.

This strategic plan analyzes current data and trends in Lincoln County around homelessness, contributing factors to homelessness, the current state of the Lincoln County homeless response system, and feedback from key stakeholders to develop a set of actionable recommendations for improving Lincoln County's coordinated community response to homelessness. Implementation of these recommendations will require community-wide, multi- sector collaboration. ***No one organization or agency can end homelessness in Lincoln County on its own.*** Together, with collection resolve and guided strategy, we can move closer to a future where involuntary homelessness is a thing of the past.

We invite readers to engage with this report, understanding that every number represents a human story, and every recommendation underscores our shared commitment to creating a Lincoln County where every individual has a place to call home.





MORANT MCLEOD

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# SECTION 2: EXECUTIVE SUMMARY

## SECTION 2: Executive Summary

Homelessness is a complex issue, often rooted in a myriad of interrelated factors. Addressing it requires a deep understanding of these factors and a comprehensive approach to remedy them. The Lincoln County Five Year Homelessness Strategic Plan is the result of a highly collaborative, year-long process lead by the Lincoln County Homeless Advisory Board (LCHAB) in 2023. The LCHAB engaged the assistance of Morant McLeod to develop a holistic planning process and craft a strategic plan to respond to homelessness in Lincoln County. The plan relies heavily on data collected from in-person meetings and supplemented by data from other agencies and systems that play a role in Lincoln County's response to homelessness and housing insecurity. Feedback was solicited throughout the process from persons who have experienced homelessness themselves, government representatives, nonprofit partners, faith based communities, advocates, businesses, and the community at large.

### Mission & Methodology

Using a systematic, phased approach over a twelve-month period, Morant McLeod integrated rigorous research, wide engagement, and iterative development in the development of this plan, underscoring LCHAB's commitment to community-driven, sustainable solutions. LCHAB developed a mission that wasn't just aspirational, but actionable:

***"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."***

Community meetings were held over eight months, including a wide range of stakeholders across Lincoln County including individuals with lived experience, service organizations, community leaders, subject matter experts, and representatives from various demographics. Desktop and field level research, surveys, interviews, field studies, and community workshops gathered data, insights, and perspectives, as well as reviewing system wide data. This report consolidates information and findings gathered through this process.

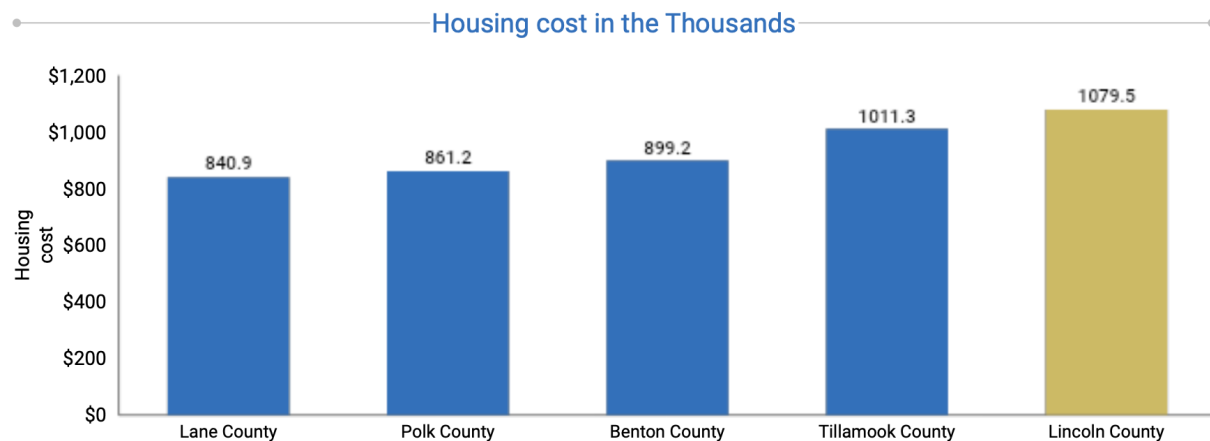
## Findings

This report presents a strategic and comprehensive approach to addressing the challenges of homelessness in Lincoln County. It synthesizes extensive research and data across multiple dimensions - housing, services, economic challenges, and transportation - to propose a multifaceted strategy for tackling homelessness in the unique context of this coastal, rural community.

### Key Findings

**Housing Challenges:** Lincoln County faces a significant gap between income levels and housing costs, exacerbated by a scarcity of affordable housing options and the prevalence of short-term rentals and second homes. When surveying 3 bedroom homes, Lincoln County was found to be the most expensive amongst neighboring counties.

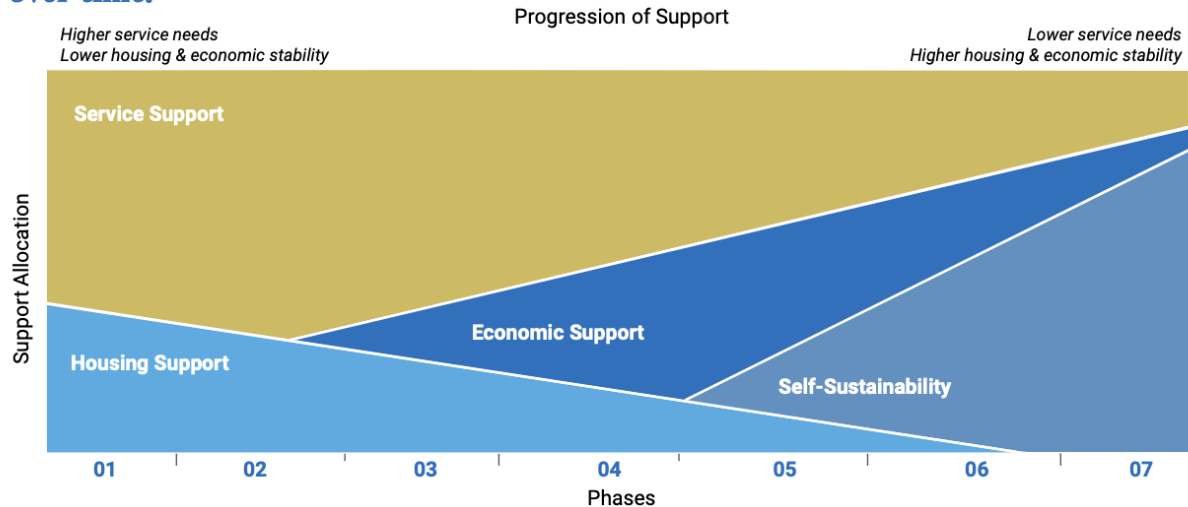
Cost of Housing for 3 Bedroom Homes, In All Selected Counties





**Service Needs:** There is a critical need for diverse services aligned with the seven phases of the HUD housing continuum, addressing specific requirements from emergency shelter to permanent housing. We've designed a progression of support model to understand how to reach self sustainability.

**The progression of support model indicates that individuals from unhoused communities will decrease service needs and enter into housing stability over time.**



**Economic Pressures:** Residents face mounting economic pressures, including low wages and high living costs, contributing to the risk of homelessness.

Percentage of Gross Income Devoted to Monthly Mortgage Payment (Median)



Source: NAR, Freddie Mac, Census Bureau, Federal Reserve  
Calculations by Morant McLeod

**FINAL ADMINISTRATIVE DRAFT**

**Transportation Barriers:** The county's rural and coastal geography poses unique transportation challenges, hindering access to essential services and employment opportunities.

## Strategic Recommendations

The report outlines five strategic goals, each aimed at addressing different facets of the homelessness issue in Lincoln County.

### Summary of Recommendations

1. LCHAB to remain a permanent body that focuses on homelessness/houselessness.



2. Adopt the strategic goal to reduce homelessness to emergency & voluntary levels, utilizing the progression of support model.



3. Coordinate policy and funding efforts at city, county, regional and state levels.



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.



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



1. **Permanent Lincoln County Homeless Advisory Board (LCHAB):** Establish LCHAB as a permanent body to focus on homelessness, ensuring ongoing attention and long-term planning. Adopted as: **"LCHAB to remain a permanent body that focuses on homelessness/houselessness."**
2. **Reduction to Emergency and Voluntary Levels:** Adopt a goal to reduce homelessness to manageable levels, utilizing the Progression of Support model for targeted interventions. Adopted as: **"Adopt the strategic goal to reduce homelessness to emergency & voluntary levels, utilizing the progression of support model."**

3. **Coordinated Policy and Funding:** Enhance collaboration across city, county, regional, and state levels to optimize resource utilization and policy effectiveness. Adopted as: [“Coordinate policy and funding efforts at city, county, regional and state levels.”](#)
4. **Navigation System Development:** Create a comprehensive navigation system with a common data/reporting framework to track community needs and network efficiency. Adopted as: [“Coordinate policy and funding efforts at city, county, regional and state levels.”](#)
5. **Integration of Local Efforts:** Foster integration of housing, community services, economic development, and transportation efforts to support community organizations effectively. Adopted as: [“Integrate local housing, community services, economic development and transportation efforts to support and provide resources for community organizations.”](#)

## Impact and Implementation

Implementing these strategic goals promises to significantly impact Lincoln County's approach to homelessness. The establishment of LCHAB as a permanent entity ensures a dedicated focus on homelessness. The reduction of homelessness to emergency and voluntary levels acknowledges the reality of the issue while striving for manageable solutions. Coordinating policy and funding efforts is expected to streamline resources and enhance the efficiency of interventions. The proposed navigation system will ensure a 'no wrong door' approach, simplifying access to services. Integrating local efforts across different sectors will provide a holistic support system for the unhoused and at-risk populations.

This report offers a roadmap for Lincoln County to address homelessness in a coordinated, strategic, and compassionate manner. By implementing these recommendations, the county can make significant strides in not only providing immediate support to those in need but also in fostering long-term solutions to prevent and reduce homelessness. The collaborative approach outlined here is essential for building a more inclusive, supportive, and resilient community.



MORANT MCLEOD

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# SECTION 3: RESEARCH STRUCTURE

## SECTION 3: Research Structure

In our endeavor to address the complex issue of homelessness in Lincoln County, our research methodology, which commenced in January 2023, adopted a hybrid framework that combined the empathetic, inclusive principles of Community-Based Participatory Research (CBPR) with the objectivity and precision of quantitative research techniques. This dual approach capitalized on the strengths of CBPR's community engagement and local expertise, while also harnessing quantitative methods to generate measurable, broadly applicable data.

This integrative method was chosen for the following synergistic reasons and advantages:

### Synergy of Community Engagement & Statistical Analysis

- **Balanced Methodology:** CBPR's emphasis on collaborative research processes would complement the structured nature of quantitative analysis, ensuring that personal stories and experiences were underpinned by solid numerical data.
- **Improved Data Gathering:** The trusting relationships developed through CBPR would facilitate the collection of robust quantitative data, resulting in higher participation rates and more reliable statistics.
- **In-Depth Understanding:** While quantitative data provides a macroscopic view of homelessness trends and patterns, CBPR contributes qualitative depth, enabling a multifaceted analysis.
- **Triangulated Outcomes:** The research would benefit from triangulating the community's qualitative insights with quantitative data, reinforcing the validity of the findings.

### Advantages of the Mixed-Methods Approach During the Research Phase

- **Cultural Relevance with Numerical Strength:** The community-led aspect of CBPR ensures greater cultural sensitivity in data collection, while quantitative strategies maintain the study's statistical integrity.



- **Trust Enriched by Verification:** The community's involvement in the study via CBPR would build a foundation of trust instrumental in gathering quantitative data, which in turn validates the qualitative evidence.
- **Strategic Interventions and Impact Assessment:** CBPR sheds light on specific community needs, and quantitative data provides a framework for evaluating the prevalence and distribution of homelessness, guiding targeted interventions and enabling assessment of their efficacy.
- **Policy Shaping and Evaluation:** Quantitative research offers concrete data required for shaping policies, whereas CBPR ensures these policies are pertinent, addressing real community concerns.
- **Optimized Resource Deployment:** Quantitative findings highlight critical areas of need and depicts trends, while insights from CBPR ensures that resources are allocated in ways that the community deems most beneficial and efficient.

## The Process and Outcomes of the Combined Research Approach

The research was initiated with a CBPR approach to establish a partnership between the community and researchers, fostering a shared vision for addressing homelessness. This partnership guided the creation of quantitative research tools. Subsequently, quantitative methods such as structured surveys, statistical analyses of homelessness service utilization, and housing data collection were employed. The data thus gathered was then interpreted in the context of qualitative feedback, providing a comprehensive understanding of the issue.

By integrating CBPR with quantitative research methods, the research aimed to offer Lincoln County an insightful, action-driven, and community-informed study. The approach transcended mere number-crunching or narrative collection; it melded the two into a dynamic and exhaustive portrait of homelessness, aiming to propel practical, meaningful community interventions.

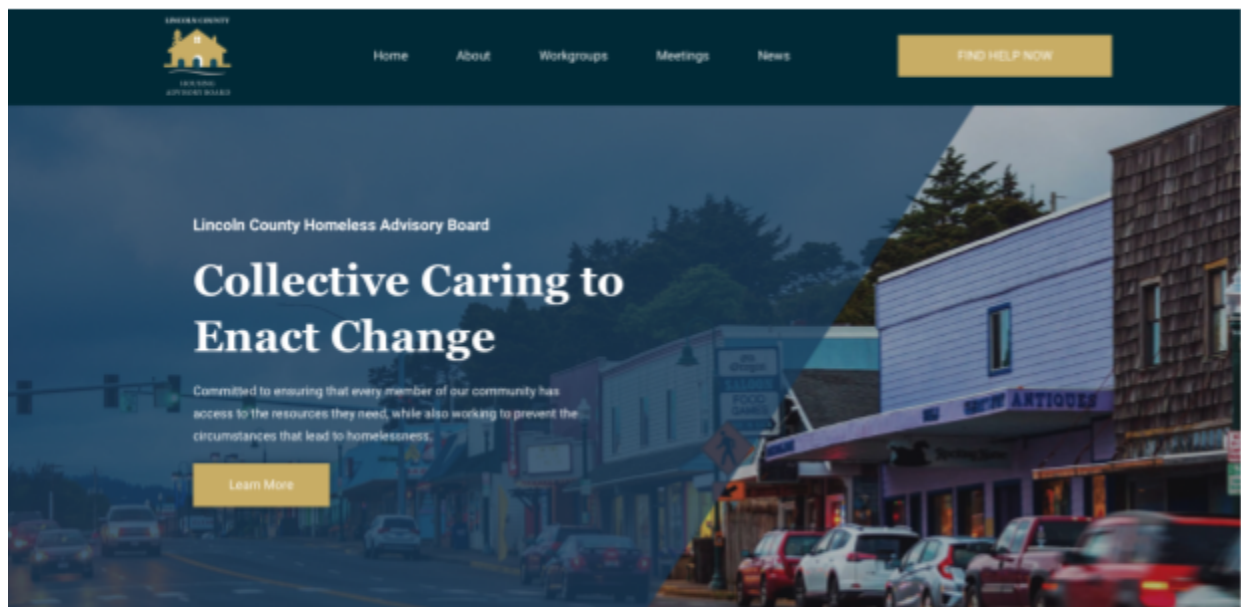
### Research Phase 1: Mission Articulation. *January 2023*

Homelessness is a complex issue, often rooted in a myriad of interrelated factors. Addressing it requires a deep understanding of these factors and a comprehensive approach to remedy them. In this context, the Lincoln County Homelessness Advisory

Board embarked on a strategic planning process to shed light on the intricacies of homelessness within the county.

The first month was dedicated to laying down the foundation for the entire process:

1. **Drafting a Shared Goal:** Before diving into the intricacies, the first order of business was to draft a shared goal. This goal was a concise statement capturing the essence of the initiative's purpose.
2. **Preparation for Community Validation:** Recognizing that the strength of the initiative lay in its community acceptance, preparations were made to validate the shared goal with the community. This included setting up feedback mechanisms and engaging local organizations to foster community participation.



Lincoln County Homeless Advisory Board website. [www.lchab.org](http://www.lchab.org)  
Developed by Morant McLeod

The Lincoln County Homelessness Advisory Board's initial step was the acknowledgment of the complexity of the problem. Recognizing that a single-pronged approach would be inadequate, the Board embarked on a holistic planning process. This involved gathering diverse stakeholders, from homeless individuals themselves to local businesses, nonprofits, and government entities, ensuring a spectrum of perspectives were considered.

With data collection and analysis, a thorough research process was initiated. Initial data pinpointed several drivers of homelessness, such as economic downturns, mental health issues, substance abuse, and a lack of affordable housing. However, to create an effective strategy, it was vital to determine the primary drivers – those core issues that, if addressed, could have a cascading positive effect on the others.

Armed with these insights, the Board was in a position to craft a mission that wasn't just aspirational, but also actionable. The mission emphasizes both proactive and reactive measures, understanding that while immediate relief is crucial, long-term solutions lie in prevention.



"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."

- Lincoln County Homelessness Advisory Board mission

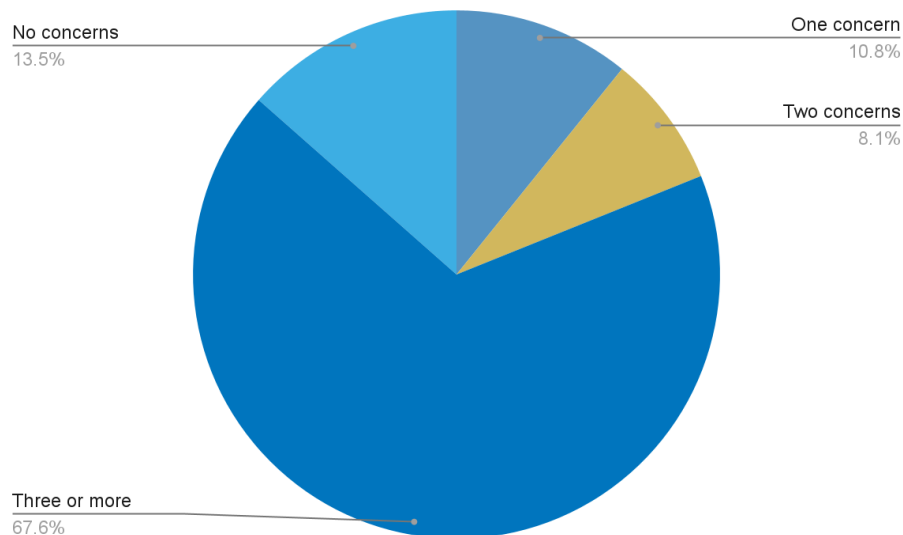
## Research Phase 2: Organizing the Community Study. February 2023 - May 2023

A nuanced problem like homelessness necessitates an equally nuanced approach to solution-building. The Lincoln County Homelessness Advisory Board recognized this and further refined their strategy by segmenting the research process into four specialized workgroups: "Finance & Economics", "Mental & Physical Health", "Community Engagement", and "Service Provision & Policy". Each group focused on distinct dimensions of homelessness, ensuring a comprehensive understanding and approach.

### Mental & Physical Health Workgroup

This workgroup focused on the health challenges faced by the homeless population. With research identifying mental health as a primary driver of homelessness in Lincoln County, this group's role was pivotal. Their research 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.

#### Serious health concerns experienced by Lincoln County unhoused community



Source: Morant McLeod

## Community Engagement Workgroup

Recognizing that the community's perception and involvement are integral to resolving homelessness, the "Community Engagement" workgroup targeted public awareness and involvement. They gauged community sentiment towards the unhoused, organized awareness campaigns, and created digital platforms for community members to contribute. By fostering empathy and dispelling myths, this group sought to create a community united in its approach to tackle homelessness.

### Workgroup Facts

41

Individuals attended meetings and participated in research process.

93

Action items from the workgroup research process.

167

Community organizations across Lincoln County discovered.



## Service Provision & Policy Workgroup

This workgroup operated at the intersection of service delivery and policy-making. 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. Their goal was to ensure that services and policies were not just well-intentioned but were also effective and streamlined.

## Finance & Economics Workgroup

**FINAL ADMINISTRATIVE DRAFT**

The "Finance & Economics" workgroup delved into the workforce related and economic aspects of homelessness. 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. Furthermore, the group researched potential economic solutions and opportunities for affordable housing investments in the county.

By dividing their research into these specialized workgroups, the Lincoln County Homelessness Advisory Board ensured that every facet of homelessness was meticulously explored. Each group dove deep into its domain, providing insights and recommendations that were both in-depth and holistic. This collaborative, multi-pronged approach stands as a model for other counties and cities, showcasing the importance of specialized, collaborative research in crafting impactful, sustainable solutions.

### **Research Phase 3: Community Discovery and Analysis. June 2023 - September 2023**

During the meetings, members critically analyzed the accumulated data, offering interpretations and proposing additional avenues of investigation. They served as a crucial sounding board, providing feedback on preliminary findings and grounding the research with on-the-ground experiences and expertise.

#### **Monthly Meetings and Research Iterations**

At the monthly meetings, researchers presented the latest quantitative data and preliminary analyses. In turn, the workgroups contributed qualitative insights, sharing stories and observations that either corroborated or questioned the emerging data patterns. This process allowed for a real-time understanding of the data within the cultural and social context of Lincoln County.

Moreover, the workgroups reviewed the research findings with a critical eye, ensuring that each insight was not only statistically sound but also resonant with the lived experiences of the community. These discussions often led to an enhanced research direction, identifying gaps that required further exploration or highlighting the need to refine data collection methods.

## Impact on the Research Direction

The qualitative insights and suggestions from the workgroups were pivotal. They informed the subsequent month's research activities, enabling the research team to adapt and evolve the study's trajectory. This iterative process ensured that the research remained dynamic and responsive to the unfolding understanding of the homelessness situation in Lincoln County.

## After Each Meeting: Research Evolution

Post-meeting, our researchers took the rich qualitative insights and refined research directions back to the drawing board. This translated into:

- Adjusting data collection tools to better capture the nuanced realities of the community.
- Developing new hypotheses to test in quantitative analyses.
- Identifying additional demographic variables or service gaps to investigate.
- Exploring the potential for new partnerships or resource avenues based on workgroup recommendations.

The researchers' role was thus both reactive—responding to community insights—and proactive, pushing the boundaries of existing knowledge through further data collection and analysis. This balanced approach ensured that our study was not only informed by the voices of those it aimed to serve but also driven by empirical evidence that could facilitate effective change.

The collaborative dynamic between the community workgroups and the research team created a powerful synergy, propelling a cycle of learning, feedback, and action. The ongoing dialogue established a research process that was not only inclusive and participatory but one that culminated in actionable intelligence, ready to be leveraged in the fight against homelessness in Lincoln County.

## Field research

In a concerted effort to delve deeper into the lived experiences of those directly impacted by homelessness, our research team conducted extensive fieldwork over a period of five days. This period was intensively dedicated to engaging with unhoused individuals and those who have previously experienced homelessness within Lincoln

County. The goal was to gather personal narratives and firsthand accounts that would enrich our understanding of the complex factors contributing to and sustaining homelessness in the community.

### Approach to Field Research

Our field research was planned to ensure respectful and meaningful interactions with participants. The research team:

- **Prepared Interview Protocols:** Developed sensitive and comprehensive interview guides to facilitate open-ended conversations and allow participants to share their stories in their own words.
- **Peer Reviews:** Reviewed interview protocols with peer academic organizations for ethical and informed consent purposes.
- **Scheduled Interviews:** Coordinated with local shelters, community centers, and outreach programs to identify and schedule interviews with willing participants.
- **Conducted Street Outreach:** Went into communities to meet individuals where they were, in churches, service organizations, parks, streets, and trusted neighborhood locations, to ensure inclusivity in our research sample.
- **Ensured Ethical Considerations:** Prioritized the ethics, safety, and comfort of the interviewees, obtaining informed consent and guaranteeing confidentiality.

### Interview Process and Participant Engagement

During the interviews, researchers listened to a wide range of experiences, capturing diverse perspectives on the challenges faced while being unhoused:

- **Personal Stories:** Participants shared their journeys 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.

### Impact on the Research Findings

The qualitative data collected from these interviews added a profound layer of context to our study. These narratives did more than humanize the statistics; they provided

critical insights into the efficacy of current initiatives and identified potential areas for systemic change. By incorporating the voices of those with lived experiences, our research gained depth and relevance, shaping recommendations that are grounded in reality.

## Moving Forward

After each day of field research, our team debriefed, cataloging the information while the interactions were fresh. These debriefing sessions were vital for preserving the emotional nuances and complexities of each story. The insights from these interviews will be invaluable in developing a responsive and informed strategic plan that not only addresses the symptoms of homelessness but also tackles its root causes within Lincoln County.

## Research Phase 4: Planning & Reporting. *October 2023 - December 2023*

### Analysis and Initial Recommendations

Upon concluding the field research, our teams embarked on a rigorous phase of data analysis. The process involved synthesizing the quantitative data with the rich qualitative insights obtained from the interviews with unhoused individuals. This phase was critical, as it laid the groundwork for developing actionable and impactful plan recommendations.

The quantitative data provided a statistical backbone, outlining the scope and scale of homelessness, while the qualitative insights offered a nuanced understanding of the underlying causes and personal experiences. The blend of these data streams enabled our team to draft informed, empathetic, and practical recommendations aimed at reducing homelessness in Lincoln County.

### Presentation to Lincoln County Homeless Advisory Board

These initial recommendations were then compiled and presented to LCHAB. The presentation served two main purposes:

1. **Feedback and Validation:** To validate the findings with LCHAB and ensure that the recommendations resonated with their mission and vision.
2. **Refinement of Recommendations:** To incorporate the board's expertise and insights, further refining the recommendations.

The LCHAB's input was invaluable in this stage, as it provided a local governance perspective and ensured that the recommended strategies were aligned with policy frameworks and resource allocations.

### Iterative Adjustments

Taking into account the feedback from LCHAB, our team revisited the draft recommendations. This iterative process was essential for aligning the plan with the practical realities and strategic priorities of Lincoln County. Adjustments were made to ensure the recommendations were not only evidence-based and community-informed but also actionable and sustainable.

### Development of Final Recommendations

The refined set of recommendations was then developed into a comprehensive plan. This plan encapsulates a strategic approach to tackling homelessness, drawing from the collaborative input of all stakeholders involved in the research phase. The final recommendations were designed to be specific, measurable, achievable, relevant, and time-bound (SMART), laying a clear roadmap for implementation.

### Review and Adoption Process

Before these recommendations are adopted, they are scheduled to undergo a review by each city within Lincoln County and the Lincoln County Board of Commissioners. This multi-level review process aims to ensure:

- **Local Relevance:** Each city's unique context is considered, and the plan's adaptability to different local circumstances is ensured.
- **Broad-based Endorsement:** Securing the buy-in from all relevant governmental entities, which is crucial for the successful implementation of the plan.
- **Transparency and Inclusivity:** Maintaining an open dialogue with the public and stakeholders, fostering trust and support for the plan.

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.





MORANT MCLEOD

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# SECTION 4: LIVED EXPERIENCE

## SECTION 4: Homelessness in Lincoln County

Lincoln County residents in the unhoused communities report that homelessness makes them sad, and although they have one another and know of some service providers who work to help, there is often a sense of impossibility. Some unhoused residents enjoyed having someone to talk to about their situation and gladly gave information to support our surveys, while others had prior experiences that limited their interactions. Those experiences ranged from earlier abuse from previously trusted individuals to mental health concerns, from physical disabilities to severe employment uncertainty, and beyond.

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

*- Lincoln County Resident*

Rather than expecting the homeless community to come to them, Morant McLeod consultants went to the places these individuals frequented. Food pantries, soup kitchens, food shares, and other community programs became the primary settings for these interactions. Such settings provided a more relaxed environment, allowing the homeless individuals to feel at ease and encouraging honest conversations.

## Unhoused Communities are Connected and Caring

Our research has revealed a remarkable level of interconnectedness within the unhoused communities of Lincoln County. Despite the challenges posed by their circumstances, these individuals have forged a network characterized by mutual recognition, reliance, information sharing, and support. This connectedness has significant implications for the development and implementation of homelessness interventions in the region.

### Nature of connections among unhoused individuals

The threads that weave through the unhoused population in Lincoln County are strong and multifaceted:

- **Familiarity and reciprocity:** There is a profound sense of familiarity amongst individuals within local unhoused communities. The shared experiences of hardship and the necessity for survival have fostered a culture of reciprocity. People often know each other by name, face, or story and extend help whenever possible.
- **Shared resources and information:** Information flows freely within these networks. From sharing tips about safe places to sleep to updates about service availability, the exchange of information acts as a critical lifeline that benefits all members of the community.
- **Collective support systems:** These informal networks often fill the gaps left by formal support systems. They provide a form of social capital that can be leveraged for a range of support – be it emotional, material, or in the form of advice.
- **Resilience through solidarity:** The solidarity evident in these communities contributes to their resilience. There is an understanding that surviving homelessness often requires a collaborative effort, which in turn reinforces their sense of community.

**Taking care of those with greater needs:** Although many residents in local unhoused communities have faced extreme physical, social, and emotional hardships, there is a recognition that some have faced harder times than others. Those who have faced less severe experiences or whose hardships originated some time further into the past, recognize those who are newer to the community or who have faced more

severe circumstances. It's common for those who have been there longer to care for those who are newer to their unhoused community. For example: it's common for older women to care for women who have recently entered the community, and provide a level of protective support for them at a distance while the newer individual adjusts to the circumstances.

## Estimated Number of Individuals Experiencing Homelessness

The challenge of accurately estimating the unhoused population in Lincoln County has been approached using three distinct methodologies, each leveraging different data sources and assumptions. These methods provide varied perspectives on the scale of homelessness, encompassing both the visible and less visible segments of this population.

### Method 1: PIT Count and School District Data Correlation

The first method integrates the 2022 Point-In-Time (PIT) count estimates with the 2022 school district data. The PIT count is a comprehensive enumeration of individuals experiencing homelessness, typically conducted on a single night. This method specifically examines the relationship between unsheltered individuals from the PIT count and students who are not 'doubled up' in the school district data.

- Approach: By correlating the number of unsheltered individuals in the county with the proportion of unhoused students in the school data who are in non-'doubled up' situations (such as unsheltered, sheltered, or in hotels/motels), this method provides an estimate that encompasses a broader definition of homelessness.
- Estimate: It approximates that there are 1,748 unhoused individuals in Lincoln County, including those who are 'doubled up'.
- Implications: This approach acknowledges the varied living conditions under the umbrella of homelessness and offers a more inclusive count.

### Method 2: Comparative Analysis of Yachats and Lincoln County Populations

The second methodology dives into the specific context of the City of Yachats within Lincoln County. It uses a ratio-based estimation stemming from a small-scale self-reporting measure within Yachats.

- Approach: Over a week, 28 unique individuals in Yachats identified themselves as unhoused. Given Yachats' population of 994 and Lincoln County's total population of 50,395, the method extrapolates these figures to estimate the county-wide unhoused population.
- Estimate: The extrapolation leads to an approximation of 1,420 unhoused individuals across Lincoln County.

- Implications: This method relies on a small, localized sample and assumes that the ratio of unhoused individuals in Yachats is representative of the entire county. It provides a conservative estimate, potentially underrepresenting areas with different socio-economic dynamics than Yachats.

### Method 3: Census Data and School District Analysis

The third method leverages demographic data from the Census Bureau, juxtaposed with the school district's count of unhoused students.

- Approach: This method compares the proportion of unhoused students (630) to the total population of individuals under 18 years (8,421) in the county. It then applies this proportion to the over-18 population (41,445) to estimate the total unhoused population.
- Estimate: Using this demographic proportion approach, the method estimates 3,731 unhoused individuals in Lincoln County.
- Implications: This approach assumes that the rate of homelessness among minors is indicative of the rate in the adult population. While it provides a broader estimate, it might not accurately account for adult-specific factors influencing homelessness.

### Synopsis of Estimation Methods

Each method offers a unique lens through which to view the challenge of homelessness in Lincoln County. Method 1 provides a broad perspective, including various forms of housing instability. Method 2 offers a localized, ratio-based estimate, while Method 3 uses a demographic proportionality approach. Together, these methodologies highlight the complexity of estimating homelessness and underscore the need for multi-faceted approaches in understanding and addressing this issue. The variation in estimates also reflects the inherent challenges in quantifying a population that is often hidden and fluid, emphasizing the importance of continuous data collection and analysis in shaping effective policy and support interventions.

### Incorporating the Mean of Estimates for a Comprehensive Understanding

In addition to the individual insights provided by each of the three methodologies, it is informative to consider the mean of these estimates for a more balanced understanding of the scale of homelessness in Lincoln County. By averaging the estimates from the



three distinct approaches, we arrive at a figure that potentially offers a more moderated and comprehensive perspective.

- **Calculating the Mean:** The three methods yield estimates of 1,748, 1,420, and 3,731 unhoused individuals, respectively. The mean of these figures, calculated as the sum divided by three, is approximately 2,090 unhoused individuals.
- **Using the Mean for Estimation:** This report adopts the mean estimate of 2,090 unhoused individuals for broader estimation purposes. This figure is seen as a middle ground that balances the diverse methodologies and their inherent assumptions and limitations.
- **Implications:** Utilizing the mean provides a more rounded view that mitigates the potential biases or specificities of each individual method. It acknowledges the variability and uncertainty inherent in estimating hidden populations like the unhoused and serves as a pragmatic figure for policy planning, resource allocation, and further analysis.

By considering this mean estimate, the report aims to encapsulate a more holistic picture of homelessness in Lincoln County, offering a crucial figure that can guide a range of interventions and support services. This approach underscores the importance of using multiple methods and perspectives when engaging with complex social issues, ensuring that policies and strategies are grounded in a comprehensive understanding of the situation at hand.

## Unhoused Children in Lincoln County

Categories of data

### Including “Doubled Up” to Understand the Experience of Homelessness

When discussing homelessness, the image that often comes to mind is that of individuals living on the streets or in shelters. However, this perspective overlooks a significant and often hidden aspect of homelessness known as being “doubled up.” This term refers to individuals and families who, due to economic hardship or similar crises, are forced to live with relatives, friends, or others in temporary, overcrowded, or unsustainable living conditions. Recognizing and including “doubled up” as a metric in understanding homelessness is crucial for several reasons.

**Economic Instability and Housing Insecurity:** Being “doubled up” often stems from financial hardship, job loss, or eviction, reflecting underlying economic instability. While individuals in these situations have a roof over their heads, their living conditions are precarious, and their housing security is often temporary and dependent on the goodwill of others.

**Risk of Transitioning to More Severe Forms of Homelessness:** Those who are “doubled up” are at a heightened risk of transitioning into more severe forms of homelessness. As temporary arrangements become untenable, the likelihood of ending up in shelters or on the streets increases. Early intervention for those who are “doubled up” can prevent this escalation.

**Psychological and Social Impact:** The instability and uncertainty associated with living “doubled up” can have profound psychological effects, especially on children and teenagers in addition to adults. It can lead to stress, anxiety, and a sense of social isolation. Moreover, the lack of a stable environment can adversely affect academic performance, employment prospects, and overall well-being.

**Hidden Nature of the Problem:** “Doubled up” individuals are often invisible in traditional homelessness statistics. Without acknowledging this group, the true scope of the housing crisis remains hidden, leading to underestimation of the need for resources and support services.



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**Policy and Resource Allocation:** Including "doubled up" as a category in homelessness metrics is crucial for policy development and resource allocation. It enables a more comprehensive understanding of the housing crisis, ensuring that policies are inclusive and resources are appropriately directed.

**Comprehensive Support Systems:** Recognizing "doubled up" situations allows for the development of support systems that address the unique needs of these individuals, such as housing assistance, counseling services, and educational support for affected children and adults.

Understanding and addressing the needs of those who are "doubled up" is essential in the fight against homelessness. It broadens our perspective of what homelessness looks like and allows for more effective and compassionate solutions. By including "doubled up" in homelessness metrics, we can ensure a more accurate representation of the issue, leading to better-targeted policies and support systems that address the full spectrum of housing instability.

### Prevalence of Homelessness Among Students in the Lincoln County School District

The dataset received from Lincoln County School District encompasses 630 students, all of whom are identified as experiencing some form of homelessness. These students are categorized into four types of homelessness as defined by their night-time residency status: Unsheltered (U), Sheltered (S), Doubled Up (D), and Hotel/Motel (H).

#### Breakdown of Homelessness Types

##### **Doubled Up (D):**

- Count: 397 students
- This category, indicating students living in overcrowded or shared housing due to economic hardship, is the most prevalent form of housing instability within the group.

##### **Unsheltered (U):**

- Count: 150 students

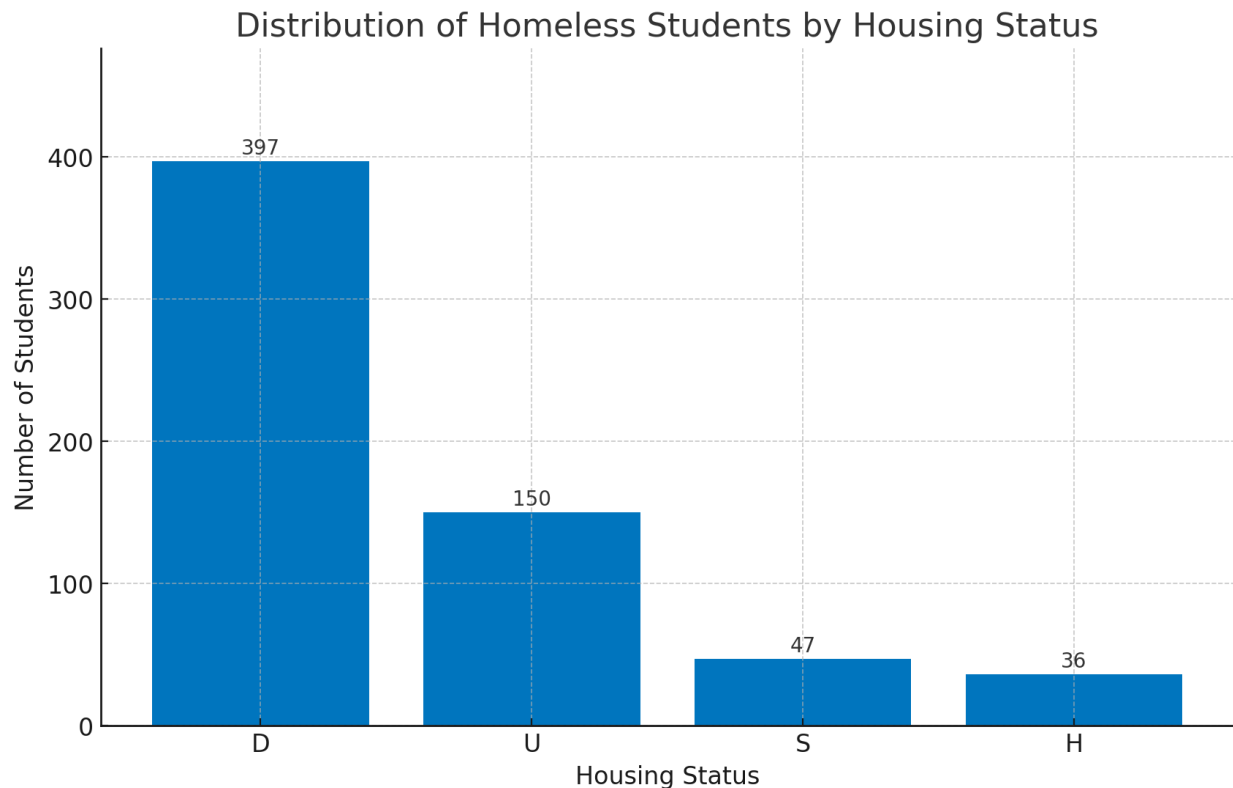
- These students are living in conditions not meant for habitation, such as in cars, parks, or abandoned buildings.

**Sheltered (S):**

- Count: 47 students
- This group includes students living in emergency or transitional shelters.

**Hotel/Motel (H):**

- Count: 36 students
- These students are temporarily residing in hotels or motels, possibly due to a lack of alternative adequate accommodation.



### Implications for the Lincoln County School District

In the Lincoln County School District, a closer look at the 630 students identified as experiencing homelessness reveals a complex and challenging landscape. These students, each facing unique struggles, are categorized into four distinct types of living situations, each reflective of the varied facets of homelessness.

The most common scenario, experienced by 397 students, is being 'Doubled Up'. This term refers to living in overcrowded conditions or sharing housing with others due to economic necessity. The stories behind this number likely speak of families grappling with financial hardships, making difficult choices to stay afloat. In these settings, students may face challenges such as lack of privacy, limited study spaces, and the psychological toll of instability.

A strikingly high number, 150 students, are classified as 'Unsheltered'. This designation paints a picture of the most severe form of homelessness: children and adolescents living in cars, parks, abandoned buildings, or other unsuitable conditions. Their daily lives are a testament to resilience in the face of adversity, yet their circumstances pose serious concerns about their safety, health, and ability to engage effectively in school.

A smaller, yet significant group of 47 students are in 'Sheltered' situations, residing in emergency or transitional shelters. Their experiences often involve constant movement and uncertainty, a transient lifestyle that can disrupt education and emotional development.

Lastly, 36 students are living in 'Hotel/Motel' situations. This often temporary solution might arise from an urgent loss of housing or as a stop-gap arrangement until more stable housing can be found. While potentially more stable than being unsheltered, these accommodations are not a long-term solution and often come with their own set of challenges.

Together, these figures not only quantify the issue but also humanize it. They represent individual stories of resilience in the face of hardship and underscore the need for compassionate, comprehensive support systems. For these students, school might be one of the few constants in their lives, a place not just for learning, but also for finding support, stability, and a sense of normalcy. The data thus serves as a call to action, highlighting the urgent need for targeted interventions and resources to support these young members of our community.

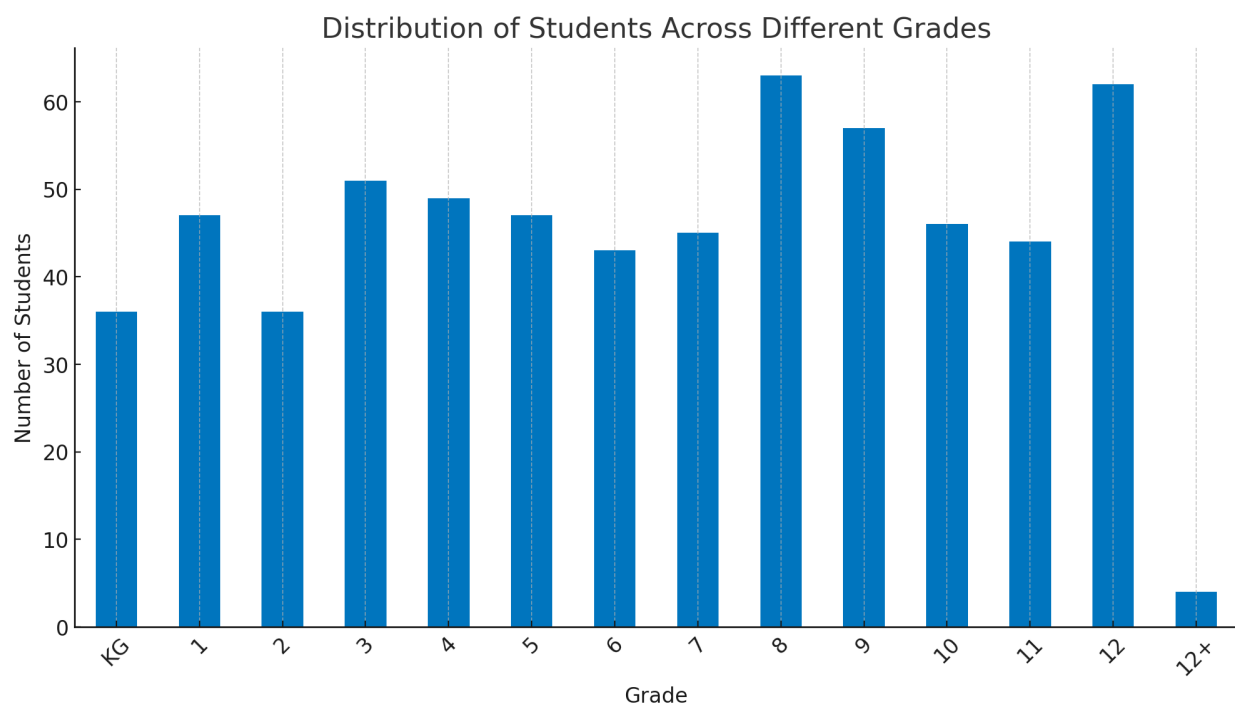
These insights highlight a critical need for interventions and support systems within the Lincoln County School District. Addressing housing instability is crucial for ensuring the well-being and educational success of students. Community engagement, policy development, and resource allocation should focus on providing stable housing solutions and supporting the diverse needs of students facing these challenges.

### Distribution across grades

**FINAL ADMINISTRATIVE DRAFT**

An initial analysis reveals varied distributions of these residency codes across grade levels.

- **Early Grades (Kindergarten to Grade 3):** These grades show a higher prevalence of the 'Doubled Up' status, suggesting that younger students are more likely to live with other families or relatives due to economic constraints.
- **Middle Grades (Grade 4 to Grade 8):** In these grades, there's an increased occurrence of the 'Sheltered' and 'Hotel/Motel' statuses. This trend might indicate that as children grow older, their families face more challenges in maintaining stable, long-term housing.
- **Higher Grades (Grade 9 to Grade 12):** Here, we observe a concerning increase in the 'Unsheltered' status, particularly in the later high school years. This troubling trend suggests that high school students are increasingly facing the most extreme forms of housing insecurity.



### Grade-Specific Trends

Certain grades stand out in their housing situation profiles. For example, Grade 8 shows a significant presence of the 'Hotel/Motel' status, indicating a possible transitional

phase in housing. Grade 12 has a noticeable proportion of 'Unsheltered' students, highlighting the harsh reality faced by students nearing adulthood.

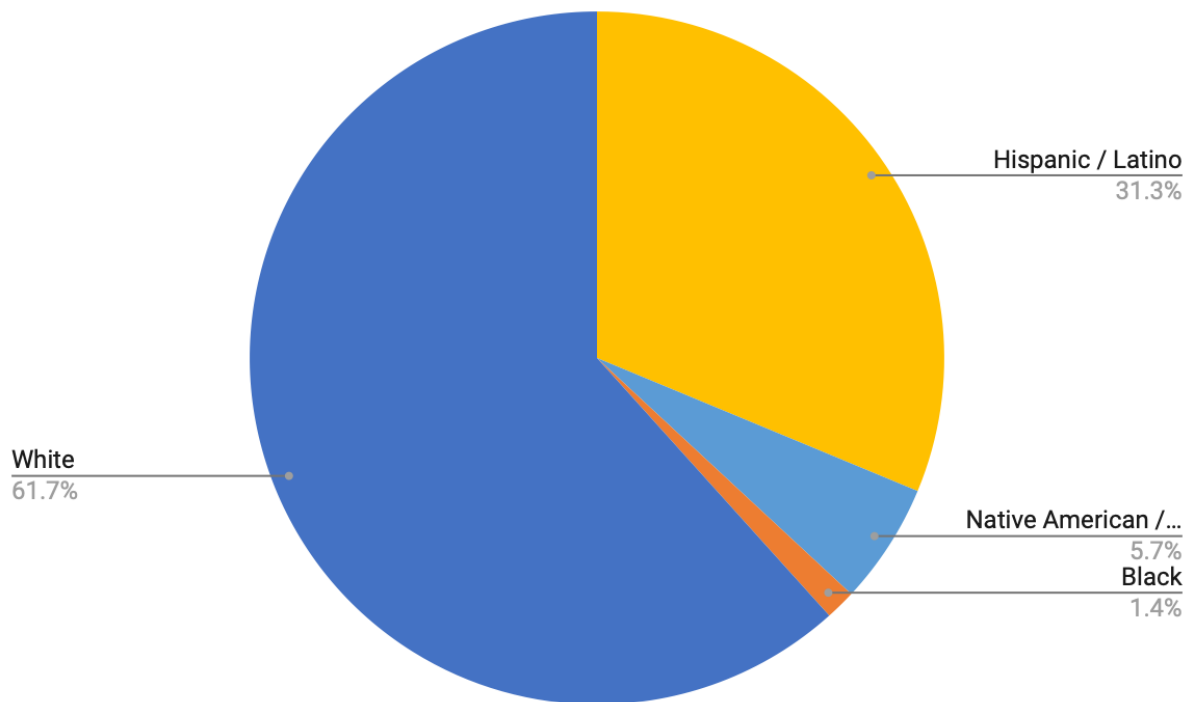
## Implications

This analysis brings to light the critical need for targeted support and interventions. The varying housing situations across grades underscore the importance of providing tailored resources. Younger students might benefit from programs that support families in economic hardship, while older students may need direct assistance with housing, counseling, and academic support to manage the challenges of unstable living conditions.

## The ethnic and racial distribution of the unhoused student population

In the Lincoln County School District, the unhoused student population, totaling 630 individuals, presents a diverse ethnic and racial makeup. This diversity is not just a statistic; it's a reflection of the varied backgrounds and cultures of the students navigating the challenges of homelessness.

- 61.66% of unhoused students identify as **White**. Encompassing 349 students.
- 31.27% of the unhoused students identify as **Hispanic**. Translating to 177 students.
- 5.65%, identifies as **Native American, American Indian or Alaska Native**, amounting to 32 students.
- 1.41% of unhoused students identify as **Black or African American**, 8 in total.
- No unhoused students identified themselves as **Asian** or as **Native Hawaiian or Other Pacific Islander** in the data received. However, this may change in future years, and future unhoused students who identify themselves as Asian or Native Hawaiian or Other Pacific Islander warrant full inclusion.



This ethnic and racial distribution paints a picture of a student population rich in diversity yet united by the common challenge of homelessness. Each percentage point and number represent real students, each with their own stories, cultural backgrounds, and educational journeys. Understanding this diversity is crucial in tailoring educational support and housing assistance to meet the varied needs of these students, ensuring that every child has the opportunity to thrive despite their housing circumstances.

### Unhoused Student Housing Status by Zip Code

In the Lincoln County School District, the geographical distribution of unhoused students, as reflected through the lens of zip codes, offers a compelling view of the varying concentrations of students across different areas.

The dataset, encompassing 630 students, spans 25 unique zip codes, each representing a distinct part of the district. Among these, two zip codes stand out due to their significantly higher numbers of unhoused students, painting a picture of areas where the challenge of homelessness is particularly pronounced.

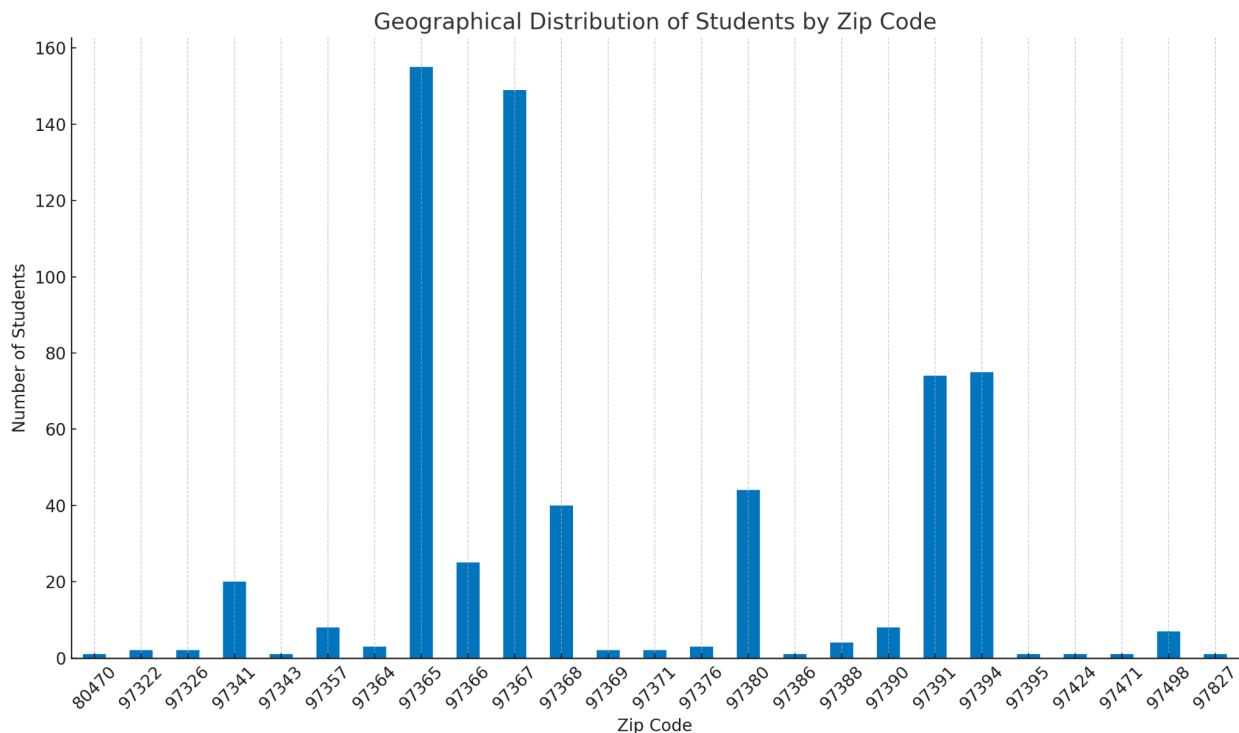
### Key Zip Codes with High Student Concentrations:

**FINAL ADMINISTRATIVE DRAFT**

- **Zip Code 97365:** This area is the most densely represented, with 155 students calling it home. The high number in this zip code suggests it as a central hub where many unhoused students reside.
- **Zip Code 97367:** Close in numbers to 97365, this zip code accounts for 149 students. Together with 97365, these two areas form the epicenter of the student homelessness issue within the district.

#### Other Areas of Note:

- **Zip Codes 97391 and 97394:** Each of these areas houses a substantial number of students, 74 and 75 respectively, indicating significant pockets of homelessness.
- **Zip Codes 97368 and 97380:** These areas also show notable concentrations, with 40 and 44 students respectively, highlighting them as key areas of concern.



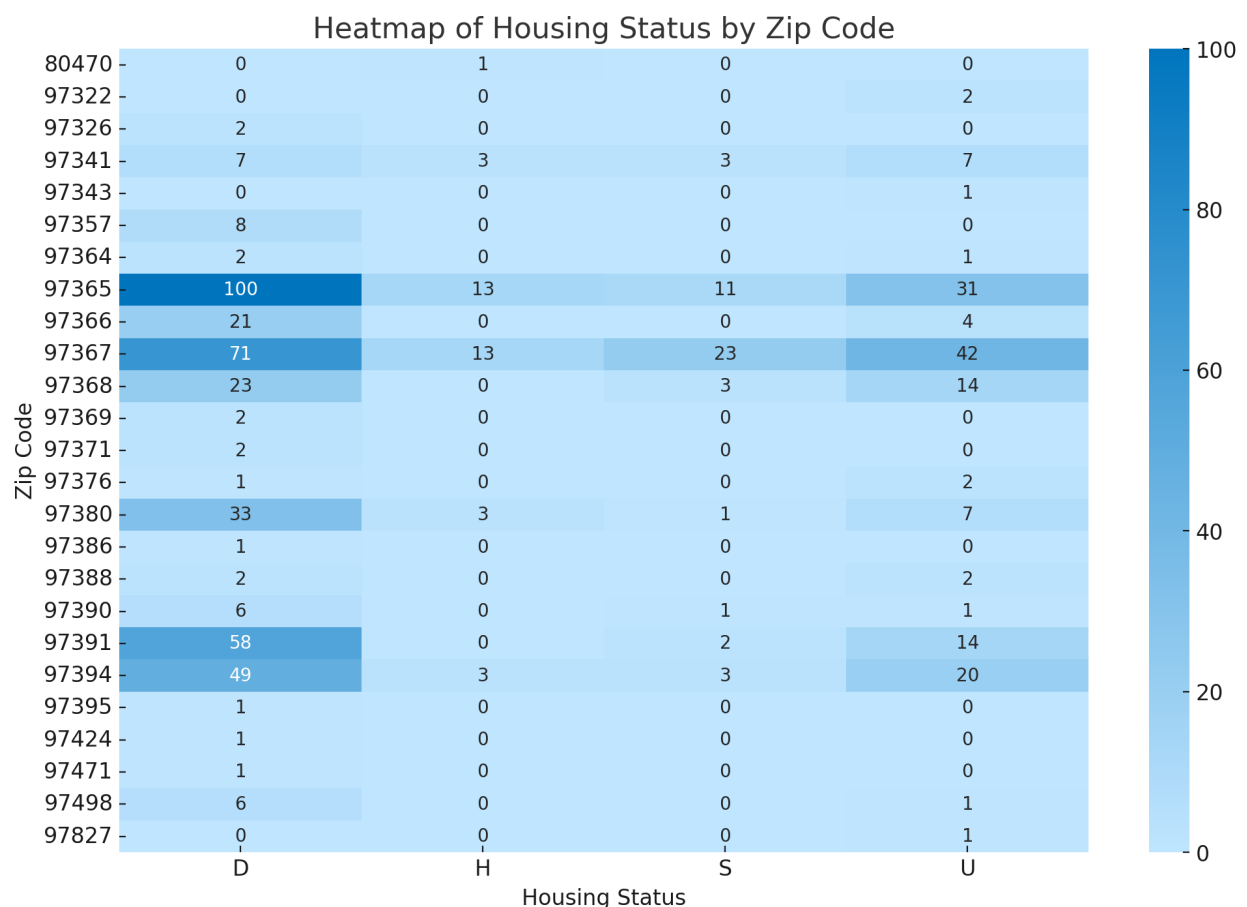
#### Areas with Fewer Unhoused Students:

- Several zip codes, such as 80470, 97343, 97386, 97395, 97424, 97471, and 97827, report minimal numbers, each with only a single student. While these

areas appear less impacted, each student's situation is a critical part of the overall picture.

- A few other zip codes have slightly higher, yet still low numbers, like 97322, 97326, 97369, and 97371, each hosting 2 students.

This geographic spread indicates that while certain areas within the district are hotspots for student homelessness, the issue touches a wide range of locations, albeit to varying degrees. The reasons behind these concentrations could be multifaceted, including factors like the availability of affordable housing, the location of shelters, and the socio-economic status of different neighborhoods.



In the Lincoln County School District, a detailed heatmap analysis of the unhoused student population, categorized by zip codes and types of homelessness, has provided a striking visual representation of the geographic distribution of homelessness. This analysis illuminates the areas most heavily impacted and the diverse nature of housing challenges faced by the students.



The heatmap's inverted color gradient, transitioning from light to dark blue, effectively highlights the varying intensities of homelessness across different zip codes. Darker shades in the map indicate higher concentrations of students experiencing specific types of homelessness. Notably, zip codes like 97365 and 97367 emerge as significant hotspots, particularly in the 'Doubled Up' and 'Unsheltered' categories, suggesting these areas are central to the district's homelessness challenge. Meanwhile, zip codes such as 97391 and 97394 also exhibit notable concentrations but in more specific categories like 'Doubled Up'.

This visual tool does more than just map out numbers; it reveals subtle yet significant patterns. Lighter shades in certain areas indicate lower incidences of homelessness, yet these areas remain an integral part of the overall narrative. The distribution suggests that homelessness among students is a complex issue that varies widely across the district, influenced by a range of factors including economic conditions, availability of shelters, and community resources.

The implications of this analysis extend far beyond mere data interpretation. It symbolizes the real-life situations of students and serves as a crucial tool for policymakers, educators, and community organizations. The heatmap provides a clear guide on where to focus intervention efforts, ensuring that resources and support are directed efficiently to areas with the highest need. It calls for a coordinated approach that acknowledges the geographic dimensions of the issue, aiming to foster stable and supportive environments for all students, regardless of their location within the district.

## Unhoused Adults in Lincoln County

This section presents a detailed exploration across five critical dimensions: health concerns, educational background, service utilization, demographic profiles, and the reasons leading to housing loss. Each of these aspects provides valuable insights into the complexity of homelessness, challenging common stereotypes and revealing the diverse challenges faced by the unhoused community.

**Health Concerns:** Our investigation into health-related issues sheds light on the physical and mental challenges that significantly impact the lives of those experiencing homelessness. Despite a notable percentage having health insurance, a vast majority suffer from various health conditions, often compounded by difficulties in accessing healthcare services.

**Educational Background:** We explore the educational attainment within the unhoused community, revealing a surprising parallel with the general population of Lincoln County. This section highlights that while education is a critical factor, it alone does not insulate against the risk of homelessness.

**Service Utilization:** In assessing service utilization, we examine the awareness and engagement with available support services, including housing assistance. This analysis uncovers the gaps between service availability and accessibility, underscoring the need for more streamlined and effective delivery mechanisms.

**Families and Demographics:** This demographic analysis provides a detailed overview of the composition of the unhoused population in Lincoln County. By understanding who is most affected, we can tailor strategies and solutions to be more effective and inclusive.

**Reasons for Loss of Housing:** Lastly, we delve into the myriad reasons individuals find themselves without a home. From economic hardship and health crises to relationship breakdowns and lifestyle choices, the causes of homelessness are as varied as they are complex.

This comprehensive exploration aims not only to deepen our understanding of homelessness in Lincoln County but also to inform the development of targeted, evidence-based strategies to combat this multifaceted issue. By closely examining these key dimensions, we strive to create a foundation for interventions that are responsive, inclusive, and effective in addressing the unique needs of the unhoused community.

## Understanding Work History of Unhoused Individuals

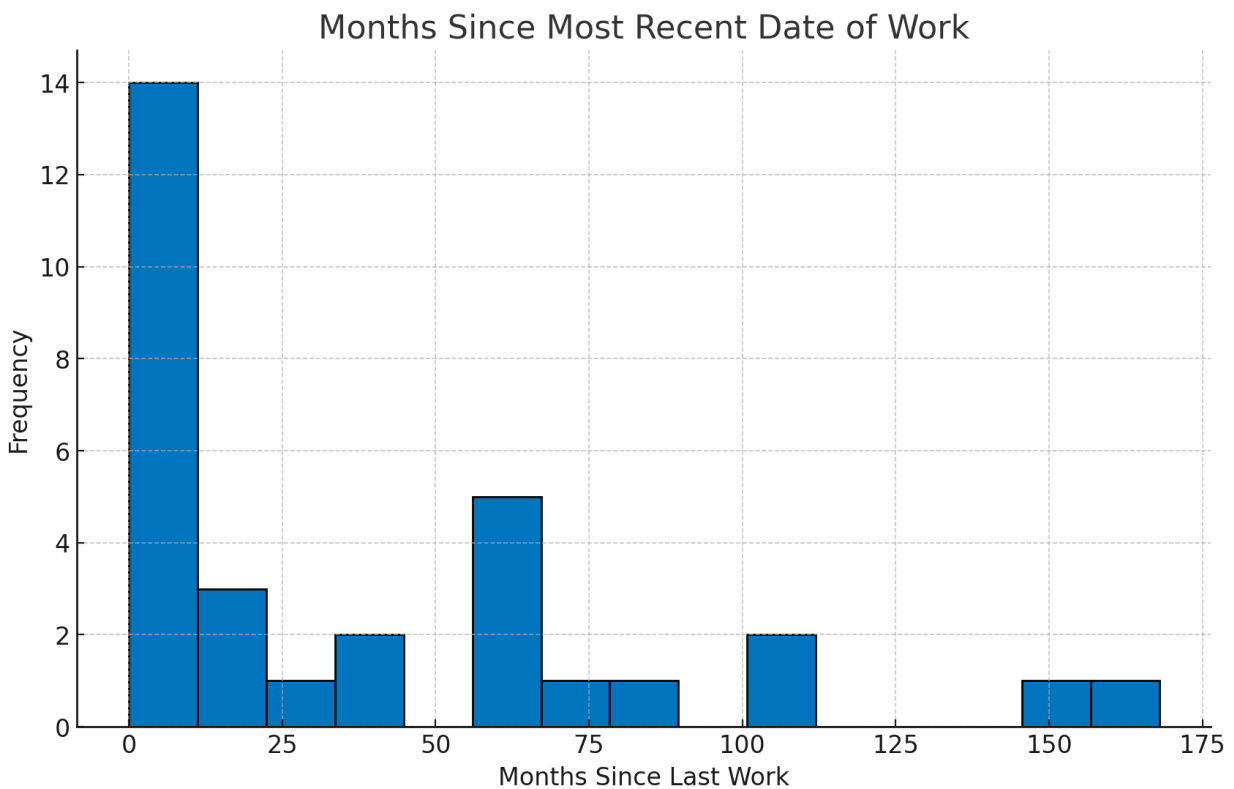
In our research, a critical data point emerged: the number of months since these individuals last held a job. This information is crucial in developing targeted assistance programs and understanding the dynamics of homelessness.

The dataset comprises various individuals, each with their unique story reflected in the time since they last worked. The data ranges widely, from those who have been out of work for as little as zero months to those who have not been employed for as long as 168 months. This range underscores the diversity within the unhoused population, highlighting that homelessness can affect anyone, regardless of their work history.

A closer look at the data reveals some key insights:

- **Average Duration:** The average (mean) duration since last employed is approximately 37.39 months. This average, however, is influenced by outliers – individuals who have been out of work for an exceptionally long time.
- **Most Common Scenario:** The mode of the dataset is 1 month, indicating a significant number of individuals have only recently lost their jobs. This suggests a potentially high rate of individuals falling into homelessness shortly after losing employment.
- **Median Value:** The median duration of 12 months provides another perspective, showing that half of the individuals have been out of work for a year or less. This median value is a more representative measure of the central tendency in this case, as it is less affected by extreme values.

The histogram of the data paints a vivid picture. There's a notable concentration of individuals who have been out of work for a relatively short period (less than 20 months), indicating a recent transition into homelessness for many. On the other hand, the presence of individuals who have not worked for over 100 months points to long-term unemployment challenges in a subset of the unhoused population.



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Many within the unhoused community are currently working, recently without permanent housing, or actively searching for both housing and gainful employment. It's common for them to reach dead-ends in their pursuit.

**46 yrs**

Average age of the unhoused community.  
(Ages 19 to 72 yrs sampled.)

**2 yrs**

*2 yrs, 8 mos.*  
Since most recent date of employment, average.

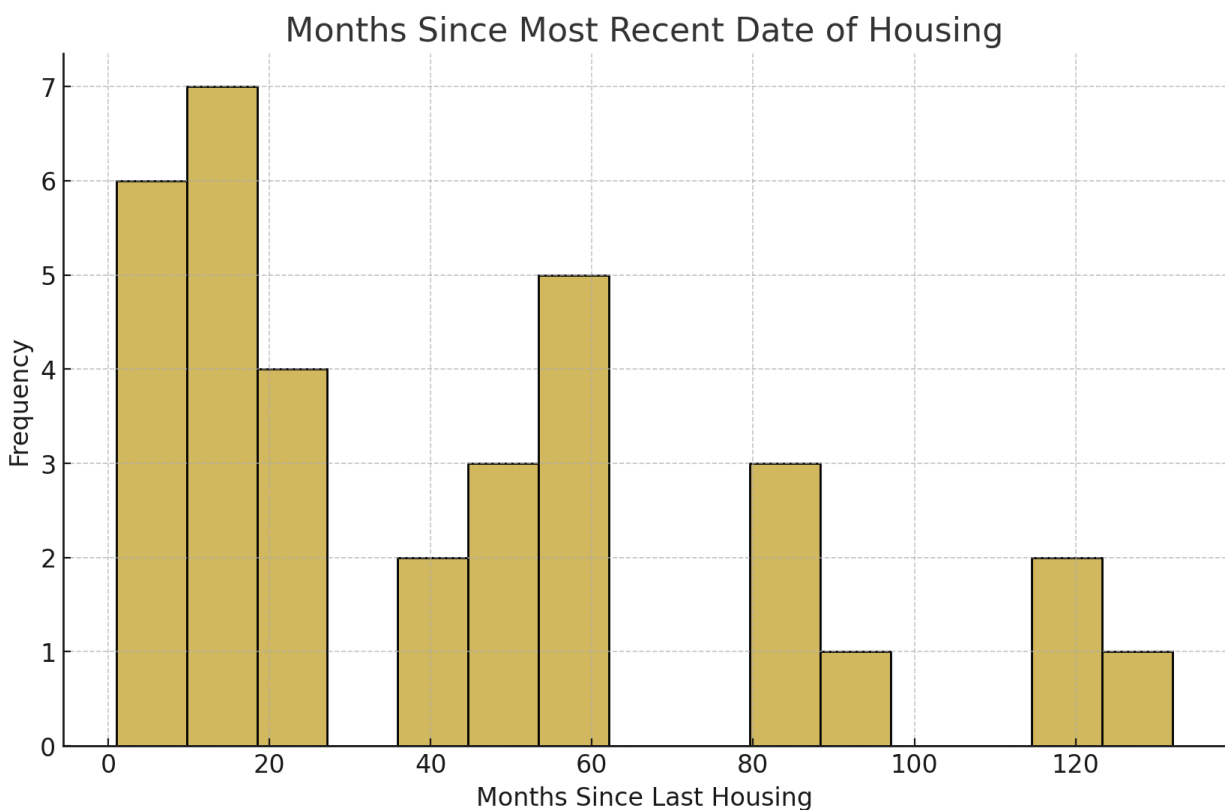
**3 yrs**

*3 yrs, 7 mos.*  
Since most recent date of permanent housing, average.

## Exploring the Housing History of Unhoused Individuals

The research shows a broad spectrum of recent housing, reflecting the varied experiences of those who are unhoused. It ranges from individuals who have recently lost their housing to those who have been without a home for over a decade. Key insights from the data include:

- **Average Duration:** The average duration since last stable housing is approximately 42.53 months. This figure indicates a significant period of instability for many in the population, but it is also skewed by those who have been without housing for an extremely long time.
- **Common Experience:** The mode of the dataset is 12 months, revealing that a notable number of individuals lost their housing about a year ago. This points to a potentially critical time frame for intervention to prevent prolonged homelessness.
- **Median Value:** At a median of 30 months, this suggests that half of the unhoused population has been without stable housing for two and a half years or less, while the other half has been unhoused for longer.



The histogram (above) of the data paints a picture of this distribution. It shows a concentration of individuals who have been without housing for fewer than 50 months, suggesting a recent increase in homelessness or a recent loss of housing for these individuals. Conversely, the presence of those who have been unhoused for over 100 months indicates a subgroup facing long-term homelessness, potentially compounded by additional barriers such as health issues, lack of support networks, or long-term unemployment.

## Quotes regarding housing goals

*"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."*



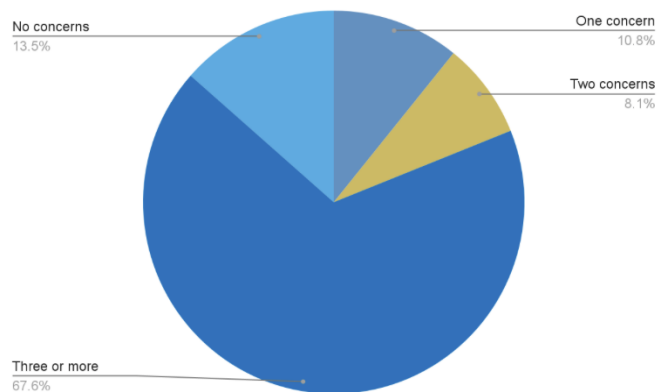
## Health Concerns in Unhoused Communities

The incongruity between health insurance coverage and the lived health experiences of Lincoln County's unhoused communities is stark and multifaceted. While a majority of these individuals have medical insurance, notably from the Oregon Health Plan, our research indicates that 86.5% are grappling with one or more serious health conditions. This is compounded by the fact that the average individual has not had a medical visit in 2 years and 7 months, signaling substantial barriers to accessing care.

### Extended Duration of Unaddressed Health Issues

The duration of unmet health needs is a telling indicator of the chronic nature of health neglect in these communities. On average, individuals with vision concerns have gone 4 years and 8 months without adequate care. For dental health, the duration is even longer, with an average of 4 years and 10 months since receiving proper dental attention. These extended periods contribute to a cycle of deteriorating health that is challenging to break.

#### Serious health concerns experienced by unhoused community



#### Percent with:

- Disability: 52.8%
- Mental health conditions: 45.7%
- History of anxiety, depression, or bipolar disorder: 57.5%

#### Average amount of time:

- Since last medical visit: 2 yrs, 7 mos
- Duration of vision concerns: 4 yrs, 8 mos
- Duration of dental concerns: 4yrs, 10 mos

### The Gap Between Insurance and Care

This data underscores a gap that has less to do with insurance coverage and more with the delivery and utilization of health services. The insured may still face considerable obstacles, including:

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- **Service accessibility:** With an average gap of over two years since the last medical visit, it's evident that physical and logistical access to health care providers is a critical issue.
- **Complex health needs:** Those experiencing homelessness with multiple health issues, which our research found to be 67.6% of the surveyed group, require integrated care that addresses all their needs simultaneously.
- **Ongoing conditions:** The protracted nature of vision and dental concerns illustrates the need for regular, ongoing care, which is often harder to secure for the unhoused due to transportation issues, competing survival priorities, and lack of consistent care options.

## Education Throughout Unhoused Communities

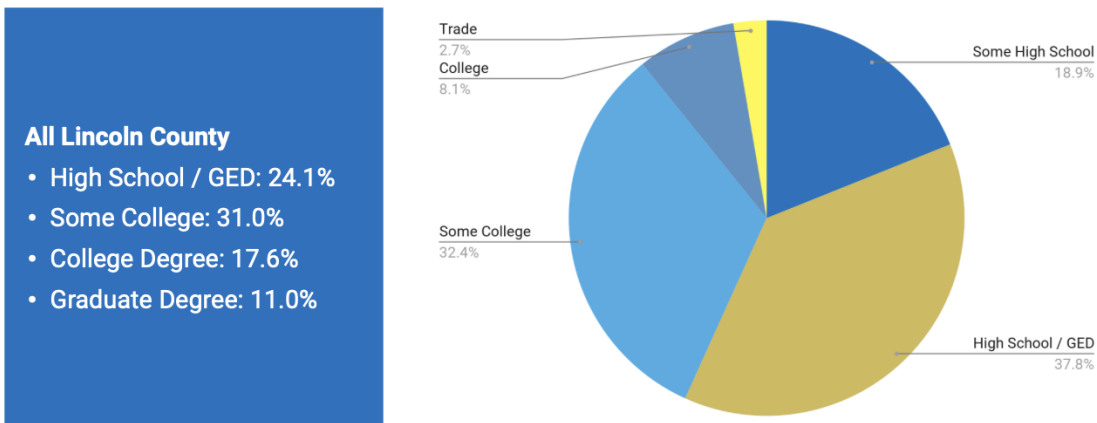
The relationship between homelessness and education is often presumed to be one of deficit on the part of those experiencing homelessness. However, our research in Lincoln County challenges this assumption. The educational attainment within unhoused communities exhibits remarkable similarities to the broader population, suggesting that lack of education is not a primary driver of homelessness in this region.

### Unhoused Community Educational Levels

An analysis of the educational attainment among the unhoused community reveals a spectrum of educational experiences:

- **Some high school:** 19.44% of the unhoused population reported some high school education, indicating a number of individuals may have faced interruptions during their secondary education.
- **High school/GED completion:** 36.11% achieved a high school diploma or GED, reflecting a significant proportion that reached a foundational level of education which mirrors the critical threshold for many entry-level jobs.
- **Some college experience:** A significant 33.33% have attended college without completing a degree, which suggests a pursuit of higher education that was not brought to fruition for various reasons.
- **College graduates:** At 8.33%, the proportion of college graduates in the unhoused community, while smaller, is noteworthy, especially when juxtaposed with the broader societal narrative.
- **Trade certification:** With 2.78% having completed trade certifications, this highlights that vocational paths are also present within the unhoused demographic.

### Unhoused Community: Highest Level of Education



### Comparison with all Lincoln County Residents

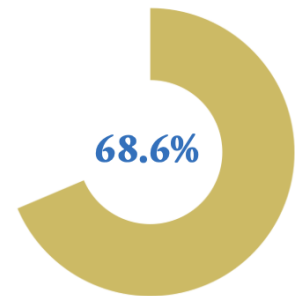
When compared with the overall educational statistics of Lincoln County:

- **High school / GED:** The rate of high school completion or equivalent is notably higher in the unhoused communities (36.11%) than in the general population (24.1%).
- **Some college:** Both populations have a substantial proportion with some college experience, with the unhoused community slightly outpacing the county average (33.33% vs. 31.0%).
- **Advanced education:** The county at large has a higher percentage of residents with college degrees (17.6%) and graduate degrees (11.0%), which exceeds the combined total for college completion and trade certification in the unhoused communities (11.11%).

## Experiences Receiving Services in Unhoused Communities

### Awareness vs. Utilization of Support Services

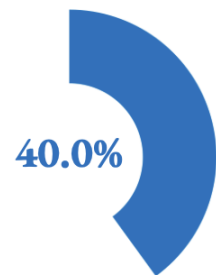
Within Lincoln County's unhoused populations, a significant majority – 68.57% – report being aware of available support services, a positive indicator of outreach and information dissemination efforts. However, this awareness does not always translate into successful utilization of services, with 48.39% reporting difficulty in accessing housing assistance. These statistics reveal a gap between service availability and effective service engagement.



Percentage of unhoused community **aware of local support services.**

### Housing Services Experience

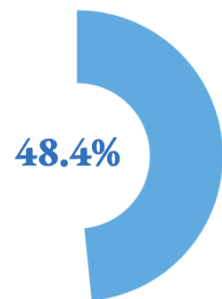
Although 40.0% of the individuals have previously received housing services, nearly half have encountered challenges when seeking this critical support. The barriers to accessing housing services include complex application processes, limited availability of services, stringent qualification criteria, or a lack of follow-through due to administrative barriers. Many noted that they have experience with discrimination in the process of locating housing.



Percentage of unhoused community **who have received local housing services.**

### Challenges in Service Delivery

The reported difficulty in receiving housing services points to systemic issues within the service delivery framework that necessitate attention. Delays, lack of coordination between agencies, or mismatches between referrals and intake processes contribute to these challenges.



Percentage of unhoused community **who have had difficulty receiving local housing services.**

### Community and Informal Support Networks

A majority of the unhoused individuals – 62.86% – receive informal support from within the service community or through connections in the unhoused community itself. This suggests a robust network of peer-to-peer assistance that

**FINAL ADMINISTRATIVE DRAFT**

supplements or even substitutes formal support mechanisms. Such informal networks are vital, often providing immediate assistance, emotional support, and practical advice based on lived experiences.

## Unhoused Families and Community Dynamics

A significant aspect of our study on homelessness in Lincoln County involves understanding the family dynamics within the unhoused population. This narrative aims to juxtapose these findings with broader census data from the county to offer a comparative perspective.

### Prevalence of Families among the Unhoused

A notable 57% of the unhoused individuals in Lincoln County have children, indicating that family homelessness is not an isolated issue but rather a substantial component of the overall homelessness challenge in the region. This proportion underscores the critical need to address family-specific needs within homelessness services and policies.

### Size and Composition of Unhoused Families

On average, these unhoused families consist of 2.3 children. This figure does not include parents, which suggests that when parents are considered, the average unhoused family size may be comparable to, or slightly larger than, the average household size in the broader Lincoln County community.

### Marital Status and Divorce Rates

The data reveals that 18.43% of unhoused males and 12.57% of unhoused females have been married and are now divorced. These percentages provide insight into the marital challenges within this demographic, potentially implicating factors like economic stress, health issues, and other personal crises contributing to both divorce and homelessness.

### Comparison with all of Lincoln County

In Lincoln County, families constitute 58.42% of all households, a figure closely aligned with the 57% of unhoused individuals with children. This similarity suggests that the propensity to form families is not diminished by the state of being unhoused.

The average household size in Lincoln County, at 2.23 people including parents, is nearly on par with the average number of children in unhoused families. This parallel indicates

that, in terms of family size, unhoused families are not significantly different from housed families within the county.

However, the divorce rates show a divergence between the unhoused and the broader population: 18% of males and 12% of females among the unhoused have experienced divorce, compared to 14% of males and 18% of females county-wide.

The comparison of family dynamics between the unhoused communities and the broader Lincoln County population reveals several parallels and some distinct differences. Understanding these aspects is crucial in crafting targeted interventions that address the unique needs of families experiencing homelessness, ensuring that both adults and children receive the comprehensive support necessary for stability and well-being.





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# SECTION 5: RESEARCH FINDINGS

## SECTION 5: Unraveling the Dimensions of Homelessness in Lincoln County

Lincoln County, with its unique coastal and rural landscape, confronts a complex homelessness crisis influenced by interrelated factors of housing, services, economic challenges, and transportation. This report presents a comprehensive analysis, integrating these dimensions to understand and address the needs of the unhoused communities effectively.

Housing challenges in the county are marked by high market prices and a scarcity of affordable options, exacerbated by the prevalence of short-term rentals and second homes. Services for the unhoused are diverse, ranging from emergency interventions to long-term support, and are crucial in aiding individuals from homelessness to stability. Economic pressures, including low wages and high living costs, significantly contribute to the risk of homelessness. Furthermore, the unique transportation needs in Lincoln County's rural and coastal settings are vital in connecting individuals to essential services and opportunities.

Central to this report is the Progression of Support model, which ties together these critical dimensions. It illustrates how housing, services, economic stability, and transportation are interwoven across different stages of the homelessness continuum. This model provides a cohesive framework, ensuring that at each phase, from emergency to stability, the necessary support is aligned and accessible, facilitating a smoother transition towards self-sufficiency and stable living.

The integration of these dimensions in the model underscores the need for a coordinated response that addresses the multifaceted nature of homelessness in Lincoln County. The report aims to guide policymakers, service providers, and community stakeholders in developing comprehensive strategies for the county's unhoused population.

## Housing

### Tax Assessed Values vs Real Market Values

In the context of addressing homelessness in Lincoln County, understanding the distinction between tax assessed values and real market values of properties becomes crucial. These two valuation metrics, while related to real estate, have different implications for housing affordability, property taxation, and consequently, the issue of homelessness. This essay explores the nuances of these valuations in the context of our research on homelessness in Lincoln County.

### Tax Assessed Values in Lincoln County

Tax assessed values in Lincoln County, determined by local government assessors, play a pivotal role in defining property taxes. However, these values often do not reflect the current market conditions due to infrequent updates. In the context of homelessness, the way properties are assessed can influence the allocation of resources and funding for social services, including those aimed at combating homelessness.

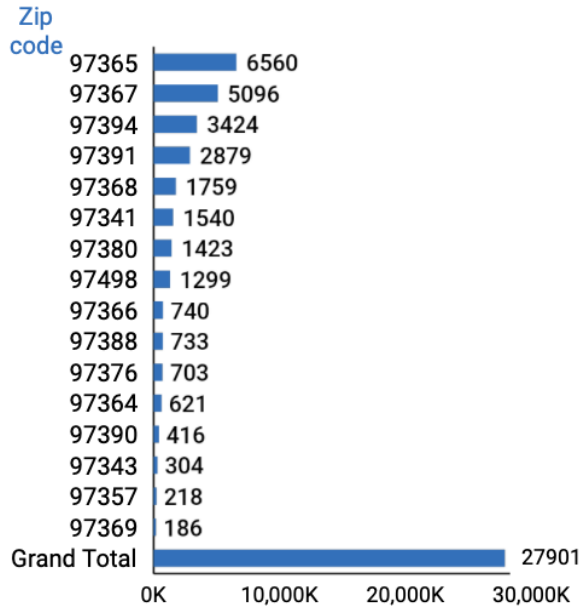
### Real Market Values and Housing Affordability

Real market values, representing the current market price of properties, are a more dynamic measure and are crucial in understanding the housing market's state. In Lincoln County, where real market values for homes are significantly high, this has direct implications for housing affordability. The disparity between average incomes and high market values of homes points to a larger issue of accessible and affordable housing, a key factor in the context of homelessness.

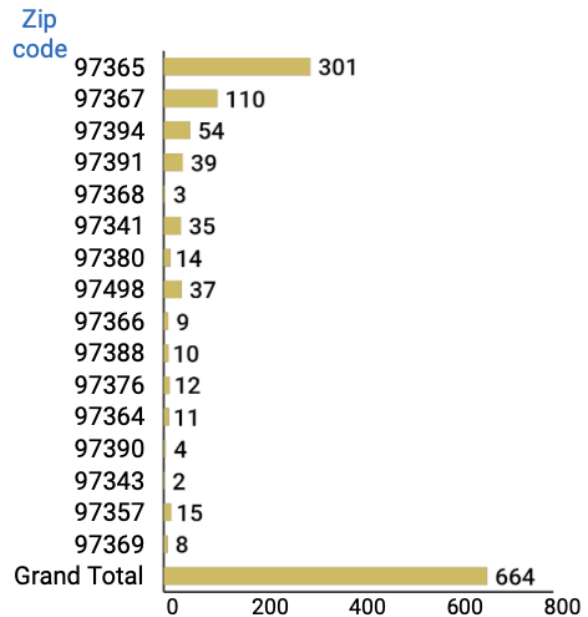
## Tax Assessed Value & Units

Median RMV Total  
Units Commercial

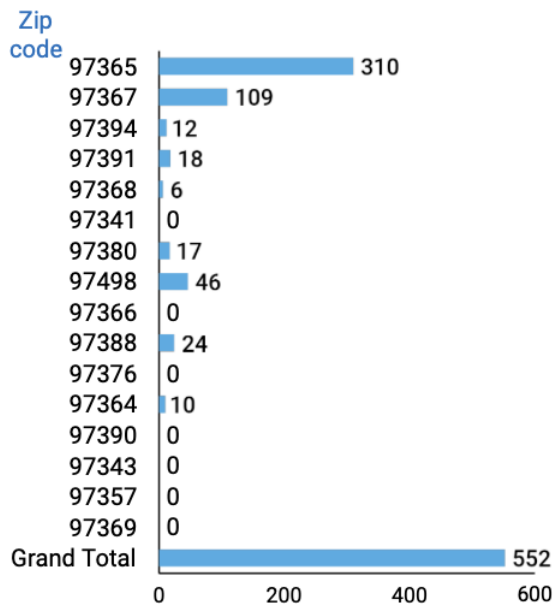
Units Single Family, Potential Ownership  
Units, Multi-Unit Residential



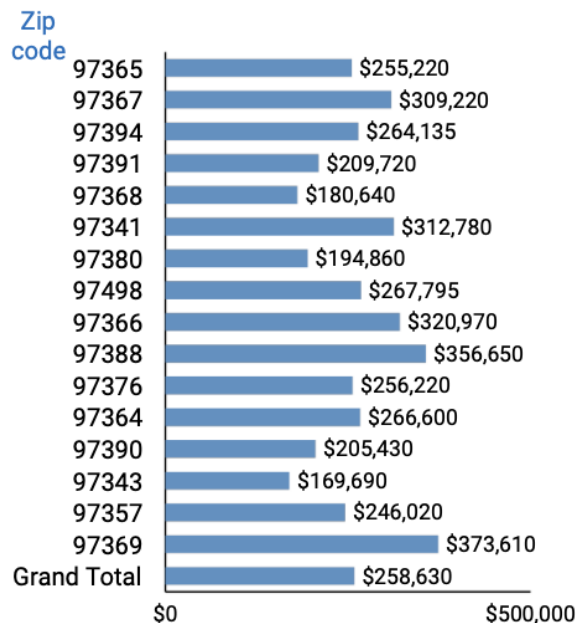
Units Single Family, Potential Ownership



Units, Multi-Unit Residential



Units, Commercially-Owned Residential



Median Value Total

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## Disparity and Its Implications for Homelessness

The disparity between tax assessed values and real market values can have several implications in the context of homelessness:

- **Housing Affordability:** If tax assessments are not reflective of market realities, it may lead to a skewed understanding of housing affordability, impacting policy decisions related to affordable housing.
- **Property Tax Revenue and Social Services:** Inaccurate assessments can lead to inconsistent property tax revenues, which in turn can affect the funding available for social services, including those for homeless populations.
- **Perception of Housing Market:** Discrepancies between assessed and market values can influence public perception of the housing market, affecting community support for initiatives aimed at addressing homelessness.

## Addressing the Challenges in Lincoln County

To better tackle homelessness in Lincoln County, it is essential to address the challenges posed by the disparity between tax assessed and market values:

- **Regular Property Reassessments:** Ensuring property values are reassessed regularly to reflect market changes can aid in more accurate property taxation and budgeting for homelessness services.
- **Enhanced Transparency and Communication:** Clear communication about property valuations and their implications for housing affordability can foster better public understanding and support for homelessness initiatives.
- **Policy Adjustments Based on Market Realities:** Policies aimed at addressing homelessness should be informed by real market conditions rather than solely on tax assessed values to ensure they are effectively targeting the issue.

## Home Price Analysis

A detailed examination of the housing market reveals a complex interplay between home prices and the pervasive issue of homelessness. This analysis focuses on the broad spectrum of home prices and their implications for various income groups within the county, particularly in the context of housing affordability and its role in exacerbating homelessness.



## **Diversity in Home Prices**

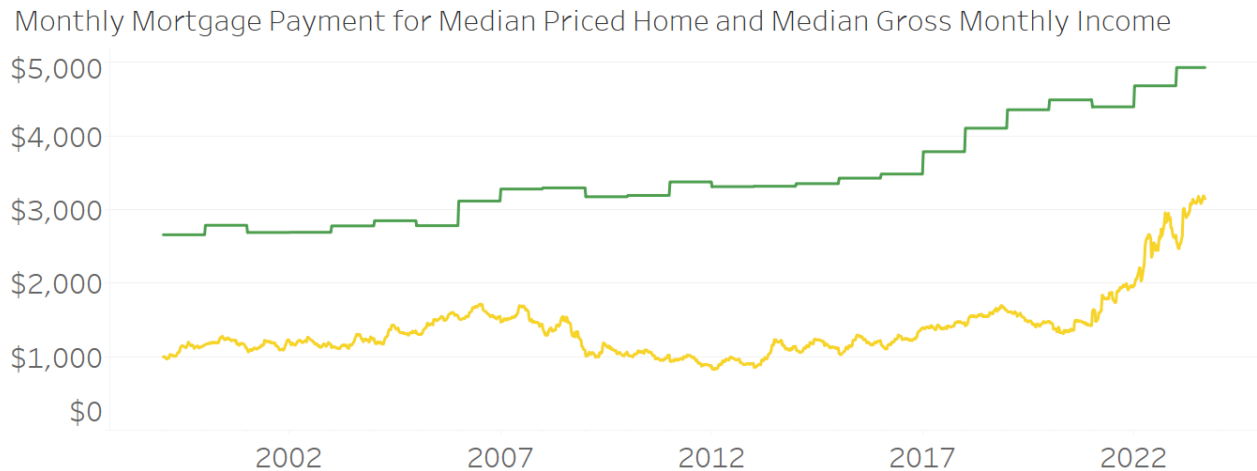
The investigation into Lincoln County's housing market uncovers a significant range in home prices, indicating a diverse and stratified market. Entry-level 1-bedroom homes are priced at \$506,200, a figure that is already challenging for lower-income groups. This pricing trend escalates with larger homes, with 2-bedroom and 3-bedroom houses priced at \$820,000 and \$1,079,500, respectively. Such pricing patterns underscore a market characterized by high entry points even for smaller properties.

## **Price Variability and Its Implications**

The variability in home prices across Lincoln County is notable. On the lower end, prices may represent older or smaller properties, possibly in less desirable locations. Conversely, higher-end properties likely offer additional space, amenities, or desirable locations, commanding premium prices. This variability reflects a housing market with options catering to different economic segments, yet it also highlights the widening gap between affordable and high-end housing.

## **Income-Housing Price Disparity and Homelessness**

A critical aspect of this analysis is the juxtaposition of these home prices against the backdrop of local income levels. With median and per capita incomes in Lincoln County standing at \$54,961 and \$32,776, respectively, a significant proportion of the population finds itself priced out of the housing market. This disparity between income levels and housing costs is a fundamental driver of housing instability and, subsequently, homelessness. The inability of a substantial segment of the population to afford even the lower end of the housing market points to an urgent need for policy intervention.



Source: NAR, Freddie Mac, Census Bureau, Federal Reserve  
Calculations by Morant McLeod

#### Measure Names

- Median Gross Monthly Income
- Mortgage payment

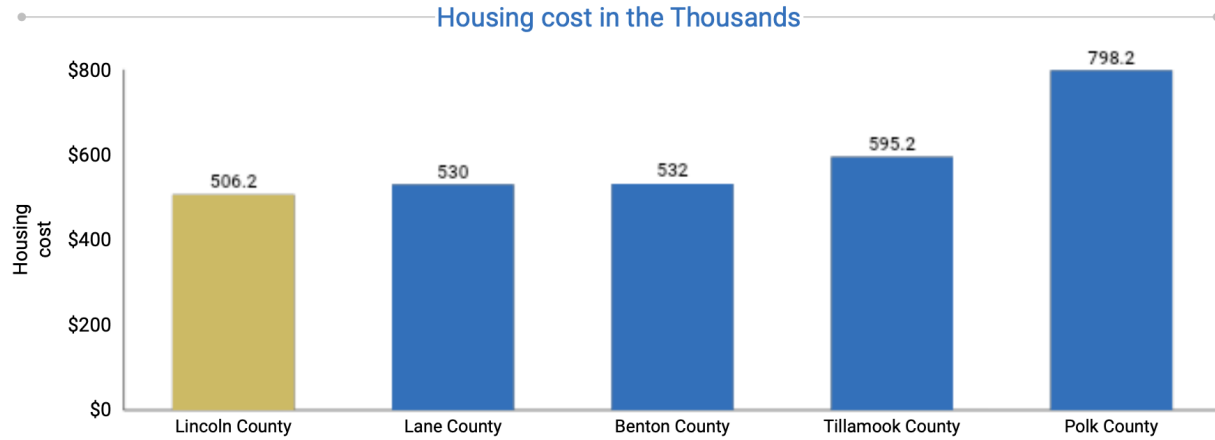
### Policy Implications

The findings of this research suggest a pressing need for comprehensive strategies to address housing affordability in Lincoln County. Policymakers are encouraged to consider a range of solutions, including the development of affordable housing, revisions to zoning laws to encourage a diverse range of housing types, and support programs for low-income homebuyers or renters. Additionally, aligning housing policies with real market conditions is essential to effectively tackle the housing affordability crisis and, by extension, reduce homelessness.

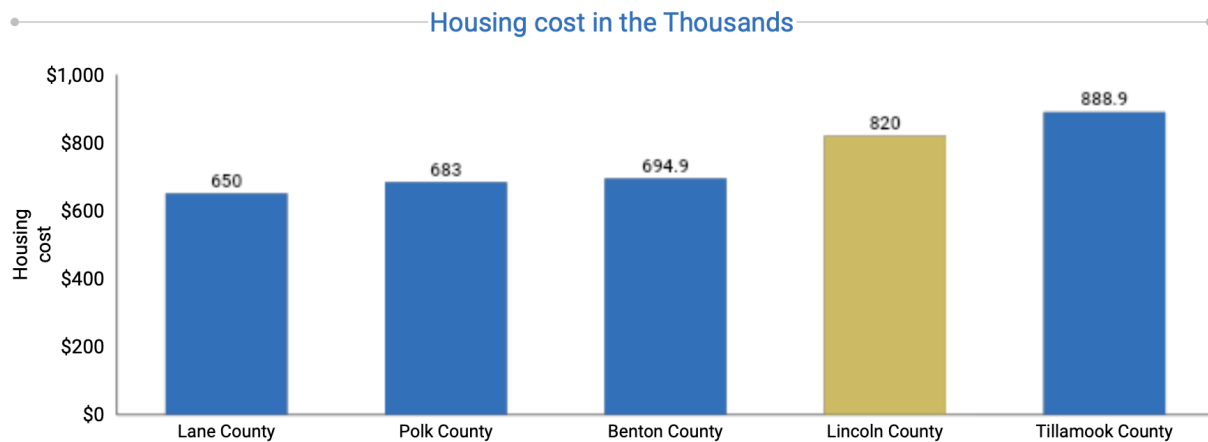
This analysis of the housing market in Lincoln County reveals a clear and present challenge of housing affordability, contributing significantly to the issue of homelessness. Addressing this challenge requires a nuanced approach that considers both the housing market's complexity and the diverse needs of the county's residents. Effective policy making and community engagement are crucial in shaping a future where housing is accessible and affordable for all segments of the Lincoln County population.

# Surveyed Home Prices, 1-3 Bedrooms

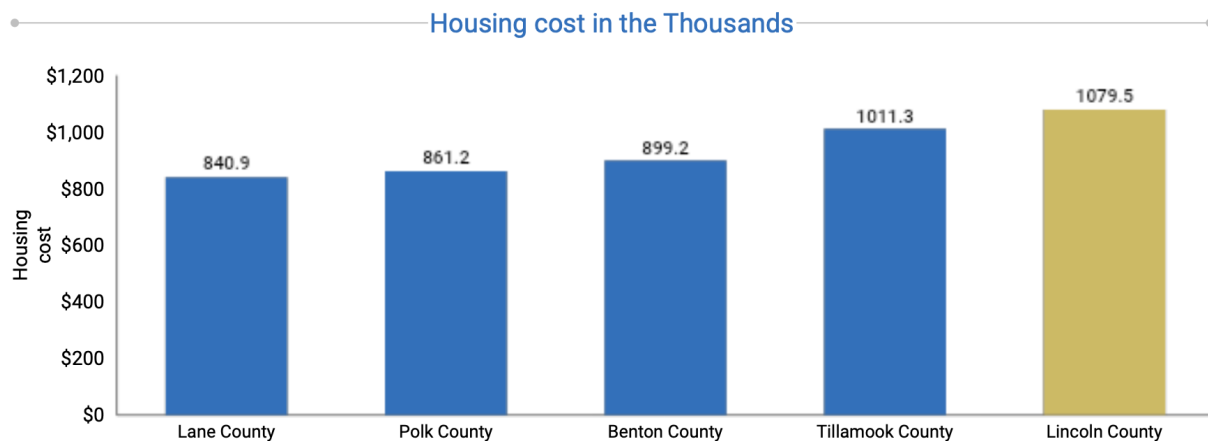
Cost of Housing for 1 Bedroom Homes, In All Selected Counties



Cost of Housing for 2 Bedroom Homes, In All Selected Counties



Cost of Housing for 3 Bedroom Homes, In All Selected Counties



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## Examining Housing Affordability

Housing affordability, a crucial aspect of economic stability, has become a pressing concern in Lincoln County. Amidst a backdrop of rising home prices, this analysis seeks to understand how these trends contribute to the growing challenge of homelessness, evaluating the disparity between housing costs and resident incomes.

Lincoln County's housing market exhibits a wide range of home prices, with notable disparities between different housing types. The data reveals that 1-bedroom homes begin at \$506,200, with a substantial increase to \$820,000 for 2-bedroom homes, and further escalation to \$1,079,500 for 3-bedroom residences. This pricing structure presents a significant barrier to homeownership for a large segment of the population.

Contrasting these home prices with Lincoln County's median income of \$54,961 and a per capita income of \$32,776, a stark discrepancy emerges. The prevailing financial guideline of allocating no more than 30% of income to housing is rendered impractical for most residents, leading to an affordability crisis. This disparity highlights the widening gap between housing prices and earning capacities.

**\$54,961**  
Median income in 2021

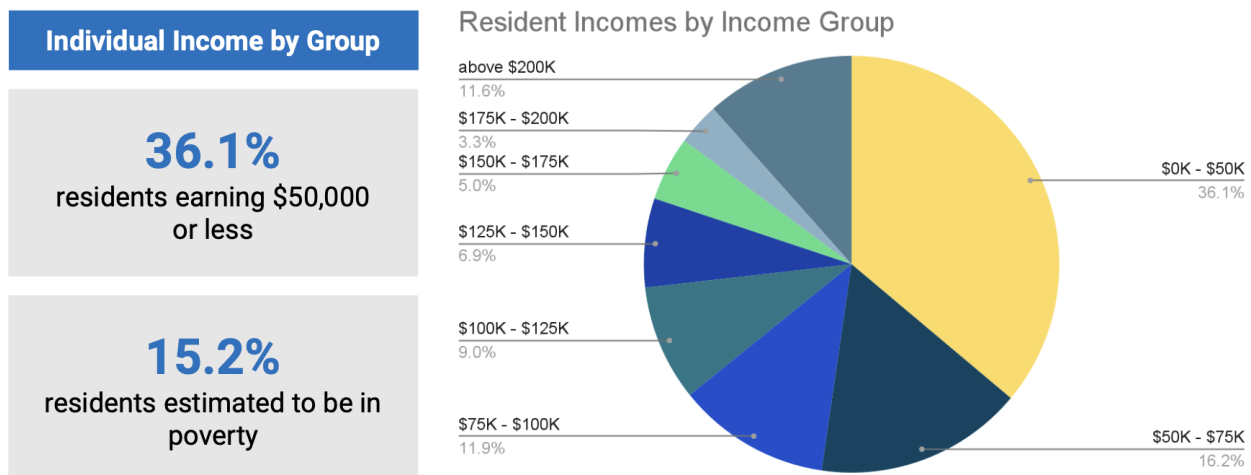
**\$32,776**  
Per capita income in 2021

Further examination of the housing stock in Lincoln County indicates a dominance of single-family homes, which constitute 95.8% of the housing market. The limited availability of more affordable housing options, such as multi-family units and apartments (which account for only 2.3% and 1.9% respectively), exacerbates the affordability issue. This skewed housing distribution limits the options available to lower-income residents.

## Poverty and Income Distribution in Lincoln County

An additional dimension to the housing affordability crisis in Lincoln County is the prevalence of poverty and the distribution of income among its residents. Recent estimates indicate that 15.2% of the population lives below the poverty line, a significant proportion that underscores the economic challenges faced by a substantial segment of the community. Moreover, the income distribution data reveals that 36.1% of households earn \$50,000 or less annually. This income bracket, while above the poverty threshold, still struggles with the high cost of living and housing in the county.

The convergence of these factors – a high poverty rate and a large portion of the population earning relatively low incomes – further intensifies the affordability crisis. It not only restricts access to adequate housing but also limits the ability of these residents to meet other basic needs, exacerbating the overall economic vulnerability of the community. This context of poverty and income inequality is crucial in understanding the broader implications of the housing affordability issue and in formulating targeted interventions to address the needs of the most impacted populations in Lincoln County.



## Distribution of Housing Types

Our research indicates that Lincoln County's housing market is predominantly composed of single-family homes, which constitute 95.8% of the total housing stock. In contrast, multi-family residential units and commercially owned residential properties (apartments) represent a minimal portion, accounting for just 2.3% and 1.9% respectively. This distribution highlights a significant imbalance in the housing options available to residents.

## Implications for Housing Affordability and Homelessness

The overwhelming dominance of single-family homes has several implications:

- **Limited Affordable Options:** The scarcity of multi-family and apartment options often translates into fewer affordable housing choices for residents. This is particularly challenging for low-income individuals and families, who are disproportionately affected by the lack of diverse and affordable housing options.
- **Market Dynamics:** The high percentage of single-family homes can influence market dynamics, often driving up prices and making homeownership unattainable for many. This situation exacerbates the risk of housing instability and homelessness among lower-income groups.
- **Barriers to Entry for Vulnerable Populations:** The limited availability of multi-family and apartment-style housing can pose significant barriers to entry for vulnerable populations, including those experiencing homelessness, low-income earners, and individuals with disabilities. These groups often require more affordable, accessible, and supportive housing options.

## Recommendations for Addressing Housing Imbalance

To address the challenges posed by the current distribution of housing types in Lincoln County, several strategies are recommended:

- **Increasing Diversity of Housing Stock:** Encouraging the development of multi-family and apartment-style housing can provide more affordable options. This could be achieved through policy incentives for developers, revisions in zoning laws, and targeted investment in affordable housing projects.
- **Supportive and Transitional Housing Programs:** Expanding supportive and transitional housing programs can offer a pathway out of homelessness,

providing temporary accommodation coupled with services aimed at achieving long-term housing stability.

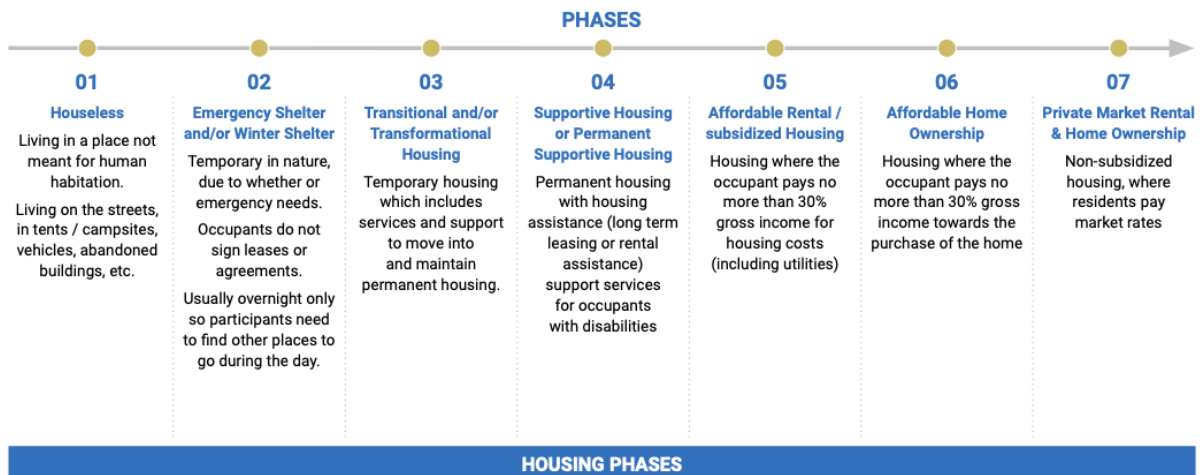
- **Public-Private Partnerships:** Engaging in public-private partnerships can be effective in increasing the supply of diverse housing options. Collaboration between government entities, private developers, and non-profit organizations can yield innovative solutions to the housing crisis.
- **Community Engagement and Advocacy:** Engaging local communities in discussions about housing needs and advocating for policy changes are crucial for creating a more balanced housing market that caters to the needs of all residents, including the most vulnerable.

The distribution of housing types in Lincoln County plays a significant role in the context of homelessness and housing affordability. Addressing the imbalance in this distribution is essential for mitigating the risk of homelessness and ensuring that all residents have access to suitable and affordable housing options. Through a combination of policy reform, community engagement, and strategic partnerships, Lincoln County can work towards a more inclusive and balanced housing market.

## Using the Seven Phase Housing Continuum to Support Houseless Communities

Housing is a fundamental human need, yet its accessibility remains a challenge for many, particularly in Lincoln County. The United States Department of Housing and Urban Development's (HUD) seven-phase housing continuum provides a framework for understanding the various stages of housing stability. Our research adopts the Housing First model, which prioritizes immediate access to housing without preconditions, as a lens to analyze and address the housing needs in Lincoln County.

**Applying the housing-first model gives us a basis for organizing types of housing needed to meet the help needs of the unhoused community.**



### Phase 1: Houselessness

In Lincoln County, houselessness represents the most acute form of housing instability. Individuals in this phase live in conditions not meant for human habitation, such as streets, vehicles, or abandoned buildings. This phase necessitates urgent intervention, highlighting the need for immediate shelter and supportive services.

### Phase 2: Emergency and Winter Shelters

Emergency and winter shelters offer temporary respite, typically providing overnight accommodation. While they address immediate safety concerns, they do not offer a long-term solution, underlining the necessity for more sustainable housing options in Lincoln County.

### **Phase 3: Transitional and Transformational Housing**

This phase marks the transition towards more stable living conditions. In Lincoln County, transitional housing provides temporary residence, coupled with services aimed at facilitating the move to permanent housing. This phase is crucial for preparing individuals for long-term stability.

### **Phase 4: Supportive and Permanent Supportive Housing**

Permanent supportive housing is a cornerstone of the Housing First model. In Lincoln County, this phase involves providing long-term housing assistance and support services, particularly for individuals with disabilities. This approach underscores the importance of stability in fostering long-term well-being.

### **Phase 5: Affordable and Subsidized Rental Housing**

Affordable rental housing, where occupants spend no more than 30% of their gross income on housing costs, is vital in preventing housing cost burden. In Lincoln County, expanding affordable rental options is essential for ensuring accessibility to a broader population.

### **Phase 6: Affordable Homeownership**

Affordable homeownership is an important step towards housing independence, allowing occupants to spend no more than 30% of their income on home purchases. This phase is particularly challenging in Lincoln County, given the high market prices and income disparities.

### **Phase 7: Private Market Rental and Homeownership**

The final phase, involving non-subsidized, market-rate housing, represents the ultimate goal for many. However, in Lincoln County, the disparity between incomes and market prices makes this phase inaccessible for a significant portion of the population.

The implementation of the Housing First model in Lincoln County, within the framework of HUD's seven housing phases, presents a comprehensive approach to tackling homelessness and housing instability. Each phase addresses specific needs and challenges, requiring targeted strategies and policies. A concerted effort involving policy reform, investment in affordable housing, and supportive services is imperative to

ensure that each stage of the housing continuum is accessible and effective in meeting the diverse needs of Lincoln County's residents.

## Experience of Service Providers in Lincoln County Who Support Unhoused Communities

In addressing the challenges of homelessness in Lincoln County, a critical aspect is the assessment of the current landscape of homeless service providers. Understanding the number of these entities and the potential capacity that could be harnessed from an efficient network is essential for developing effective strategies to combat homelessness.

### The Experience of Service Provision

Supporting unhoused communities is a profoundly challenging yet vital mission for homeless service providers. Their experience is often marked by a complex interplay of dedication, resourcefulness, and the constant navigation of various challenges.

- **Resource Constraints:** One of the primary difficulties faced by these providers is the limitation of resources. This includes financial constraints, insufficient staffing, and a lack of physical infrastructure like adequate shelter spaces or facilities. Funding is often uncertain, with many organizations relying heavily on grants, donations, and fluctuating government support.
- **High Demand and Diverse Needs:** Homeless populations have diverse and complex needs ranging from immediate shelter to long-term housing, health care, mental health support, substance abuse treatment, and assistance with employment and education. Meeting this wide spectrum of needs with limited resources can be overwhelming. The high demand for services often leads to capacity issues, forcing providers to make difficult decisions about resource allocation.
- **Systemic Barriers and Policy Challenges:** Providers frequently encounter systemic barriers that hinder effective service delivery. This includes bureaucratic red tape, restrictive policies, and zoning laws that complicate efforts to establish new shelters or affordable housing. Navigating these legal and administrative challenges requires significant time and expertise.
- **Mental Health and Substance Abuse Issues:** A significant portion of the homeless population struggles with mental health issues and/or substance abuse problems. Addressing these requires specialized services and support,



which may be beyond the scope of what some organizations can provide. Additionally, the stigma associated with these issues can impact funding and community support.

- **Safety and Security Concerns:** Managing safety and security in shelters and during service provision is a constant concern. This includes not only the safety of the clients but also that of the staff and volunteers. Conflict resolution and managing sometimes unpredictable behaviors can be challenging.
- **Burnout and Emotional Toll:** Working with unhoused populations can be emotionally taxing. Providers and staff often face situations of extreme poverty, health crises, and personal tragedies. This can lead to burnout and high turnover rates among staff, further straining the system.
- **Community Relations and Stigma:** Homeless service providers sometimes face opposition from local communities where they operate. This NIMBYism ("Not In My Back Yard") mentality can hinder the establishment of new facilities or expansion of services. Additionally, societal stigma towards homelessness can impact fundraising and support.

Despite these challenges, many homeless service providers remain deeply committed to their mission. They often advocate for systemic changes, work towards increasing community awareness and support, and tirelessly seek innovative solutions to better serve unhoused populations. Their role is critical in not only providing immediate support but also in working towards long-term solutions to end homelessness.

## Number of Homeless Service Providers in Lincoln County

Our research indicates a diverse array of service providers operating within Lincoln County. These include government agencies, public service organizations, faith-based groups, non-profits, healthcare providers, and various community initiatives. Collectively, these entities form a broad spectrum of support services ranging from emergency shelter provision to long-term housing solutions, healthcare, counseling, job training, and other critical assistance programs. The diverse nature of these organizations reflects the multifaceted approach required to address the complex issue of homelessness.

## Capacity of the Service Network

The potential capacity of an efficient network of these service providers in Lincoln County is significant. When operating in a coordinated and cohesive manner, these organizations can offer comprehensive support that addresses the various needs of the homeless population. Key areas of impact include:

- **Enhanced Resource Utilization:** Through effective collaboration, resources can be pooled and utilized more efficiently, minimizing duplication of efforts and maximizing the impact of available funding and services.
- **Improved Service Delivery:** An integrated network allows for streamlined service delivery, where individuals facing homelessness can access a continuum of support services tailored to their specific needs, from immediate shelter to long-term housing and rehabilitative services.
- **Data Sharing and Best Practices:** A cohesive network fosters an environment where data and best practices can be shared, leading to informed decision-making and the implementation of evidence-based strategies.
- **Community Engagement and Support:** An efficient network can better engage and mobilize community resources, including volunteers, local businesses, and residents, thereby fostering a community-wide approach to addressing homelessness.
- **Policy Advocacy and Influence:** A united front of multiple service providers can be more influential in advocating for policy changes and funding at local, state, and national levels, leading to broader systemic changes.

## Challenges and Opportunities

While the potential of an efficient network is considerable, there are challenges to be addressed. These include overcoming organizational silos, ensuring effective communication and coordination among providers, and addressing gaps in service provision. The opportunity lies in leveraging technology for better data management and communication, fostering leadership and collaboration across organizations, and engaging in continuous evaluation and adaptation of strategies.

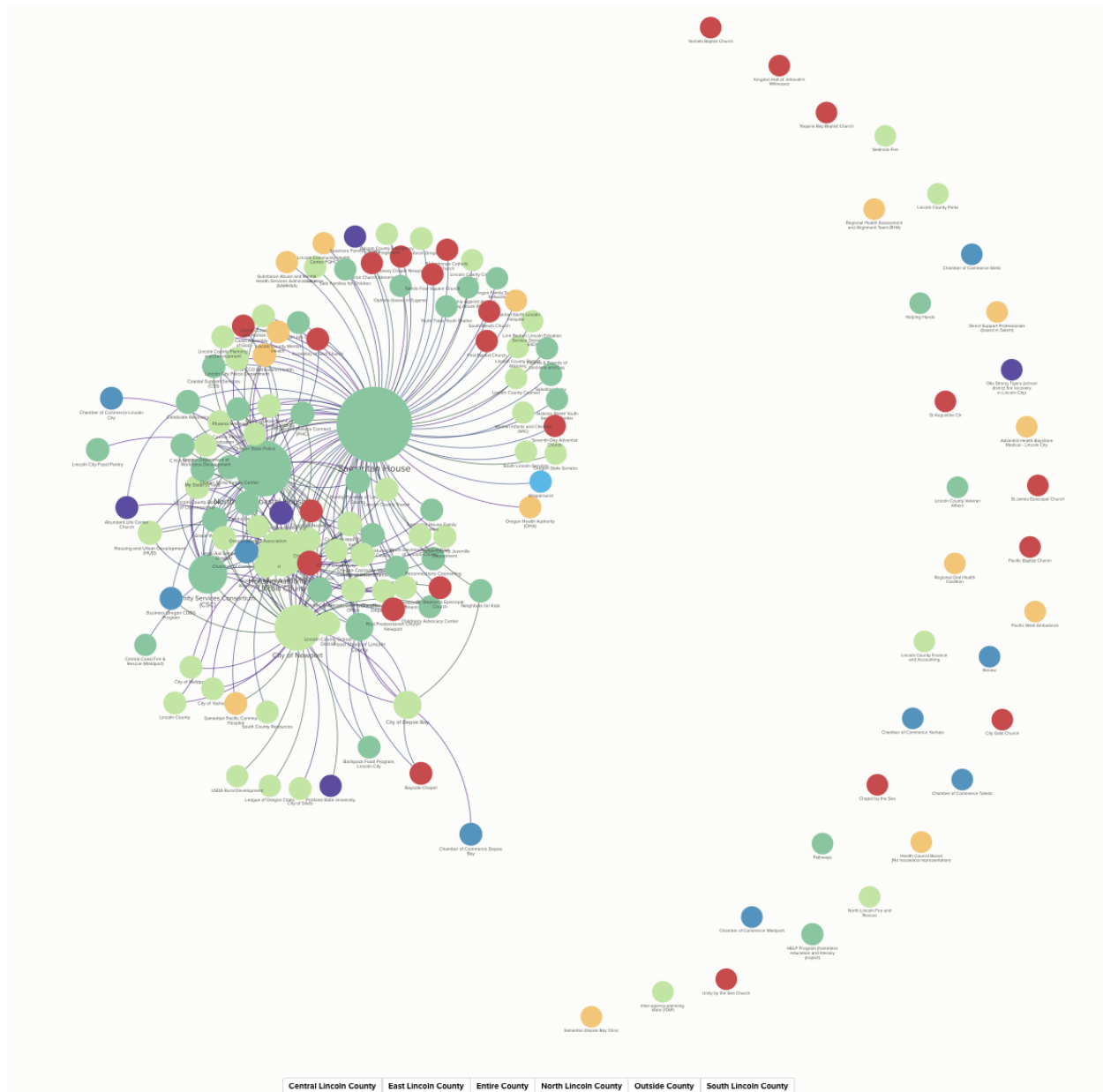
## Categories of Service Providers

- Education-Based Organizations:** These may include schools, colleges, universities, and other educational institutions, as well as organizations providing educational programs and resources. They often contribute through initiatives like scholarship programs, educational outreach for at-risk populations, literacy programs, and training and skill development initiatives. In the context of homelessness, they can offer crucial support by providing educational continuity for children affected by homelessness and job training for adults.
- Businesses:** Businesses, ranging from small local companies to large corporations, can contribute significantly through corporate social responsibility (CSR) initiatives. They can offer employment opportunities to vulnerable populations, sponsor community programs, provide funding or resources for service providers, and engage in public-private partnerships. Businesses also have a role in economic development, which can indirectly impact homelessness by fostering a more robust job market.
- Social Organizations:** This category encompasses a wide range of nonprofits and community groups that work directly with people in need. These organizations might provide services like shelter, food assistance, counseling, or legal aid. They often serve as the front line in addressing homelessness, offering immediate assistance and long-term support to help individuals and families transition out of homelessness.
- Public Organizations:** Public organizations include government agencies at the local, state, and federal levels. They are responsible for public welfare programs, housing policies, urban planning, and funding for social services. These organizations play a crucial role in shaping the policy environment and resource

allocation for addressing homelessness. They can implement housing-first initiatives, subsidized housing programs, and other systemic approaches to reduce homelessness.

- **Faith-Based Organizations:** Churches, mosques, synagogues, and other religious institutions often provide vital services to the homeless population. Their contributions can range from offering direct services like shelter and meals to providing counseling, financial assistance, and community support. Faith-based organizations can also be influential advocates for policy changes and play a significant role in mobilizing community support.
- **Health-Related Organizations:** This category includes hospitals, clinics, mental health providers, and organizations focused on public health. They address the physical and mental health needs of homeless individuals, which is crucial since this population often faces significant health challenges. Health-related organizations can provide direct medical services, mental health support, substance abuse treatment, and health education. They are also key in identifying and addressing the health-related causes and consequences of homelessness.

Key organizations hold a larger number of business relationships, while other key organizations hold relationships with smaller community organizations (faith-based organizations, for example). Other organizations have little connection with the larger community of service providers.



**FINAL ADMINISTRATIVE DRAFT**

## Interconnectedness and Relationships Between Providers

In an effort to comprehensively address homelessness in Lincoln County, our research has delved into the intricate network of service providers. These entities range from government offices and public service providers to faith-based organizations, non-profits, healthcare organizations, and various community groups. Understanding the dynamics of these networks is crucial for identifying strengths, gaps, and opportunities for enhanced collaboration in supporting homeless communities.

### What are Centrality Dynamics?

*Centrality dynamics in social networks are crucial for understanding and enhancing the effectiveness of service providers working with homeless populations. In the context of social network analysis, 'centrality' refers to the various ways in which the importance of a node (in this case, a service provider) within a network can be measured. Here's how different aspects of centrality are significant for homeless service providers:*

**Degree Centrality:** *This measures the number of direct connections a node has with other nodes in the network. For homeless service providers, high degree centrality means having numerous connections with other organizations, which can facilitate resource sharing, information dissemination, and collaborative interventions. Providers with high degree centrality are often central to coordinated community responses, able to mobilize resources effectively and efficiently.*

**Betweenness Centrality:** *This reflects the extent to which a node acts as a bridge between other nodes in the network. Providers with high betweenness centrality are crucial in facilitating communication and collaboration among organizations that might not otherwise be connected. They play a key role in integrating various services and resources, ensuring that efforts are not duplicated and that gaps in service are identified and addressed.*

**Closeness Centrality:** *This measures how close a node is to all other nodes in the network in terms of the shortest paths. For service providers, high closeness centrality indicates their ability to quickly and efficiently access and disseminate information across the network. It also suggests their potential to understand and respond rapidly to emerging needs and trends in the homeless community.*

**Eigenvector Centrality:** This considers not just the number of connections a node has, but also the importance of those connected nodes. Providers with high eigenvector centrality are connected to other influential and resourceful organizations. This can enhance their ability to leverage significant resources and influence for the benefit of homeless populations.

## Centrality Analysis for Lincoln County Service Providers

### High Degree Centrality (also referred to as “connectors” or “hubs”)

Our analysis reveals that a small number of service providers form the nexus of community connections. Samaritan House emerges as the most interconnected entity, boasting 85 connections. Following closely are Northwest Coastal Housing with 54 connections, and the Housing Authority of Lincoln County with 40. The City of Newport and HALC each have 38 connections, while the Community Services Consortium has 27. This concentration of connections indicates these organizations' pivotal roles in coordinating efforts and disseminating information within the network, reflecting their significant involvement in addressing homelessness in Lincoln County.

Rank	Label	Value
#1	Samaritan House	85
#2	Northwest Coastal Housing	54
#3	Housing Authority of Lincoln County	40
#4	City of Newport	38
#5	Community Services Consortium (CSC)	27
#6	City of Depoe Bay	10
#7	Food Share of Lincoln County	10
#8	Grace Wins Haven	6
#9	HELP (homeless education and literacy project) Program	6
#10	City of Toledo	5

## Low Degree Centrality

Conversely, our research indicates a considerable number of service providers operating with low degrees of interconnectedness. These entities, numbering 29, either exhibit minimal connections with other providers or have not actively engaged in collaborative efforts. This finding underscores a fragmentation in the service provider network, potentially leading to inefficiencies and duplication of efforts. It highlights the necessity for a more cohesive approach in integrating these providers into the broader network.

## Betweenness Centrality (also referred to as “brokers” or “bottleneck [solvers]”)

Certain entities play a critical role in controlling information flow and bridging gaps between service providers. Northwest Coastal Housing stands out as the most influential in this respect, followed by the City of Newport, the Community Services Consortium, and the City of Depoe Bay. These organizations are key to the efficacy of the service network, but their central role also poses a risk of network failure should they face operational challenges.

Rank	Label	Value
#1	<a href="#">Northwest Coastal Housing</a>	0.078
#2	<a href="#">City of Newport</a>	0.049
#3	<a href="#">City of Depoe Bay</a>	0.022
#4	<a href="#">Community Services Consortium (CSC)</a>	0.020
#5	<a href="#">Food Share of Lincoln County</a>	0.009
#6	<a href="#">Celebrate Recovery</a>	0.003
#7	<a href="#">HELP (homeless education and literacy project) Program</a>	0.001
#8	<a href="#">Project Homeless Connect (PHC)</a>	0.001



### Closeness Centrality (also called “sensors” and “spreaders”)

Regarding the dissemination of information between providers, our analysis identifies approximately 30 service providers with high closeness centrality. This indicates a significant potential for improving operational efficiency, as these entities have established pathways for accessing and sharing critical information. However, the challenge lies in effectively leveraging these connections to enhance the overall service provision to the homeless community.

Rank	Label	Value
#1	<a href="#">City of Newport</a>	0.366
#2	<a href="#">Northwest Coastal Housing</a>	0.358
#3	<a href="#">Community Services Consortium (CSC)</a>	0.333
#4	<a href="#">City of Depoe Bay</a>	0.231
#5	<a href="#">HELP (homeless education and literacy project) Program</a>	0.220
#6	<a href="#">Family Promise of Lincoln County</a>	0.219
#7	<a href="#">Habitat for Humanity of Lincoln County</a>	0.217
#8	<a href="#">Legal Aid Services of Oregon</a>	0.217
#9	<a href="#">Confederated Tribes of Siletz Indians</a>	0.216
#10	<a href="#">Grace Wins Haven</a>	0.216

### Eigenvector Centrality (also referred to as “leaders”)

In Lincoln County's network of service providers for the homeless, Samaritan House emerges as the most influential organization with an eigenvector centrality score of 0.056. It is followed closely by Northwest Coastal Housing at 0.052, indicating its significant role in the network. The City of Newport and the Housing Authority of Lincoln County also hold substantial influence, with scores of 0.037 and 0.033, respectively, suggesting their pivotal roles in resource distribution and housing services. The

Community Services Consortium (CSC) rounds out the top five with a score of 0.027, underscoring its importance in the local network. This data highlights the varying degrees of influence and connectivity among key entities within the homeless service providers' network in Lincoln County.

Rank	Label	Value
#1	<a href="#">Samaritan House</a>	0.056
#2	<a href="#">Northwest Coastal Housing</a>	0.052
#3	<a href="#">City of Newport</a>	0.037
#4	<a href="#">Housing Authority of Lincoln County</a>	0.033
#5	<a href="#">Community Services Consortium (CSC)</a>	0.027
#6	<a href="#">Grace Wins Haven</a>	0.019
#7	<a href="#">Confederated Tribes of Siletz Indians</a>	0.017
#8	<a href="#">HELP (homeless education and literacy project) Program</a>	0.016
#9	<a href="#">City of Toledo</a>	0.015
#10	<a href="#">Family Promise of Lincoln County</a>	0.015

The landscape of service providers in Lincoln County, as revealed by our research, presents a complex but insightful picture. The network's effectiveness is characterized by a few highly connected entities and a larger number of less integrated providers. Addressing homelessness in Lincoln County thus requires not only the strengthening of individual service providers but also the enhancement of network connectivity and collaboration. By fostering greater interconnectedness and leveraging the central roles of key organizations, there is potential to create a more cohesive and effective support system for the homeless population in Lincoln County.

## Administrative Distance in Homeless Service Provision

A significant challenge identified in our research on homelessness in Lincoln County is the concept of 'administrative distance' – the disparity between the administrative expectations of government entities and funders, and the capabilities of service providers. This section of the report delves into how this administrative distance affects the effectiveness of service delivery and proposes strategies to bridge this gap.

### Understanding Administrative Distance

Administrative distance is characterized by the differing expectations between funders and homeless service providers. Funders, including government bodies and private organizations, often require extensive documentation for funding allocation. This includes years of audited financial reports, detailed staffing plans, analyses of overhead percentages, and employee benefits information. However, many service providers, particularly smaller or less-established organizations, struggle to meet these requirements due to limited resources. The lack of external accountants and advanced technology for administrative tasks further exacerbates this issue.

### Impact on Service Providers

Service providers in Lincoln County, often well-versed in direct service delivery, find themselves less equipped to handle the stringent administrative demands. This mismatch leads to a situation where organizations capable of impactful service delivery may be excluded from crucial funding due to administrative shortcomings. The high degree centrality of certain organizations like Samaritan House and Northwest Coastal Housing indicates that a few entities, likely with more developed administrative structures, are managing a disproportionate share of the connections and resources. In contrast, organizations with low degree centrality, potentially indicative of less developed administrative capacities, remain on the periphery.

### Implications for Homelessness Services

The administrative distance not only impacts the sustainability of service providers but also the overall efficacy of homelessness services in the county. Organizations with high betweenness centrality, acting as bridges in the service network, may become overwhelmed, leading to potential service gaps. Furthermore, the lack of diverse and multi-faceted service options, as indicated by the dominance of single-family homes

and lack of affordable housing, may persist due to the underfunding of capable but administratively challenged providers.

### Approaches to Bridge Administrative Distance

To address this administrative gap, several strategies are can be explored:

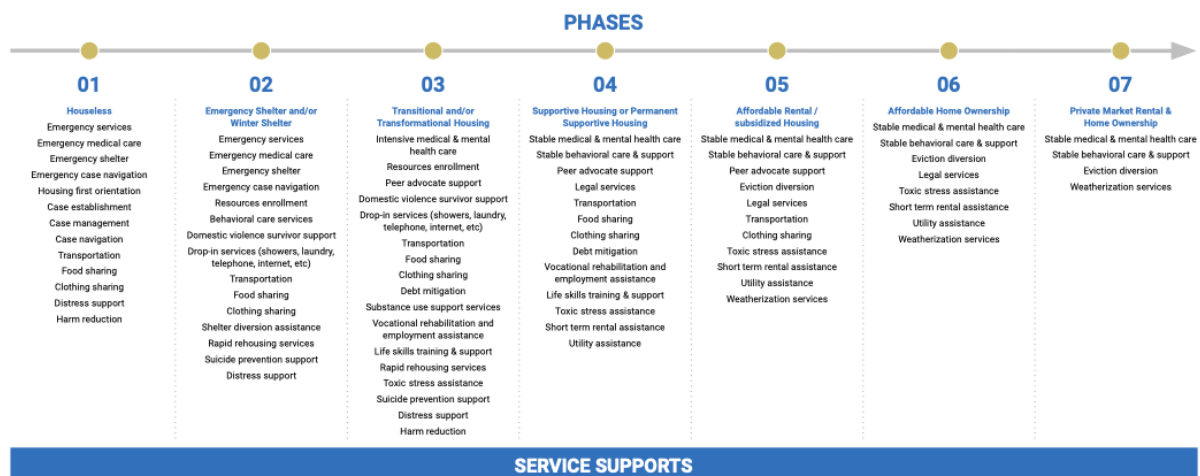
- **Capacity Building for Service Providers:** Implement training programs and workshops focused on administrative skills, financial management, and grant writing. Providing technical assistance in these areas can enhance providers' abilities to meet funding requirements.
- **Streamlining Funding Requirements:** Encourage funders to reevaluate and potentially simplify their administrative requirements. This could involve a more flexible approach to funding criteria, tailored to the realities of smaller or less-resourced organizations.
- **Fostering Collaborations:** Encourage collaborations between organizations with high administrative capacity and those with less. Such partnerships can lead to a sharing of resources and expertise, benefiting the entire service network.
- **Technology Grants and Assistance:** Provide grants or assistance specifically for technological upgrades, enabling providers to modernize their administrative processes and more effectively meet funding requirements.
- **Advocacy and Policy Change:** Advocate for policy changes that recognize and address the administrative challenges faced by service providers. This includes lobbying for more balanced funding criteria that consider the unique challenges of smaller or emerging organizations.

The concept of administrative distance highlights a critical barrier faced by homeless service providers in Lincoln County. Bridging this gap is essential for creating a more equitable and effective network of services. By implementing strategies focused on capacity building, streamlining funding requirements, fostering collaborations, providing technology assistance, and advocating for policy changes, the network of service providers can be strengthened, ultimately leading to more effective and comprehensive services for the homeless population in Lincoln County.

## Alignment of Service Provision with HUD's Seven Phases of Housing for Unhoused Communities

Our research in Lincoln County has systematically categorized the services offered by various providers to align with the seven phases of housing as defined by the United States Department of Housing and Urban Development (HUD). This alignment not only highlights the range of services essential at each phase of housing stability but also demonstrates how service providers, whether specialists in a single phase or spanning multiple phases, contribute to a comprehensive approach in supporting unhoused communities.

**Service supports involve networking and managing resources to align with housing needs to the extent that alignment is possible. All situations are unique but generally align to phases.**



### Phase 1: Houseless

In the initial phase, services are primarily emergency-oriented, addressing immediate needs of the houseless population. Providers offer crucial services such as emergency medical care, shelter, and case navigation. Additional supports like transportation, food and clothing sharing, distress support, and harm reduction are vital in this phase. These services are foundational, offering the first point of contact and crucial aid to individuals in their most vulnerable state.

## **Phase 2: Emergency Shelter and/or Winter Shelter**

During this phase, emergency services continue, with added emphasis on resources enrollment, behavioral care, and survivor support for domestic violence. Providers also offer drop-in services like showers and laundry, which are essential for maintaining basic hygiene and dignity. Rapid rehousing services, along with suicide prevention and shelter diversion assistance, play a key role in transitioning individuals from emergency shelters to more stable living conditions.

## **Phase 3: Transitional and/or Transformational Housing**

This phase involves more intensive support, including medical and mental health care, peer advocate support, and substance use services. Providers focus on life skills training, vocational rehabilitation, and debt mitigation, facilitating a smoother transition to independent living. Services in this phase are designed to build resilience and equip individuals with the skills and resources needed for long-term stability.

## **Phase 4: Supportive Housing or Permanent Supportive Housing**

Here, the focus shifts to providing stable medical, mental, and behavioral health care. Legal services, along with ongoing support in vocational rehabilitation, continue to play a crucial role. Short-term rental and utility assistance ensure that individuals can maintain their housing and live independently, yet with the necessary support.

## **Phase 5: Affordable Rental / Subsidized Housing**

As individuals move into affordable or subsidized housing, the emphasis is on maintaining stability. Eviction diversion and continued access to stable health care and legal services are key. Utility and rental assistance, along with weatherization services, help in managing living costs and maintaining the affordability of the housing.

## **Phase 6: Affordable Home Ownership**

In this phase, the support is geared towards sustaining homeownership. Legal services, eviction diversion, and assistance with utilities continue to be important. The focus is on ensuring that individuals can not only acquire but also maintain their homes in a sustainable manner.

## Phase 7: Private Market Rental & Home Ownership

In the final phase, the emphasis is on maintaining stable living conditions in the private market. Services are more focused on long-term stability and include ongoing health care and behavioral support, weatherization services, and eviction diversion programs.

The alignment of service provision with HUD's seven phases of housing underscores a strategic and comprehensive approach to addressing homelessness in Lincoln County. By categorizing services according to the phase of housing stability they support, it becomes evident how different providers contribute to a continuum of care. This alignment not only facilitates targeted service delivery but also highlights gaps and opportunities for enhanced collaboration among providers, ultimately striving towards the shared goal of supporting unhoused communities towards stable and independent living.

## Economic Pressures Faced by Individuals in the Unhoused Community

Individuals in the unhoused community face a myriad of economic pressures that exacerbate their situation and hinder their transition to stable housing and employment. This section of the report delves into the various economic challenges encountered by this population, including difficulties in job applications and housing, the impact of short-term rentals and second homes on housing availability, health-related issues, utilization of education, and societal stigmas.

### Challenges in Income

A critical aspect of the economic pressures in Lincoln County is the significant proportion of gross monthly income that residents must devote to rent or mortgage payments. For many, this financial burden is the most substantial monthly expense, consuming a disproportionate share of their income. The generally accepted benchmark suggests that housing costs should not exceed 30% of a household's gross income to be considered affordable. However, in Lincoln County, this threshold is often exceeded, with a substantial number of residents spending well over 30%, and in some cases even 50% or more of their income on housing. This situation leaves little financial room for other essential expenses such as food, healthcare, transportation, and education, not to mention savings or emergency funds.

Percentage of Gross Income Devoted to Monthly Mortgage Payment (Median)



Source: NAR, Freddie Mac, Census Bureau, Federal Reserve  
Calculations by Morant McLeod

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The high housing cost-to-income ratio is exacerbated by the region's elevated housing prices and the scarcity of affordable housing options. As residents stretch their budgets to cover housing costs, they become increasingly vulnerable to financial instability. Any unexpected expense or a slight dip in income can push these individuals and families closer to the brink of poverty and, potentially, homelessness. This dynamic creates a precarious living situation for many in Lincoln County and highlights the need for urgent measures to increase the availability of affordable housing and support residents in achieving greater financial stability. Addressing this imbalance between income and housing costs is crucial for alleviating the economic pressures that lead to housing insecurity and the risk of homelessness.

### **Challenges in Employment**

The process of applying and interviewing for jobs presents significant hurdles for unhoused individuals. Lack of a permanent address, limited access to communication tools, and gaps in employment history often result in their applications being overlooked. During interviews, the absence of professional attire and the stigma associated with homelessness can further diminish their prospects. Moreover, many face logistical challenges such as transportation to job sites or interviews.

### **Housing Application Difficulties**

Applying for housing is another daunting task for those experiencing homelessness. Stringent rental application processes, requirements for credit checks, rental histories, and deposits are often insurmountable barriers. Additionally, the high cost of application fees alone can be prohibitive. The lack of a stable income and the stigma attached to homelessness further complicate their ability to secure housing.

### **Impact of Short-Term Rentals and Second Homes**

The prevalence of short-term rentals and second homes in Lincoln County significantly reduces the availability of long-term rental housing. This trend drives up rental prices and limits the stock of affordable housing, making it even more challenging for unhoused individuals to find stable accommodation.

### **Health Issues and the Economic Burden of Medical Care**

For many in the unhoused community, health issues represent not just a physical or emotional challenge but also a substantial economic burden. The cost of medical care, often unaffordable for those without stable income or health insurance, exacerbates their financial strain. Chronic illnesses, mental health conditions, or disabilities require ongoing treatment and medication, which are often prohibitively expensive. Unforeseen medical emergencies can quickly deplete limited savings, pushing individuals at the brink of poverty into homelessness. The lack of affordable healthcare options leaves many in the unhoused community with untreated conditions, further impairing their ability to secure stable employment and housing.

### **Adverse Life Events and Financial Vulnerability**

Adverse life events such as job loss, family breakdowns, or the loss of a primary earner can rapidly transition individuals from a state of economic stability to one of vulnerability. The costs associated with these life-changing events - legal fees for divorces or custody battles, funeral costs, or sudden unemployment - often leave individuals without a financial safety net. In the absence of adequate savings or support systems, such events can precipitate a slide into poverty and homelessness.

### **Utilization of Education**

Despite possessing education and skills, unhoused individuals frequently find it difficult to leverage their qualifications for economic benefit. The gap in their resumes, societal stigma, and the lack of current references often overshadow their educational achievements and work experience.

### **Stigmas in the Workforce**

Societal stigmas and misconceptions about homelessness present significant barriers to workforce participation. Unhoused individuals often face discrimination and prejudice during job searches and in the workplace, which can lead to reduced employment opportunities and hinder their efforts to achieve economic stability.

### **Unaffordability of Increased Cost of Living**

The rising cost of living in Lincoln County places immense pressure on those who are already struggling financially. Increases in rent, utilities, food, and transportation costs can disproportionately impact individuals and families on the brink of poverty. As wages fail to keep pace with these rising expenses, even those who are employed may find

themselves choosing between essential needs like housing, food, and healthcare. This financial strain can lead to a precarious living situation, where a single unexpected expense or income disruption can result in homelessness.

### **Economic Pressure on Poverty-Stricken and At-Risk Populations**

Individuals and families who are at risk of poverty face a relentless escalation of economic pressure. The cumulative effect of low wages, high living costs, and the unaffordability of healthcare and other essentials creates a vicious cycle. Those already struggling financially are the most vulnerable to the impacts of economic downturns, job market fluctuations, and cuts to public assistance programs. This vulnerability is heightened in regions like Lincoln County, where the availability of affordable housing is increasingly scarce due to market trends such as the proliferation of short-term rentals and second homes.

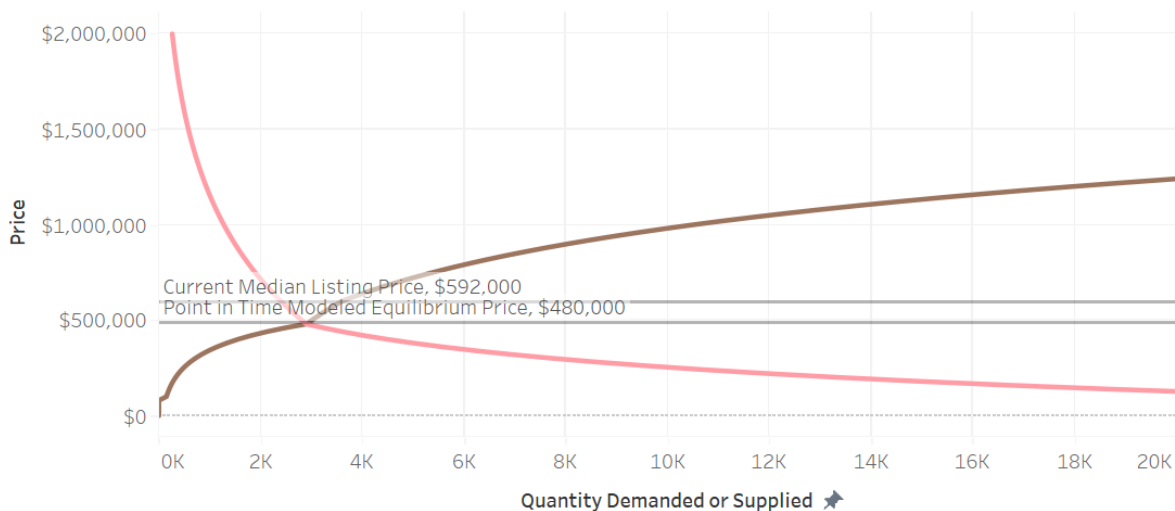
The economic pressures faced by the unhoused and those at risk of homelessness in Lincoln County are a confluence of health-related expenses, adverse life events, and the escalating cost of living. Addressing these challenges requires a comprehensive approach that includes expanding access to affordable healthcare, providing financial assistance and support during life crises, and addressing the rising cost of living through policy and community initiatives. By tackling these issues, Lincoln County can create a more supportive environment for its most vulnerable residents, reducing the risk of homelessness and fostering greater economic stability.

## Building Our Way Out of the Homeless Crisis: Modeling to Predict Economic Impacts

During the course of our research, the Finance and Economics workgroup focused on evaluating the feasibility of addressing Lincoln County's homelessness crisis by significantly increasing the housing supply. By analyzing current housing supply and demand, then modeling the impact of changes in these dynamics, we aimed to understand how such an approach would affect housing affordability in the county. This area of analysis takes into account various factors that contribute to the market dynamics, including median home prices, income levels, and the existing housing stock.

### Findings from Model 1 of 3

Our findings indicate that the current equilibrium price in Lincoln County's housing market is approximately \$480,000, with the actual median listing price hovering around \$592,000. This disparity suggests that homes are being listed at prices significantly above what would be expected based on supply and demand alone. In comparison, the median income in Lincoln County stands at \$54,961, with a per capita income of \$32,776. This discrepancy between income levels and housing prices highlights a severe affordability gap, placing homeownership beyond the reach of many residents.



Sources: Realtor.com, Census Bureau, Federal Reserve  
Modeling: Morant McLeod

#### Measure Names

- Quantity Demanded
- Quantity Supplied

### Existing Housing Stock and Its Implications

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The housing stock in Lincoln County is predominantly comprised of single-family homes, accounting for 95.8% of the total. The lack of diversity in housing types, particularly a shortage of multi-family and affordable housing units, contributes to the high housing prices. The dominance of single-family homes tends to cater to higher-income groups and does not adequately address the needs of low-income or vulnerable populations, further exacerbating the affordability crisis.

### **Impact of Short-Term Rentals and Second Homes**

The prevalence of short-term rentals and second homes in the county also plays a significant role in the housing market dynamics. These properties reduce the availability of long-term rental housing, driving up prices and limiting options for residents seeking affordable accommodations. This trend contributes to the higher median listing prices and the disconnect between the equilibrium price and the actual market prices.

### **Economic Pressures and Homelessness**

Furthermore, individuals and families in Lincoln County face various economic pressures, including rising living costs and health-related expenses, which affect their housing affordability. Those at risk of poverty or already experiencing homelessness are particularly vulnerable to these market dynamics. The high cost of living, combined with the scarcity of affordable housing options, creates a challenging environment for securing stable and affordable housing.

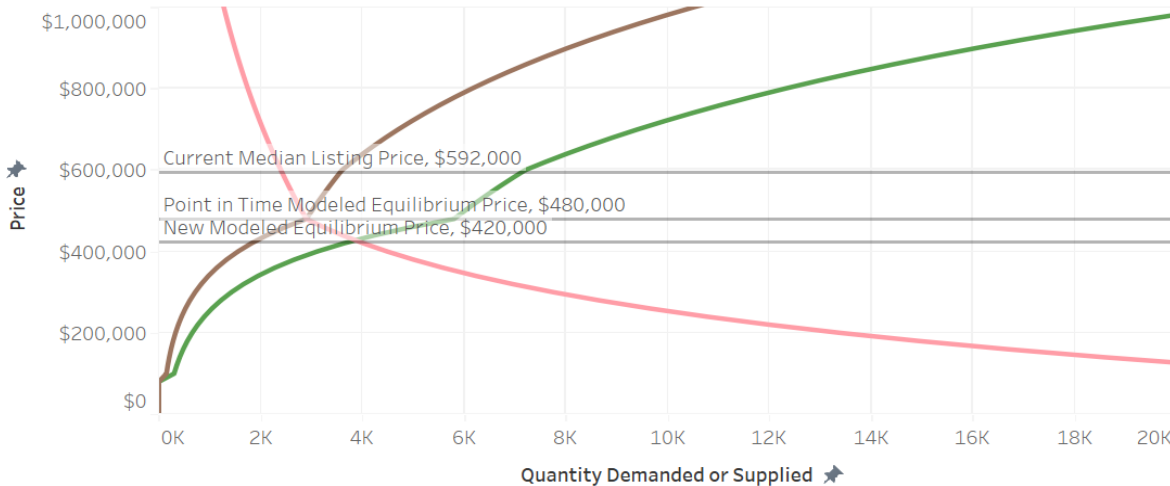
The current housing market analysis in Lincoln County reveals a complex scenario where high median listing prices, predominance of single-family homes, and the impact of short-term rentals and second homes contribute to a significant affordability gap. Understanding these factors is crucial for developing strategies that effectively address the housing affordability crisis in the county. It is clear that simply increasing the housing supply without addressing these underlying issues may not lead to the desired outcome of improved affordability and accessibility for all residents.

### Findings from Model 2 of 3

The original model predicted a decrease in the equilibrium housing price from \$480,000 to \$420,000 with a significant increase in housing supply. This drop in price suggests that a larger number of homes could potentially make housing more affordable for residents, assuming other market conditions remain constant.

Several factors must be considered when evaluating the impact of increased housing supply:

- **Type of Housing Added:** The effectiveness of increasing the housing supply depends significantly on the types of housing introduced. Adding more single-family homes may not adequately address the affordability issue, especially for low-income individuals. Incorporating a mix of housing types, including multi-family units and affordable housing, is crucial.
- **Location and Infrastructure:** The location of new housing developments and their integration with existing infrastructure and services also play a vital role. Developments that are far from employment centers or lack necessary amenities may not be as effective in meeting the community's needs.
- **Development Costs and Timeframes:** The cost and time required to develop new housing can impact the supply increase's effectiveness. High development costs may lead to higher final housing prices, while lengthy construction timelines can delay the benefits of increased supply.



Sources: Realtor.com, Census Bureau, Federal Reserve  
Modeling: Morant McLeod

#### Measure Names

- Quantity Demanded
- Quantity Supplied
- Supply Curve Shift

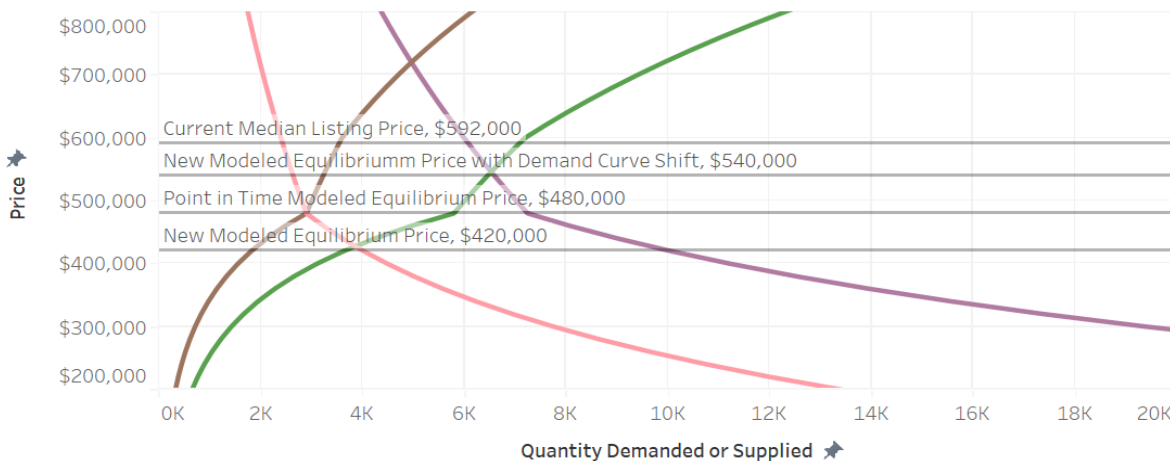
## Broader Market Dynamics

Increasing the housing supply does not occur in isolation and can affect other market dynamics:

- **Attractiveness of the Market:** An increase in housing supply may make the area more attractive, potentially drawing in new residents and investors. This influx can create additional demand, which may counteract the initial price reduction effect.
- **Impact on Current Homeowners:** For current homeowners, an increase in supply may impact the value of their properties. This could have broader economic implications, affecting consumer spending and investment decisions.
- **Long-term Market Equilibrium:** The long-term impact on the housing market equilibrium needs to be considered. Market forces may eventually adjust to the new supply levels, potentially stabilizing prices but not necessarily resulting in the initially anticipated price reduction.

### Findings from Model 3 of 3

Our initial model suggested that an increase in housing supply would lower the equilibrium price from \$480,000 to \$420,000. However, when accounting for the subsequent shift in the demand curve due to this increased supply, we observed a potential rise in the equilibrium price to \$540,000. This indicates that an increase in supply might inadvertently boost demand, thereby pushing prices higher than initially expected.



Sources: Realtor.com, Census Bureau, Federal Reserve  
Modeling: Morant McLeod

#### Measure Names

- Quantity Demanded
- Quantity Supplied
- Supply Curve Shift
- Demand Curve Shift

### Factors Influencing Demand Curve Shift

Several key factors contribute to this potential shift in the demand curve:

- **Market Attractiveness:** An increase in housing availability can enhance the market's attractiveness, potentially attracting new residents and investors. This influx can increase demand, offsetting the initial price reduction caused by the increased supply.
- **Perceived Affordability:** The initial decrease in prices might lead to a perception of improved affordability, drawing in buyers who were previously priced out of the market. This could further elevate demand.

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- **Economic Growth and Employment Opportunities:** Economic development and job creation in Lincoln County could result in an increased population seeking housing, thereby elevating demand.
- **Investment and Speculation:** Lower housing prices might attract investors and speculators, who purchase properties with the expectation of future price appreciation. This speculative buying can further drive up demand and prices.

### Broader Economic and Social Impacts

The potential increase in demand, and consequently housing prices, has broader economic and social implications:

- **Impact on Low-Income and Vulnerable Populations:** If housing prices rise due to increased demand, the initial goal of making housing more affordable for low-income and vulnerable populations may not be achieved. This could exacerbate the existing affordability crisis.
- **Changing Housing Market Dynamics:** The interplay of supply and demand might lead to a more volatile housing market, with fluctuations that could impact both current and prospective homeowners.
- **Long-Term Housing Market Stability:** The long-term stability of the housing market could be impacted, with potential cycles of boom and bust, making it difficult for policies aimed at stable growth to be effective.

### Policy and Strategic Recommendations

Given these complexities, comprehensive coordination and policy interventions that include economic development, housing, and service related interventions are essential to ensure that increasing housing supply achieves the desired outcome of improved affordability:

- **Monitoring and Regulation:** Continuous monitoring of the housing market and regulatory measures may be necessary to mitigate rapid price fluctuations and speculation.
- **Targeted Affordable Housing Policies:** Implementing policies specifically targeted at affordable housing, such as housing subsidies or incentives for

developers to build affordable units, can help ensure that new supply benefits those most in need.

- **Comprehensive Economic Development Strategies:** Aligning housing policies with broader economic development strategies can help manage the influx of new residents and ensure that housing supply matches the community's needs.

Given these complexities, policy interventions may be required to ensure that the increase in housing supply effectively addresses affordability. Such interventions could include incentives for affordable housing development, zoning law reforms to facilitate diverse housing types, and measures to ensure that new developments are integrated with necessary infrastructure and services.

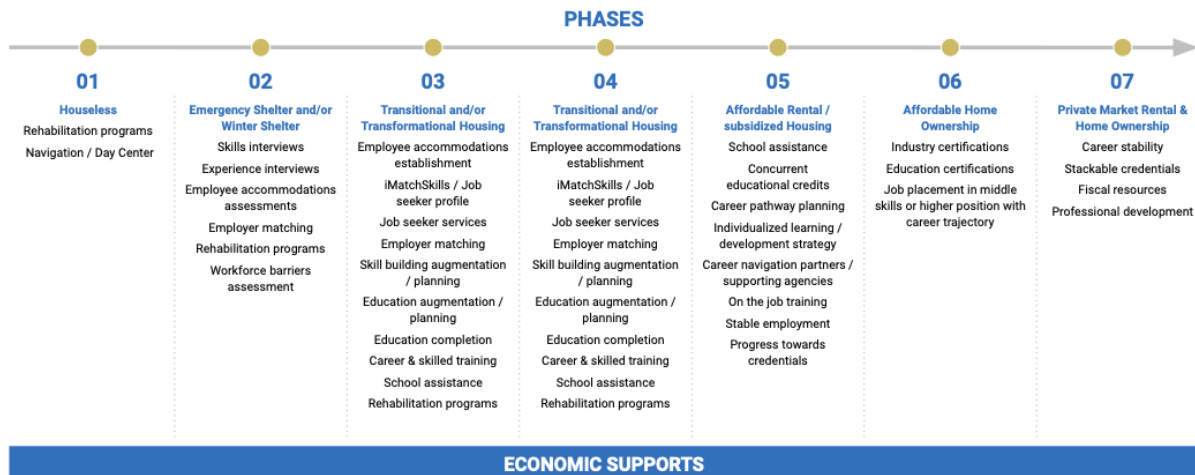
While the second model predicts that increasing the supply of housing in Lincoln County would lower the equilibrium price, the actual impact on the housing market and affordability is influenced by a variety of factors. The type of housing, market dynamics, and broader economic conditions all play a role in determining the effectiveness of this approach. A nuanced understanding of these factors is essential for policymakers and stakeholders to make informed decisions that will truly benefit the community and address the housing affordability crisis.

Our third, expanded modeling indicates that while increasing housing supply in Lincoln County is a critical step towards addressing affordability, it may also lead to a shift in the demand curve, potentially elevating housing prices. A multifaceted approach, encompassing strategic planning, policy intervention, and continuous market monitoring, is essential to ensure that the increase in housing supply translates into real and sustainable benefits for all segments of the community, particularly those most in need of affordable housing options.

## Aligning Economic Development Networks with HUD's Seven Phases of Housing to Support Unhoused Communities

In addressing the multifaceted challenges faced by unhoused communities in Lincoln County, our research has identified a structured approach to aligning economic development services with the seven phases of housing as defined by the United States Department of Housing and Urban Development (HUD). This section details the specific economic needs and related services for each phase, discussing the potential impact on unhoused communities when economic development networks, service providers, and housing administrators work in tandem.

### Economic supports involve discovering, managing, or creating educational-workforce opportunities to align with housing-employment needs



### Phase 1: Houseless

For individuals experiencing houselessness, immediate needs center around rehabilitation programs and navigation or day centers. These services provide critical support in stabilizing individuals, offering guidance, and preparing them for reintegration into the workforce. The impact of these services is foundational, setting the stage for more complex economic and employment-related interventions.

### Phase 2: Emergency Shelter and/or Winter Shelter

In this phase, the focus shifts to developing skills and work readiness. Services like skills and experience interviews, assessments for employee accommodations, and employer matching are crucial. Additionally, rehabilitation programs and workforce barrier assessments help individuals overcome specific challenges they face in gaining employment, paving the way for sustainable economic independence.

### **Phase 3: Transitional and/or Transformational Housing**

In the Transitional and/or Transformational Housing phase, economic development services in Lincoln County are geared towards equipping individuals with the necessary tools for independence. This phase focuses on skill building, education planning, and vocational training, tailored to suit individual career paths and market demands. Support extends to creating job seeker profiles on platforms like iMatchSkills, offering resume building, interview preparation, and facilitating employer matching. Additionally, school assistance for children and rehabilitation programs for adults are integral, ensuring a holistic approach to readiness for employment. Establishing necessary employee accommodations is also a key service, bridging the gap between the workforce and housing stability.

### **Phase 4: Supportive Housing or Permanent Supportive Housing**

As individuals transition to Supportive or Permanent Supportive Housing, the emphasis shifts to ensuring long-term stability and growth. Continuous access to medical and mental health care is pivotal in this phase, supporting ongoing health and employment. Legal services are provided to navigate any barriers, while ongoing skill development and education ensure that individuals are not just employed but are also progressing in their careers. Collaboration with career navigation partners and agencies offers guided support for career advancement. This phase is characterized by a focus on sustaining employment, advancing in careers through on-the-job training and credentialing, and developing individualized strategies for continued personal and professional development. These efforts are crucial in maintaining long-term housing stability and fostering self-sufficiency.

### **Phase 5: Affordable Rental / Subsidized Housing**

As individuals move into more stable housing situations, the focus on economic development includes school assistance, concurrent educational credits, career pathway planning, and individualized learning strategies. Collaboration with career

navigation partners and on-the-job training are integral to ensuring that residents progress towards acquiring credentials and stable employment.

### **Phase 6: Affordable Home Ownership**

In this phase, the emphasis is on attaining industry and education certifications and securing job placements in middle-skilled or higher positions with clear career trajectories. This level of economic stability is essential for sustainable homeownership, particularly for residents who have transitioned from homelessness.

### **Phase 7: Private Market Rental & Home Ownership**

For individuals in private market rentals and homeownership, economic services focus on career stability, acquiring stackable credentials, accessing fiscal resources, and professional development. These services ensure long-term economic security and the ability to maintain and thrive in private market housing.

Aligning economic development services with the HUD housing continuum phases offers a structured and holistic approach to supporting the economic needs of unhoused communities. By integrating these services with the efforts of housing administrators and service providers, it is possible to create a more cohesive and effective support system. This approach not only addresses immediate needs but also focuses on long-term economic stability and self-sufficiency, which are crucial for breaking the cycle of homelessness and ensuring sustainable housing solutions for Lincoln County's unhoused population.

## Not All Unhoused Individuals are Unemployed

Contrary to common perception, not all individuals facing homelessness are unemployed; many fall into the category of 'underemployed'. Underemployment refers to the situation where individuals are working, often in part-time or low-wage roles, but the nature of their employment is insufficient to meet their basic needs, including stable housing. In Lincoln County, a notable segment of the unhoused population is engaged in some form of employment, yet they remain unable to secure permanent housing due to the precarious nature of their work, which is often characterized by irregular hours, inadequate pay, and lack of job security.

### Characteristics of Underemployment Among the Unhoused

The underemployed unhoused individuals often work in sectors like hospitality, retail, or casual labor, where jobs are susceptible to economic fluctuations and offer little in the way of benefits or advancement opportunities. These jobs rarely provide a livable wage in the context of Lincoln County's cost of living, and the absence of stable income complicates the ability to plan for and secure housing.

### Employment Interventions for Unhoused Communities

To address underemployment among the unhoused, specific employment interventions are needed:

#### Job Training and Education Programs:

- Tailored training programs that equip individuals with skills relevant to in-demand industries can enhance employability and the potential for higher wages.
- Education programs should also focus on soft skills like communication and time management, which are critical for long-term employment success.

#### Supportive Employment Services:

- Initiatives like job placement assistance, resume-building workshops, and interview preparation can help unhoused individuals navigate the job market more effectively.

- Ongoing support post-employment, including mentorship and counseling, can aid in job retention and career advancement.

#### **Creating Pathways to Stable Employment:**

- Collaborations with local businesses to create employment opportunities specifically for unhoused individuals.
- Development of apprenticeship or internship programs that provide hands-on experience and a pathway to permanent employment.

#### **Addressing Barriers to Employment:**

- Providing support for common barriers such as transportation to and from work, child care for working parents, and flexible work schedules to accommodate those with unique challenges.
- Ensuring access to necessary resources such as work attire and tools, and assistance with obtaining necessary documentation for employment.

#### **Advocacy for Livable Wages:**

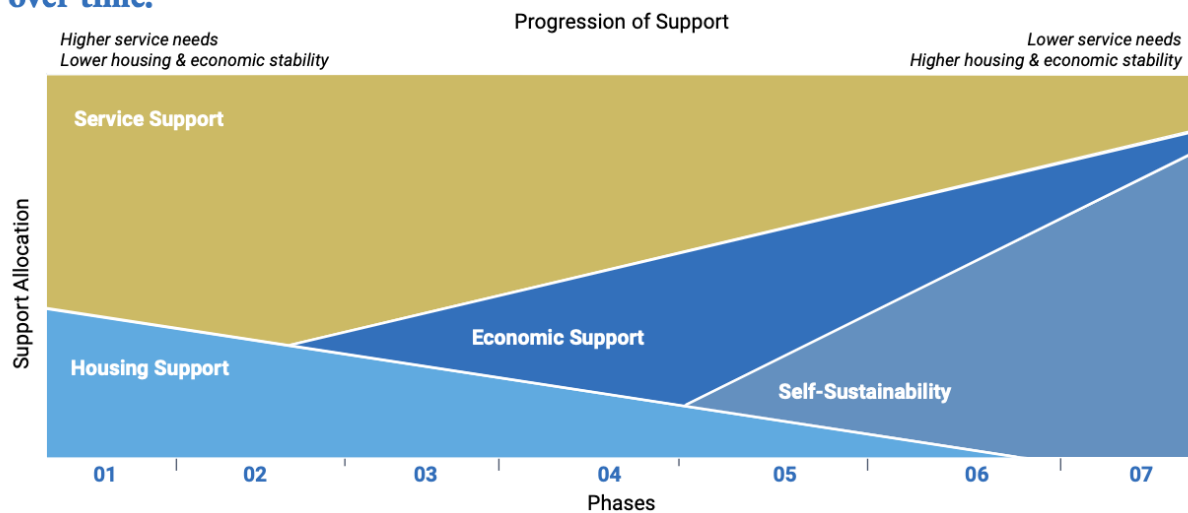
- Engaging with policymakers and community leaders to advocate for minimum wage adjustments that reflect the living costs in Lincoln County.
- Promoting employer awareness about the importance of livable wages and job stability in combating homelessness.

The issue of underemployment among Lincoln County's unhoused population highlights the need for comprehensive employment interventions that go beyond merely providing jobs. These interventions must address the specific challenges faced by underemployed individuals, offering pathways to stable, well-paying employment that can support the attainment and maintenance of housing. By focusing on both immediate employment needs and long-term career development, these strategies can play a critical role in breaking the cycle of homelessness and underemployment in the community.

## Progression of Support Model

The Progression of Support model provides a comprehensive framework for Lincoln County's approach to homelessness, integrating the seven phases of housing, services, and economic needs. This model is visualized as a continuum, illustrating the support allocation across different phases, with a focus on the journey toward self-sufficiency and the consideration of individual circumstances, such as age and work capability.

**The progression of support model indicates that individuals from unhoused communities will decrease service needs and enter into housing stability over time.**



In the design of the Progression of Support model, a distinct correlation is evident between the phases of support and the varying levels of service needs, housing, and economic stability. In the earlier phases, particularly Phases 1 through 3, which encompass the Houseless stage to Transitional Housing, there is a heightened need for services. This is a period marked by significant instability where individuals require substantial assistance, ranging from emergency shelter and rehabilitation to job training and initial steps towards education and skill development. These services are crucial in addressing the immediate challenges faced by the unhoused, setting the foundation for their journey towards stability. As the model progresses into the later phases, especially from Phase 4 (Supportive Housing or Permanent Supportive Housing) onwards, there is a noticeable shift towards higher housing and economic stability. The dependency on



intensive services gradually decreases as individuals gain more stable footing in terms of secure housing and sustainable employment. In these phases, the focus is on reinforcing the stability already achieved, with an emphasis on long-term employment prospects, financial independence, and the acquisition of permanent housing. The model thus reflects a transition from a high-dependency, service-intensive approach in the early stages to a more self-sufficient and stability-oriented approach in the later stages.

### Description of the Model

Each phase in the model is characterized by specific types of housing, services, and economic support that cater to the unique needs of individuals at that stage:

- **Phases 1 to 3 (Houseless to Transitional Housing):** These initial phases are marked by intensive support, including emergency shelter, rehabilitation, and employment services, aiming to stabilize individuals in crisis.
- **Phase 4 (Supportive Housing or Permanent Supportive Housing):** As individuals move to supportive or permanent supportive housing, the model begins to shift towards self-sufficiency. This phase is pivotal as it represents a potential ceiling for those who are past working age. For such individuals, the model emphasizes sustainable support that ensures stability and dignity, even if full economic independence may not be feasible.
- **Phases 5 to 7 (Affordable Rental to Private Market):** In these phases, the focus increasingly shifts towards self-reliance. The support provided evolves to facilitate individuals' transition to affordable homeownership or private market rentals, with an emphasis on long-term economic stability. Services are geared towards career advancement, financial planning, and access to continuing education.

### Self-Sufficiency and Consideration of Individual Circumstances

The model recognizes that self-sufficiency is a gradual process and varies based on individual circumstances, particularly age and employment potential. It highlights that for some, particularly older adults or those unable to work, Phase 4 may represent the peak of their self-sufficiency journey. In these cases, the model ensures that adequate support systems are in place to maintain their quality of life and prevent a return to earlier phases of instability.

### **Safety Net Across All Phases**

Importantly, the model incorporates a safety net throughout, acknowledging that life circumstances can change unpredictably. This safety net is crucial to protect the gains made by individuals at various phases and to offer a buffer against potential setbacks.

The Progression of Support model in Lincoln County is a dynamic and empathetic approach to addressing homelessness. By aligning housing, services, and economic support with the realities of individuals' lives, including their age and work capability, the model provides a nuanced roadmap for guiding individuals towards stability and self-sufficiency, while ensuring continued support for those who have reached their potential in terms of economic independence. This balanced approach is key to building a resilient and inclusive community.

## Transportation

In coastal, rural regions like Lincoln County, the challenges of transportation for unhoused communities are markedly different and often more complex than those in urban areas. This expanded section of the report delves into the specific transportation needs within Lincoln County, a region characterized by its unique geographic and demographic features. Unlike urban centers with denser populations and more established public transit systems, Lincoln County's coastal and rural nature presents distinct challenges that critically impact the mobility of its unhoused population.

### Geographic and Demographic Challenges

Lincoln County, with its sprawling, rugged terrain and scattered population centers, lacks the comprehensive public transportation infrastructure commonly found in urban environments. The vast distances between various service providers, combined with limited public transit routes, create significant barriers for residents, particularly those without personal vehicles. This rural setting poses unique hurdles in providing consistent and efficient transportation services.

### Accessibility and Connectivity Issues

The county's coastal geography, characterized by smaller towns and communities spread along the coastline and inland areas, results in service providers being geographically dispersed. This dispersion exacerbates accessibility issues, as individuals often need to travel long distances to access essential services like shelters, healthcare facilities, job centers, and supportive housing. The lack of connectivity between these services further complicates the ability of unhoused individuals to engage consistently with the support systems they need.

### Impact on Unhoused Communities

For the unhoused communities in Lincoln County, these transportation challenges are not merely an inconvenience but a significant barrier to accessing the support and resources necessary for stability and self-sufficiency. The ability to travel to service locations is crucial for engaging with the seven phases of support, from emergency services to employment and housing opportunities. Without reliable transportation, the pathway out of homelessness becomes increasingly difficult, and the effectiveness of support services is diminished.

- **Phase 1 (Houseless):** In the initial phase, transportation is crucial for accessing emergency services, shelters, and rehabilitation programs. Without reliable transport, individuals in crisis may be unable to reach the help they need promptly.
- **Phase 2 (Emergency Shelter/Winter Shelter):** Here, transportation is needed for individuals to attend interviews, engage in employment services, and access healthcare. The ability to travel to different service locations is vital for maintaining safety and accessing resources for survival and stability.
- **Phases 3 and 4 (Transitional/Supportive Housing):** As individuals move into transitional or supportive housing, transportation becomes key to attending job training, educational programs, and regular healthcare appointments. Consistent access to transportation supports the journey towards self-sufficiency.
- **Phase 5 (Affordable Rental/Subsidized Housing):** In this phase, individuals often need to balance employment, education, and family responsibilities. Reliable transportation is crucial for maintaining employment and accessing continuing education and childcare.
- **Phases 6 and 7 (Affordable Home Ownership/Private Market):** As individuals gain more stability, transportation remains important for sustaining employment, accessing advanced educational opportunities, and participating fully in community life.

### Need for Tailored Transportation Solutions

Given these unique challenges, Lincoln County requires tailored transportation solutions that account for its rural and coastal characteristics. Addressing these needs is essential for ensuring that all residents, regardless of their housing status, have access to the support services essential for their well-being and progress. This report will explore the specific transportation needs across the seven phases of support and discuss the role of both government-led initiatives and service provider-driven transportation options in meeting these needs.

### Government-Level Transportation Options

Government-led initiatives can play a significant role in providing comprehensive transportation solutions. This could include expanded public transit routes, subsidized transit fares for low-income individuals, and specialized transportation services for those with disabilities. Government involvement ensures that transportation services

are consistent, reliable, and accessible to all, regardless of their phase in the support continuum.

### **Transportation Options Provided by Service Providers**

Service providers can complement public transportation by offering targeted transport services. This could include shuttle services between key service locations, transportation assistance for job interviews or medical appointments, and partnerships with local transportation companies. These services are particularly important in areas not adequately covered by public transit or for individuals who require more personalized transportation assistance.

The integration of transportation solutions into the framework of support for unhoused communities in Lincoln County is imperative. Both government-level transportation options and services provided by individual organizations are necessary to ensure that individuals can access the support they need at each phase of their journey towards stability. Effective transportation networks not only facilitate access to essential services but also contribute significantly to the overall success of programs designed to support the unhoused population. Collaboration between government agencies, service providers, and community stakeholders is key to developing and implementing effective transportation solutions that meet the diverse needs of Lincoln County's unhoused residents.



MORANT MCLEOD

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# SECTION 6: RECOMMENDATIONS



## SECTION 6: Strategic Recommendations for Addressing Homelessness in Lincoln County

In the wake of a comprehensive analysis of the multifaceted homelessness crisis in Lincoln County, the board is set to adopt a series of strategic recommendations. These recommendations are designed to address the complex interplay of housing, services, economic challenges, and transportation needs that characterize the struggle against homelessness in our coastal, rural community. Recognizing the unique challenges posed by our demographic and geographic context, these strategies are rooted in the insights gained from our extensive research and the Progression of Support model, which provides a nuanced framework for understanding and tackling homelessness.

1. **LCHAB as a Permanent Body:** The first recommendation solidifies the Lincoln County Homeless Advisory Board (LCHAB) as a permanent entity dedicated to addressing homelessness and houselessness. This ensures continued, focused attention on these critical issues and facilitates long-term planning and intervention.
2. **Strategic Goal Adoption:** In alignment with our Progression of Support model, we recommend adopting a strategic goal to reduce homelessness to only emergency and voluntary levels. This approach emphasizes the need for a systematic, phase-specific response to the various needs of the unhoused population.
3. **Policy and Funding Coordination:** Recognizing the importance of unified efforts, the third recommendation calls for the coordination of policy and funding across city, county, regional, and state levels. Such collaboration is crucial for maximizing resources and implementing effective, large-scale solutions.
4. **Navigation System Implementation:** The establishment of a navigation system is vital. Prioritizing the use or development of common data and reporting systems will enhance our ability to track network efficacy and community needs, ensuring resources are directed where they are most needed.
5. **Integration of Local Efforts:** Finally, we advocate for the integration of housing, community services, economic development, and transportation efforts. This

integrated approach is essential for providing comprehensive support to community organizations working directly with the unhoused population.

These strategic recommendations represent a commitment to a coordinated, informed, and compassionate approach to addressing homelessness in Lincoln County. By adopting these strategies, we aim to create a more stable, supportive, and sustainable environment for all members of our community, particularly those who are most vulnerable.

## Summary of Recommendations

1. LCHAB to remain a permanent body that focuses on homelessness/houselessness.



2. Adopt the strategic goal to reduce homelessness to emergency & voluntary levels, utilizing the progression of support model.



3. Coordinate policy and funding efforts at city, county, regional and state levels.



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.



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



Implementing these strategic recommendations will significantly benefit Lincoln County's houseless communities. Establishing LCHAB as a permanent entity ensures ongoing, focused support, while adopting the strategic goal aligned with the Progression of Support model promises a more effective approach to aid. Coordinated policy and funding efforts across government levels will optimize resource use and service delivery. The introduction of a comprehensive navigation system, with an emphasis on data, will facilitate targeted assistance and improved outcomes. Crucially, integrating housing, services, economic development, and transportation initiatives will create a unified support network. This holistic strategy addresses both immediate and long-term needs, paving the way for a more inclusive and resilient community where transitioning from houselessness to housing stability is a supported and achievable journey for all.



## Recommendation 1: Lincoln County Homelessness Advisory Board as a Permanent Body

Echoing the foundational work initiated by the 2007 report “At Home in Lincoln County,” the board has officially proposed a critical measure: “Lincoln County Homeless Advisory Board (LCHAB) to remain a permanent body that focuses on homelessness/houselessness.” This recommendation signifies a commitment to an ongoing, structured approach in addressing the multifaceted nature of homelessness in the region.

### **Incorporating a Comprehensive Data Review**

An essential function of the LCHAB, as a permanent entity, will be to regularly review and analyze data from all four critical dimensions of homelessness: housing, services, economic pressures, and transportation. This comprehensive data review is pivotal for understanding the full spectrum of issues faced by the unhoused communities and for identifying emerging trends and challenges. By systematically evaluating data across these dimensions, LCHAB can gain a holistic view of the situation, enabling more informed decision-making and strategic planning.

*“Lincoln County Homeless Advisory Board (LCHAB) to remain a permanent body that focuses on homelessness/houselessness.”*

### **Coordinated Response to Community Needs**

The permanence of LCHAB also positions it to effectively coordinate responses to the identified needs in a collective manner. With representatives from each city in Lincoln County, the county itself, the Confederated Tribe of Siletz Indians, and the Community Services Consortium, the board is uniquely equipped to foster collaboration across various municipal and organizational boundaries. This collaborative approach ensures

that responses are not only tailored to specific local needs but also benefit from shared resources, expertise, and insights.

### **Role of LCHAB in Collective Action**

As a centralized body, LCHAB will facilitate the pooling of efforts and resources, encouraging a unified response to homelessness. This includes coordinating policy initiatives, aligning service delivery, and ensuring that economic and transportation strategies are effectively integrated with housing and service efforts. The board's role in collective action is crucial for maximizing the impact of interventions and for ensuring that all segments of the community receive the support they need.

Making LCHAB a permanent, inclusive, and data-driven entity is a significant stride towards a comprehensive and collaborative effort to address homelessness in Lincoln County. By reviewing data across all dimensions of homelessness and coordinating a collective response, LCHAB is well-positioned to lead effective and sustainable strategies to combat and alleviate homelessness, building on the groundwork laid by the 2007 housing plan and adapting to the evolving needs of the community.

## Recommendation 2: Strategic Goal Adoption

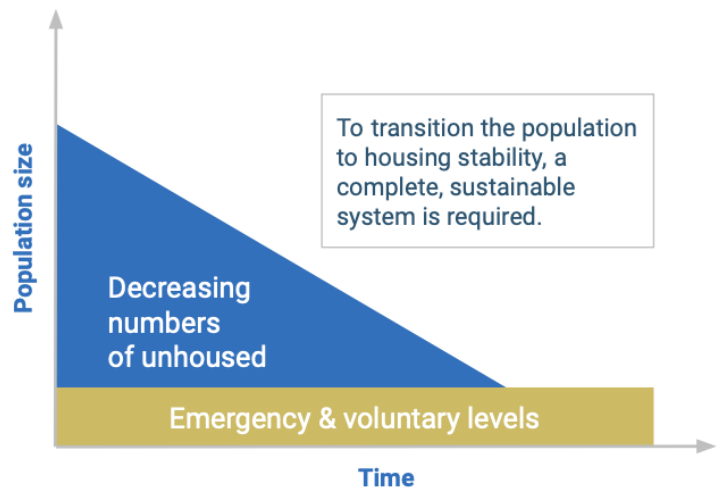
In a concerted effort to address the persistent issue of homelessness in Lincoln County, the board has adopted a pivotal strategic goal, articulated as: "Adopt the strategic goal to reduce homelessness to emergency & voluntary levels, utilizing the progression of support model." This goal is reflective of the nuanced understanding of homelessness as gleaned from our comprehensive research and acknowledges the varying circumstances under which individuals become houseless.

*"Adopt the strategic goal to reduce homelessness to emergency & voluntary levels, utilizing the progression of support model."*

### Understanding Emergency and Voluntary Homelessness

Our research indicates that there are instances of homelessness that emerge due to unforeseen emergencies which cannot be entirely prevented. These situations might include natural disasters, sudden economic downturns, or personal crises. Recognizing this, the goal is not to eliminate homelessness entirely, an unrealistic expectation, but to minimize its occurrence to these unavoidable emergencies.

Additionally, there exists a segment of homelessness that can be described as voluntary. This encompasses individuals who, for various personal or lifestyle reasons, choose transient living situations. While this represents a smaller portion of the houseless population, it is a factor that needs to be acknowledged in any comprehensive homelessness strategy.



## Strategic Goal of Reduction to Manageable Levels

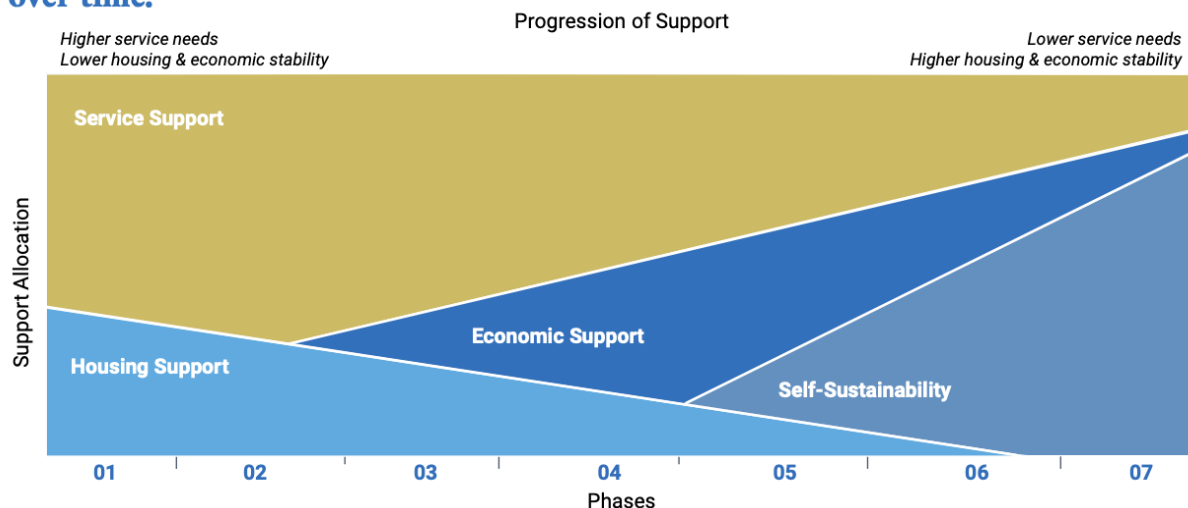
The primary objective of this strategic goal is to reduce the level of homelessness in the community to these emergency and voluntary levels. This approach is realistic and focuses on managing and responding effectively to these situations, rather than an unattainable goal of complete eradication of homelessness.

## Utilizing the Progression of Support Model

Central to achieving this goal is the application of the Progression of Support model. This model, with its seven phases of housing support, provides a structured framework to understand and address the varying needs of individuals experiencing homelessness. By aligning resources and interventions with each phase, from emergency shelter to private market rental and homeownership, the model facilitates targeted support that efficiently assists individuals in their journey towards stability.

The model also serves as a guide for the allocation of resources. By understanding the specific needs at each phase, the board can ensure that resources are directed where they are most needed, thereby maximizing their impact. This targeted approach is crucial for moving individuals through the phases effectively and, where possible, aiding their transition to the seventh phase of self-sufficiency and stable housing.

**The progression of support model indicates that individuals from unhoused communities will decrease service needs and enter into housing stability over time.**



**FINAL ADMINISTRATIVE DRAFT**

The adoption of this strategic goal, grounded in the practical realities of homelessness and the insightful Progression of Support model, represents a significant step forward in Lincoln County's efforts to combat homelessness. By focusing on reducing homelessness to manageable levels and utilizing a phased support approach, the board sets a realistic and structured path to address this complex issue. This strategy acknowledges the inevitability of certain homelessness situations while striving to provide comprehensive support to those in need, ultimately aiming to guide as many individuals as possible towards stability and independence.

## Recommendation 3: Policy and Funding Coordination

The board's strategic goal, "Coordinate policy and funding efforts at city, county, regional and state levels," addresses a pivotal aspect of tackling homelessness in Lincoln County. This goal, grounded in our extensive research, emphasizes the necessity of a consolidated approach across various governmental and organizational levels. Such coordination not only streamlines efforts and resources but also positions the region to more effectively attract state and federal funding.

### Reducing Administrative Distance and Fostering Collaboration

A critical component of this strategy involves bridging the administrative distance between larger entities and smaller, local organizations. By aligning efforts, these groups can collectively pursue funding opportunities, share best practices, and efficiently address the needs of the homeless population. Larger organizations, with their broader reach and resources, can support smaller non-profits in service delivery, allowing for a more cohesive response to homelessness across the region.

*"Coordinate policy and funding efforts at city, county, regional and state levels."*

### Leveraging Unique Strengths of Municipalities

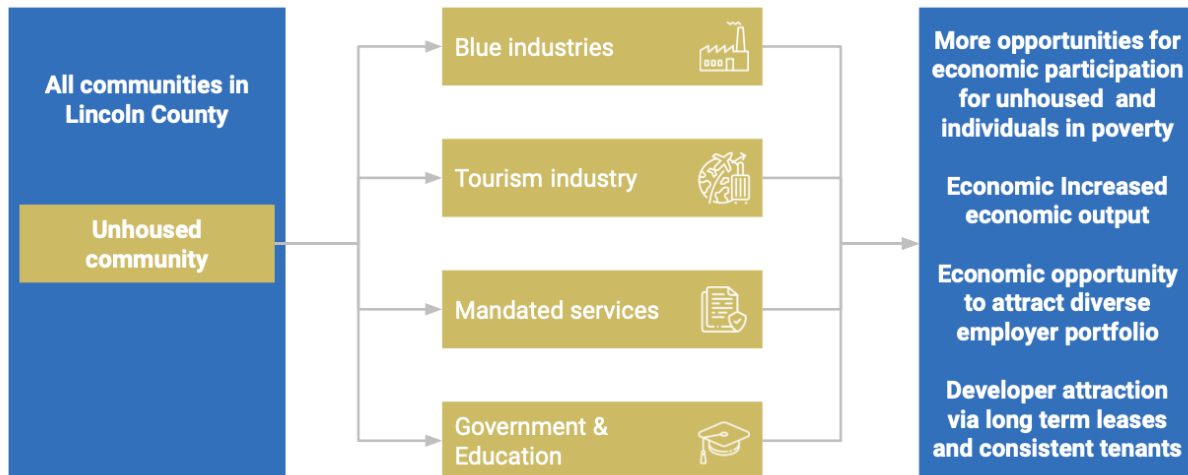
Each city and municipality within Lincoln County brings unique strengths to the table. Some areas may excel in creating employment opportunities and programs, while others possess the necessary land or infrastructure for affordable housing development. By coordinating these individual capabilities, the region can develop a comprehensive strategy that leverages the full spectrum of resources available, ensuring balanced and sustainable growth.

### Creating an Attractive Landscape for State and Federal Funding

One of the most significant advantages of this coordinated approach is its potential to make Lincoln County more attractive for state and federal funding. A consolidated and

unified regional strategy demonstrates effective use of resources, clear planning, and a commitment to addressing homelessness in a comprehensive manner. Such a display of regional unity and efficiency is often a key criterion for larger funding bodies, making Lincoln County a more compelling candidate for these critical funds.

### Coordinated organization to develop pipelines that support our unhoused and broader communities.



### Envisioning a New Day for Lincoln County

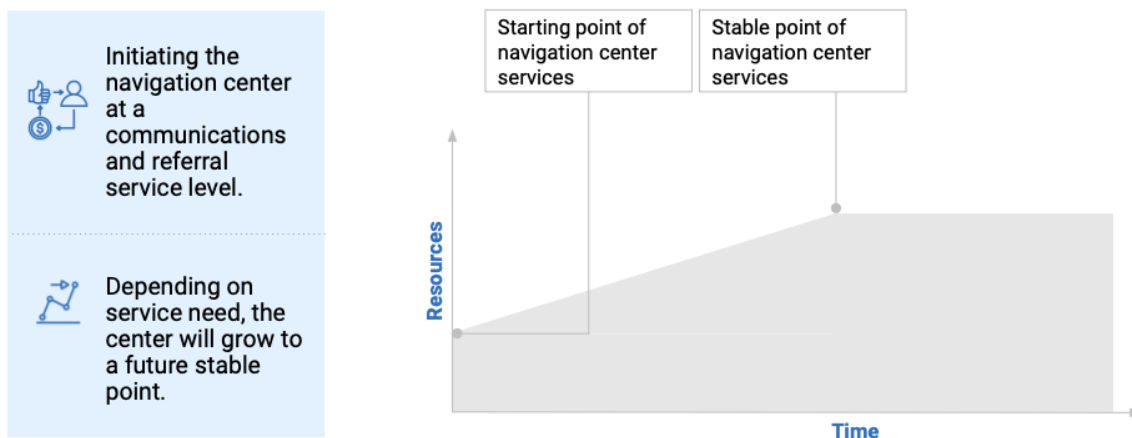
This coordinated approach heralds a new era for Lincoln County, where the collective effort transcends individual municipal boundaries and leads to a stronger, more unified region. The consolidation of policies, funding efforts, and resources promises not only an enhanced response to homelessness but also a brighter future for the entire county. By working together, Lincoln County can achieve significant strides in addressing homelessness, supported by a robust framework that attracts increased state and federal assistance.

The third strategic goal sets a clear path for Lincoln County, emphasizing the power of collaboration and coordination across all levels of government and organizations. This unified approach is vital for maximizing the impact of efforts to combat homelessness and for elevating the region's profile in securing necessary funding. It is a strategy that promises not only immediate benefits for those in need but also long-term, sustainable development for the entire region.

## Recommendation 4: Navigation System Implementation

In alignment with the broader strategy to address homelessness in Lincoln County, the board has articulated its fourth strategic goal: "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." This goal underscores the importance of a cohesive, integrated approach in managing and responding to the needs of the unhoused or those at risk of homelessness.

**A navigation center is needed to centralize efforts across municipalities. The center acts as a hub of information with a connected, “no wrong door” approach.**



### Comprehensive Participation in the Navigation System

The proposed navigation system is envisioned to be all-encompassing, involving participation from all housing programs, service providers, economic support resources, governmental offices, and healthcare organizations across the county. This inclusive approach ensures that the system has a broad reach, covering every aspect of support needed by the unhoused population, including mental, dental, vision, and general healthcare services. The integration of these diverse resources into a single navigation system facilitates a more streamlined and effective response to homelessness.



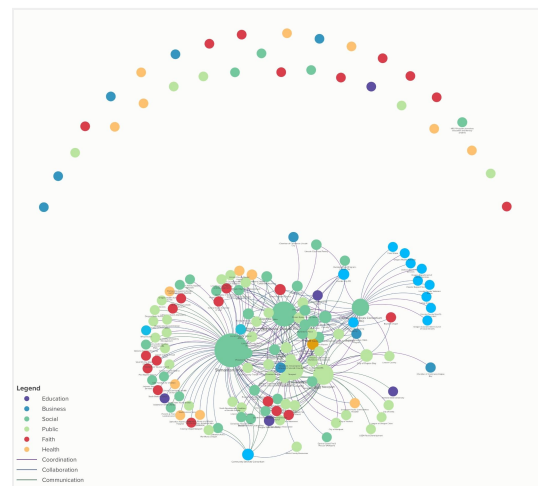
*"Stand up and support a navigation system, with a priority to use or develop common data/reporting systems to track each network and community needs."*

### **'No Wrong Door' Approach**

A key feature of this navigation system is the implementation of a 'no wrong door' approach. This methodology ensures that individuals seeking help can approach any service provider within the network and receive guidance, information, or referral to appropriate services without delay. Whether an individual first contacts a housing program, a healthcare clinic, or a government office, the system is designed to provide immediate access to the wider network of services. This approach not only simplifies the process for those seeking help but also ensures that opportunities for assistance are maximized.

### **Administration and Coordination of the System**

Effective administration of the navigation system is crucial. This involves maintaining an active understanding of the intake processes and eligibility requirements of all participating service providers. The administration team should be equipped to refer individuals to the most suitable organization based on their immediate needs. Additionally, the system needs to have up-to-date information on the availability and operational hours of each service provider, along with their current capacity, to maintain responsiveness and efficiency.



Current image of the service network.

### **Data Collection and Reporting**

A vital component of this system is the collection and analysis of data from each service provider. This data should encompass the four key dimensions of housing,

**FINAL ADMINISTRATIVE DRAFT**

services, economic, and transportation needs, providing a comprehensive overview of service capacity and community requirements. Regular reporting of this data to the board is essential for informed decision-making and strategic planning. It allows the board and its municipal members to identify trends, gaps, and areas of need, facilitating a collaborative and proactive response.

The establishment of a navigation system, as outlined in this strategic goal, represents a significant advancement in the way Lincoln County addresses homelessness. By ensuring wide-ranging participation, adopting a 'no wrong door' approach, and focusing on effective administration and data-driven insights, this system promises to significantly enhance the coordination and delivery of services. It marks a crucial step towards a more connected, efficient, and responsive support network for the unhoused and at-risk populations in Lincoln County, driving collective efforts towards more sustainable solutions.

## Recommendation 5: Integration of Local Efforts

The fifth strategic goal, pivotal to the holistic approach towards addressing homelessness in Lincoln County, is articulated as: "Integrate local housing, community services, economic development and transportation efforts to support and provide resources for community organizations." This goal underlines the importance of a unified approach across various sectors, facilitating effective data sharing and resource allocation to combat homelessness.

### Data Integration Across Four Dimensions

The establishment of a navigation network is critical in achieving this goal. This network should be designed to compile and analyze data across the four key dimensions: housing, community services, economic development, and transportation. Such comprehensive data collection and reporting are vital for understanding the full spectrum of needs within the homeless community and for identifying areas where support is most urgently required. By viewing these dimensions in tandem, the network can ensure a coordinated response that addresses the multifaceted nature of homelessness.

*"Integrate local housing, community services, economic development and transportation efforts to support and provide resources for community organizations."*

### Inclusion of Diverse Organizations in Data Collection




While larger organizations in Lincoln County may already be participating in data systems like the Homeless Management Information System (HMIS), smaller organizations often lack the technical resources for such data gathering and reporting. The network should establish mechanisms to bridge this gap. This involves creating

public-private and public-public partnerships with key organizations that can act as conduits for data collection, extending these relationships to include smaller organizations. By doing so, the network ensures that data from all service providers, regardless of their size, is captured and considered in strategic planning.

### Formulating Value Propositions for Smaller Organizations

Integrating smaller organizations into the data network offers dual benefits. Firstly, it ensures that their valuable service data is included in the larger homelessness response strategy. Secondly, it provides these organizations with access to resources and support that they might not have independently. The collaborative funding efforts from the third strategic recommendation play a crucial role here, creating a value proposition for smaller organizations. By providing them with resources and incentives to participate in data sharing, the network not only enhances its data quality but also supports the growth and efficacy of these smaller entities.

**Build the four networks required to include all organizations. The product of each network will focus on the unhoused population, but also support the community at large.**

Strategic Body	Principal Organizations	Networks	Outcomes
LCHAB & Navigation System	 <b>Housing</b>	Shelters, Municipalities, Private Developers, Funders, Property Managers, Policy Staff, etc	Illumination of Unhoused Community Needs
	 <b>Services</b>	Direct Service Providers, Indirect Service Providers, Municipal Services, Government Services, etc	Determining System Needs Locate Funding & Joint Funding Asks
	 <b>Economic Development</b>	Employers, Potential Employers, Workforce Programs, Northwest Oregon Works, OCWCOG, Education Programs, etc	Opportunities for Public-Private Partnerships
	 <b>Transportation</b>	Service Network, Service Providers, etc	Innovations Reporting Integration into Service Progression Model

### Engaging the Private Sector

Extending beyond nonprofits and service providers, these value propositions should also engage the private commercial sector. This includes housing developers, employers with workforce programs, healthcare providers, and transportation companies. Their participation is crucial in creating a comprehensive picture of the resources available and the needs within the community. By involving these private

entities, the network can leverage additional resources and expertise, contributing to a more robust and multifaceted response to homelessness.

Strategic Goal Five represents a commitment to integrating efforts across housing, services, economic development, and transportation, ensuring that all community organizations, big and small, are supported and utilized effectively. By fostering a collaborative environment that values data integration and resource sharing, Lincoln County can create a more cohesive, efficient, and impactful approach to addressing homelessness, with benefits extending to every corner of the community.

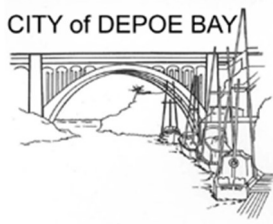
# CITY OF DEPOE BAY

## 2023 LAND USE & BUILDING PERMIT ACTIVITY

November 2023

Date	Applicant	Type of Activity	Zoning District	Location	Description	Status/Comments
11/3/23	Harry Napier	Sign Permit	C-1	09-11-08-BD-00900 & -01000 411 S Hwy. 101	Painted sign for “Harry’s Garage”	Approved

- City Council meeting on November 7, 2023:
  - Received the Planning Commission Liaison report for October 2023.
  - Introduced Ordinance No. 343-23, amending the number of regular members and minimum quorum size for the Planning Commission, and providing for the appointment of alternate commissioners.
  - Approved the replacement of certain regulatory signs in Depoe Bay Harbor.
  - Received a report on the dismissal of *Petry v. Depoe Bay*, LUBA No. 2023-070.
- Staff attended the Department of Land Conservation & Development (DLCD) Coastal Planners’ Network Fall Meeting in Florence on November 8, 2023.
- Planning Commission meeting on November 8, 2023:
  - Reviewed “Quality of Life” code amendment language related to exterior lighting, noise, and definitions of multi-family dwellings.
  - Agreed to cancel December 13, 2023, Planning Commission meeting due to lack of public hearing items.
- City Council meeting on November 21, 2023:
  - Adopted Ordinance No. 343-23, amending regulations related to the Planning Commission; becomes effective on December 21, 2023.



TO: Depoe Bay City Council

FROM: Kim Wollenburg, City Recorder

DATE: November 29, 2023, for December 5, 2023, City Council Meeting

SUBJECT: Emergency Preparedness Committee Ordinance Changes

Action Requested: Council second reading by title only and adoption of Ordinance 344-23 amending Ordinance No. 332-22 relating to the Emergency Preparedness Committee and the frequency of meetings.

Discussion: As discussed, the Committee would like to increase their frequency of meetings from one per month to two per month. This ordinance allows them to hold the number of meetings they need monthly.

Budget Impact: While this increases the staff time to attend and manage the meetings, it is minimal.

Recommendation: Council approval of a second reading by title only then adoption of Ordinance 344-23.

Sample Motions: I motion to read by title only Ordinance No. 344-23 relating to the Depoe Bay Emergency Preparedness Committee meeting frequency.

I motion to adopt Ordinance No. 344-23, amending 332-22, relating to the Depoe Bay Emergency Preparedness Committee meeting frequency

Attachment(s):

- Ordinance Amending Ordinance 332-22 relating to the Depoe Bay Emergency Preparedness Committee – Ordinance 344-23

**ORDINANCE NO. 344-23**

**AN ORDINANCE AMENDING ORDINANCE 332-22 REGARDING  
THE FREQUENCY OF MEETINGS OF THE  
EMERGENCY PREPAREDNESS COMMITTEE**

**WHEREAS**, the City of Depoe Bay adopted Ordinance 332-22 establishing the Depoe Bay Emergency Preparedness Committee on September 6, 2022; and

**WHEREAS**, the City Council of the City of Depoe Bay has determined that for the benefit of the City, the Emergency Preparedness Committee shall meet at least once per month; however, the Committee may meet more as necessary and determined by the Committee.

**NOW, THEREFORE**, the City Council of the City of Depoe Bay ordains as follows:

1. Section 2.000 Organization of the Advisory Committee is revised as follows:

2.040 Meeting, Time, and Place, and Location of Business Records. The Advisory Committee shall meet at least once a month or more frequently as needed and determined by the Committee~~every other month~~. The regular meeting place of the Advisory Committee shall be at the City Hall Council Chambers in Depoe Bay. The City Recorder shall designate a place for keeping of the Advisory Committee's records.

Introduced and first reading passed at a regular meeting of the City Council of the City of Depoe Bay on this 21<sup>st</sup> day of November 2023.

Passed the second reading and adopted by the City Council of the City of Depoe Bay on this 5<sup>th</sup> day of December 2023.

**WHEREAS**, the adoption of this ordinance is necessary to preserve the peace, health, safety, and welfare of the citizens of the City of Depoe Bay. This ordinance amendment shall be in full force and in effect thirty days after its adoption by the City Council of Depoe Bay.

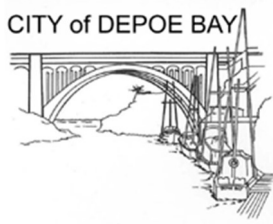
**Approved** and signed by the Mayor of the City of Depoe Bay this \_\_\_\_ day of December 2023.

\_\_\_\_\_  
Kathy Short, Mayor

ATTEST:

\_\_\_\_\_  
Kimberly Wollenburg, City Recorder





TO: Depoe Bay City Council

FROM: Kim Wollenburg, City Recorder

DATE: November 30, 2023, for December 5, 2023, City Council Meeting

SUBJECT: Moorage Fees – Other Government Agencies

Action Requested: Council approval of Harbor Commission recommendation regarding moorages fees for other government agencies.

Discussion: At the Council's direction, the Harbor Commission considered what kind of discount, if any, to provide to other government agencies who want to moor at the City docks. The Commission moved to recommend to the Council that the City offer a 50% discount on transient and annual moorage fees to government and research vessels. The US Coast Guard shall be exempt from all moorage fees.

Budget Impact: No impact.

Recommendation: Council decision on the Harbor Commission recommendation.

Sample Motion: I motion to approve the recommendation by the Harbor Commission and provide a 50% discount on transient and annual moorage fees to government and research vessels.

Attachment(s):

- None.



“This institution is an equal opportunity provider”

Page 150 of 166

**Greg A Steinke, Ph.D.**

Depoe Bay, OR 97341

Phone/fax:

e-mail:

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⇒ **SUMMARY OF QUALIFICATIONS**

An administrative professional and professor who has worked for twenty-two and thirty-three years respectively as a skilled communicator, developing expertise in • teaching • budget/financial planning • purchasing • public relations/marketing • personnel planning/hiring/development • contracts • publication • building planning/renovation/construction • student recruitment • fundraising • grant writing • events scheduling/planning/coordination and a sensitivity to the nuances management situations require.

⇒ **ADMINISTRATION**

Reorganized management and office procedures in all administrative appointments including development/writing of personnel handbooks and office/departmental procedures.

Developed skill in all positions in maximizing use of budgets and personnel to increase overall productivity of unit.

Learned to work in “tight” student markets to maintain and usually increase student enrollments in the major or for classes in the department/school with public relations/marketing strategies.

Developed skills in revising and creating new curricula and offering complementary events to enhance new programs.

Learned to integrate productive fundraising and grant writing strategies into all parts of programs administered.

Designed/built piano labs, computer labs and electronic music studios in four different administrative positions.

Participated in and/or supervised renovation/construction projects in five different administrative positions.

⇒ **RELATIONSHIP BUILDING/MANAGEMENT, COLLEAGUES AND STUDENTS**

Emphasized long-term continuing relationships with upper management, colleagues and students. This was accomplished through broad-based understanding of and ready responsiveness to their needs.

⇒ **TEACHING**

Taught courses in all levels of music theory and history/literature as well as selected interdisciplinary topics (team teaching) at undergraduate and graduate levels.

Taught studio courses in oboe and chamber music; conducted orchestras, bands in standard repertoire and own compositions.

Created, developed and taught new music courses in music theory, performance and selected interdisciplinary topics.

Earned good to excellent ratings in student and collegial evaluations.

Broad experience in teaching and advising great variety of student levels and ethnic backgrounds.

⇒ **WRITING/MUSIC COMPOSITION**

Published four books in music with Prentice -Hall (*Harmonic Materials in Tonal Music*, Parts I & II, 10th Ed., 2010; *Basic Materials in Music Theory*, 12th Ed., 2010; *Bridge to Twentieth-Century Music*, Rev. Ed., 1999; *Basic Contrapuntal Techniques*, Rev. Ed. 2003, (with H. Owen Reed) for Alfred Publishing Co., Inc. eleven articles in music, seven recordings of music compositions, sixty-five music compositions; created camera-ready copy for above books and music compositions for publishers.

Created, designed and wrote copy for PR materials for countless events, departmental newsletters, student handbooks, personnel manuals and departmental procedures.

## ⇒ EMPLOYMENT HISTORY

- 1999 - 2001 Marylhurst University, Marylhurst, Oregon  
Chair of Music and Art Departments, (45 faculty, 2 staff); Associate Dean for Undergraduate Studies and holder of The Joseph Naumes Endowed Chair in Music; now retired.
- 1997 - 99 Northern Arizona University, Flagstaff, Arizona  
Self-financed sabbatical and assisted wife in business (fall '97–June 30, '98); oboist in Flagstaff Symphony; visiting faculty member in theory/composition, Spring '98 (part-time); Fall '98–Spring '99 (full-time).
- 1996 - 1997 Millikin University, Decatur, Illinois  
Professor of Music and Dean of the College of Fine Arts, (50 faculty, 6 staff): composition - all levels (1996–97), advanced analysis (1997).
- 1991 - 1996 Ball State University, Muncie, Indiana  
Professor of Music (with tenure) and Director of School of Music, Group I Graduate Faculty, (50 full-time, 5 part-time faculty, 30 graduate assistants, 8 staff): composition - all levels (1992–96), oboe - all levels (1992–93), pedagogy of theory (1993), doctoral committee service.
- 1988 - 1991 University of Arizona, Tucson, Arizona  
Professor of Music (composition/oboe) and Assistant Director of School of Music: Director of Summer Workshops and Programs, Scholarship/-Recruitment, Publicity, Advising; Honors Program and Independent Studies Coordinator; composition - major professor for doctoral student in composition (1989–91).
- 1986 - 1988 San Diego State University, San Diego, California  
Professor of Music (with tenure) and Chairman of Music Department (with 46 full and part-time faculty, 15 staff): composition - studio instruction (1986–88), analysis (1986), chamber music coaching (1988).
- 1983 - 1986 University of Idaho, Moscow, Idaho  
Professor of Music (recommended for tenure) and Director of School of Music (19 full-time, 3 part-time faculty, 4 staff): oboe - all levels (1983–86), composition - individual instruction and seminar (1984–86), orchestration I & II (1984), double reed techniques (1985), advanced orchestration (1983–86).
- 1979 - 1983 Linfield College, McMinnville, Oregon  
Professor of Music (tenured 1983) and Chairman of Music Department and Dance Area: theory-composition (second year theory, composition, form and analysis, orchestration), music literature, chamber music and college/community orchestra; administration of music department of 6 full-time and 12 part-time faculty, which also included ballet, modern dance and jazz, Linfield Concert Band (1982–1983).
- 1975 - 1979 The Evergreen State College, Olympia, Washington  
Member of the Faculty, Humanities/Arts: *Coordinated Studies Programs* (1975–1976) with dance person: beginning level - performing arts exploration, chamber music, electronic music; (1976–1977) with dance and theatre persons: intermediate/advanced levels - book seminar, music theory, electronic music, production seminar; *Group Contract* (1977–1978) as sole teacher with twenty students in all phases of 20th century music history/ literature, composition and performance; *Individual Contracts* in all music areas (1975–1979); Director of TESC Electronic Music Studio; private teaching in oboe and composition (1975–1979).
- 1973 - 1975 California State University, Northridge, Northridge, California  
Assistant Professor of Music: theory (first year, orchestration, counterpoint, music notation techniques), oboe and chamber music; also private oboe teaching.
- 1972 - 1973 Michigan State University, East Lansing, Michigan  
Assistant Instructor: theory (assisted Dr. Jere Hutcheson in second year theory - 20th century).
- 1968 - 1972 University of Maryland, College Park, Maryland  
Instructor of Music: oboe techniques, chamber music coaching, music theory (first year theory, orchestration, 20th century compositional techniques), music literature for majors and non-majors; graduate and undergraduate advising; private oboe teaching; woodwind advisor to D.C. Youth Orchestra European Tour, 1970.
- 1967 - 1968 University of Idaho, Moscow, Idaho  
Instructor in Music: oboe, oboe techniques, coach chamber music, first and second year theory, period studies (20th century); private oboe teaching.

1961-1967 University of Iowa, Iowa City, Iowa, Assistant Instructor: oboe, oboe techniques, coach chamber music; private oboe teaching; first oboist of Cedar Rapids Symphony (66-67); Michigan State University, East Lansing, Michigan, Assistant Instructor: theory (assisted Professor Merrill Sherburn in programmed ear training research), (65-66); oboe, Youth Music Program; private oboe teaching; (1962 sum.), Theory Instructor, Youth Music Program at Michigan State University, private oboe teaching; 1961 (sum.), Music Librarian, National Music Camp, Interlochen; research work for William Lincer, viola teacher, Congress of Strings.

*Other Professional Employment:*

1990-97 Director and Founder, Ernest Bloch Composers Symposium And Associate Director and Co-Founder, Ernest Bloch Music Festival, New port, Oregon  
 1982-present Music editing and book reviewing for publishers  
 1973-present Free-lance musical calligraphy for publishers and professional composers  
 1964-1965 Winnipeg Symphony Orchestra and CBC Orchestra, Winnipeg, Manitoba, Canada  
 First oboist; also performances as chamber oboe soloist in Prairie Chamber Music Series for CBC

## ⇒ EDUCATION

Ph.D. (Composition - Dr. H. Owen Reed, advisor; oboe minor); August, 1976, Michigan State University, East Lansing, MI

24 hours of non-degree graduate study in music and drama; 1969-1971, University of Maryland, College Park, MD

M.F.A. (Oboe - Prof. Himie Voxman, Advisor; composition minor), August, 1971, University of Iowa, Iowa City, IA

M.Mus. (Composition - Dr. Paul Harder, advisor); August, 1967, Michigan State University, East Lansing, MI

B.Mus. (Composition and oboe); Senior Honor List June, 1964, Oberlin Conservatory of Music, Oberlin, OH

## ⇒ CONTINUING EDUCATION

1980-present, Extensive study on my own of Native American Arts and Culture

1996, Attendance at BSU Workshop, "Facilitating Groups;," 1994, Attendance at BSU Workshop, "Leadership: Obtaining Excellence from People;," 1994, Attendance at BSU Workshop, "Managing Conflict with Difficult People" and "Team Building;," 1991, Attendance at Contemporary Music Conducting Workshop with Pierre Boulez in NYC (part of Carnegie Hall Professional Training Workshops); 1989, Multicultural Workshop offered by College of Arts & Sciences Minority Retention Committee, 1 day with Dr. Miquela Rivera, Certified Psychologist, Tucson; 1988, SDSU Seminar, "A Science of the Human: A View Towards Curriculum Development," 1 week; 1988, ASU Graduate College and School of Music Faculty Research Conference, "Differing Perspectives Pertaining to the Relationships Which Exist Between Human Beings and Music/*What Needs to be Acknowledged That Musicians Generally Ignore*" (paper presented), 3 days; 1987, CSU Summer Arts Faculty Institute, Kirkwood, 1 week; 1987, CSU Teacher/Scholar Institute, Pomona, 1 week; 1987, SDSU Workshop, "Writing-Across-the-Curriculum," 1 week; 1986, Workshop for Evaluators, NASM, Colorado Springs, 2 days

## ⇒ SKILLS

Very proficient on Macintosh computer (networking, Word, Filemaker Pro, Excel, Ready Set Go, Superpaint, Calender Creator, Finale 2010, Notewriter II, and internet software [AOL, Groupwise, Versaterm, Netscape]); some experience on IBM

Professional oboist, composer and conductor; professional music copyist and calligrapher

Proficient on basic office equipment: copiers, fax machine, typewriter, adding machine, collating/binding

## ⇒ COMMUNITY/PROFESSIONAL INVOLVEMENT

*To the community: (at the time):* Muncie Symphony Orchestra Board Member, 1991-96, also Program Committee; Music panel review member for Tucson/Pima Arts Council, 1991; Moscow Arts Commission, member, 1983-86; assisted in organization of a Summer Band for the commission, 1984; McMinnville Arts Association Board Member, 1980-81; *To the State: (at the time):* Served as a music panel review member for Arizona Commission on the Arts in May of 1990; served as a review person for Arizona Humanities Council in 1989-91; served in the Speaker-Media Service for Arizona Humanities Council for 1989-91; *To the nation/world:* Served as composition judge for the MTNA Southern Division Composition Competition (entrants from elementary, junior high, high school and college levels), November, 1994; Served as a panel review member on chamber music groups/new music ensembles for National Endowment for the Arts in Washington, D.C. in January of 1990 and 1991

*To the profession:* Arizona Composers Forum, 1988-91 (Vice President 1990-91), Helped coordinate Tucson area concerts for 1988-89 season, board member; Oregon Coast Council on the Arts, 1980-, Artistic advisor in creation of an Ernest Bloch Festival and Symposium, 1980-90; Society of Composers, Inc. (formerly American Society of University Composers) (Life Member), 1974-, Chairman of Region IX, 1975-79, ASUC *Proceedings* and ASUC *Monograph Series*, Editor, 1979-85, Co-Chairman, Region IX, 1985-86, Chairman of National Council and President, 1988-91, 91-94, 94-97; Society of Oregon Composers, President, 1982-83; International Society for Contemporary Music, Los Angeles Chapter, Secretary/Treasurer, 1974-75; National Association of Composers, U.S.A., Los Angeles Chapter, Board Member, 1973-75; current national member only (Life Member), 1973-; *Other*

*Memberships in Professional and Scholarly Organizations:* American Music Center; ASCAP; Ernest Bloch Society; College Music Society (Life Member); International Double Reed Society; American Composers Forum; The Society for American Music



## INTERESTS

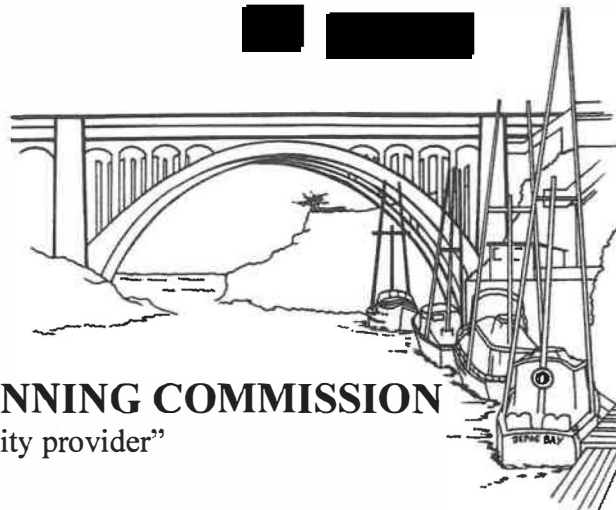
Music (many awards, grants, and international recognition); reading about Native American culture; art galleries and museums; home construction projects; oriental and Native American antique collecting; stamp collecting.

REFERENCES AND CREATIVE PORTFOLIO AVAILABLE



# CITY of DEPOE BAY

Post Office Box 8 + Depoe Bay, Oregon 97341  
Phone (541) 765-2361 + Fax (541) 765-2129  
TDD# 1-800-735-2900



## APPLICATION FOR DEPOE BAY PLANNING COMMISSION

"This institution is an equal opportunity provider"

I, Judy Fawcett, am requesting to be           dered as a member of the Depoe Bay Planning Commission, for Position Number           , for a            term; or, to fill the vacancy which now exists, for Position Number           , which expires           .

I understand there is at least one Regular Meeting each month (possibility of additional Special Meetings) to conduct the necessary business of the Planning Commission. I also understand there may be Training/Educational Sessions I may attend.

I am willing to give of my time and knowledge to attend all Meetings of the Commission, unless good cause prevents such attendance. I will notify the Commission Chairperson or the City Recorder of such cause prior to Meeting Time.

*Ordinance No. 290 "No member shall miss more than three consecutive meetings. Missing more than three consecutive meetings shall constitute nonperformance of duty. Any member of the Commission may be removed by a majority vote of the City Council, after hearing, for misconduct or nonperformance of duty." (ref. ORS 227.030)*

Respectfully,

Name Judy Fawcett Date           

Mailing Address           , Depoe Bay

Residence Address            Depoe Bay

How Long 6 years

Occupation Retired

Telephone Numbers           

E-mail Address           

**A BRIEF RESUME' MUST BE ATTACHED TO THIS FORM - THANK YOU!**



## Resume for Judy Faucett

Education: Graduate Oregon State University 1970  
BA, Mathematics

Professional: Fellow, Society of Actuaries

Employment: Pacific Mutual Life 1970-86  
Milliman & Robertson 1987-89  
Coopers & Lybrand 1989-96  
Equitable Life Assurance 1996-2004

All employment was in the life insurance industry, focused on risk management, ethical business practices, sales and marketing.

Depoe Bay Committees: Planning Commission (position 6) 2018-2019

Local volunteer positions: Oregon State University College of Science Board of Advisors 2017-  
Newport Salvation Army Advisory Board 2015-16  
St. Stephen's Episcopal Church Budget Committee 2016-  
St. Stephen's Episcopal Church Board of Advisors 2018-



## **SAMARITAN OCCUPATIONAL MEDICINE PROFESSIONAL SERVICES AGREEMENT**

This Professional Services Agreement (“Agreement”) is made and effective this 21<sup>st</sup> day of November 2023, by and between Good Samaritan Hospital Corvallis dba Samaritan Occupational Medicine, an Oregon nonprofit, public benefit corporation (“Samaritan”) and City of Depoe Bay (“Company”).

This Agreement is made with reference to the following facts:

### **RECITALS**

A. Samaritan employs physician(s) licensed to practice occupational medicine in the State of Oregon and related personnel (“Providers”) who are qualified to provide occupational medicine services to Company (“Services”).

B. Company desires to enter into an agreement with Samaritan to provide occupational medicine services as an independent contractor of Company.

C. Samaritan desires to provide the Services to Company that are reasonable and necessary for Company to accomplish its business purpose, on the terms and conditions set forth in this Agreement.

**NOW, THEREFORE**, in consideration of mutual covenants contained herein, the parties agree as follows:

1. **Term.** The term of this Agreement shall begin on November 21, 2023 (“Start Date”) and shall continue until November 20, 2024, unless earlier terminated as provided herein. This Agreement shall automatically renew on each succeeding year, beginning on November 21, 2024, for a period of one year unless either party terminates this Agreement under **Section 2**.

2. **Termination.**

2.1 Either party may terminate this Agreement, with or without cause, prior to the initial or any renewal term expiration date by giving thirty (30) days written notice of such termination to the other party.

2.2 Samaritan may terminate this Agreement for material default of Company, including, but not limited to non-payment, if after receipt of written notice from Samaritan, Company fails to correct or take appropriate steps to correct such default within 10 calendar days.

2.3 In the event of such termination, Company shall compensate Samaritan the amount then due and owing as of the date of termination, in accordance with the terms contained in Section 5 of this Agreement.

### 3. **Duties and Responsibilities of Samaritan**

3.1 In the performance of the Services, it is understood that Samaritan is at all times acting and performing as an independent contractor who's Providers will be performing the Services for Company and nothing in this Agreement shall be construed to create an employer/employee relationship between Samaritan and Company. Samaritan's Providers shall not be considered employees of Company and shall not be covered by, or entitled to, Company employee benefits of any kind under this Agreement.

3.2 Samaritan and its Providers will provide the Services described in **EXHIBIT A**, Statement of Work (attached and incorporated by this reference) as requested by Company.

3.3 Samaritan shall report results to Company's assigned Representative or Alternate as detailed in **EXHIBIT A**.

3.4 Samaritan and its Providers shall not unlawfully discriminate on the basis of race, color, gender, age, religion, national origin, marital status, sexual orientation, disability or veteran's status in providing the Services under this Agreement.

### 4. **Duties and Responsibilities of Company.**

4.1 As applicable, Company will provide Samaritan with current policies or protocols relative to the Services being provided.

4.2 Company has designated a Representative and an Alternate, as noted in **EXHIBIT A**, to whom Samaritan will report test results and/or other information as required. Company agrees to notify Samaritan of any personnel changes as required.

5. **Compensation.** Company shall pay Samaritan as described in **EXHIBIT A**, Fee Schedule, attached and incorporated by this reference. Samaritan shall complete and submit to Company a monthly invoice for services performed the previous month. Invoices shall include the Services provided to Company. Company shall pay Samaritan no later than the 30<sup>th</sup> of the following month for the Services provided by Samaritan in the preceding month. Payment shall be sent to:

Samaritan Occupational Medicine  
PO Box 1189  
Corvallis, OR 97339-1189

6. **Qualifications.** Samaritan's Providers shall at all times be qualified, professionally competent, and, as applicable, duly licensed in the State of Oregon.

7. **Insurance.** During the term of this Agreement, both parties shall maintain general commercial and professional liability insurance providing coverage in the amount

of at least \$1,000,000 per occurrence and \$3,000,000 aggregate. Upon request, a party shall provide the other party with a certificate evidencing such insurance coverage, which certificate shall provide the other party shall receive at least thirty (30) days prior written notice before any change or cancellation of such insurance coverage shall be effective.

8. **Mutual Indemnification.** Each party shall indemnify, defend and hold harmless the other party (including either's officers, agents and employees) from any and all actions, claims, liens, losses, expenses, including court costs and attorney fees, charges and liabilities for the indemnifying party's direct negligence arising, or growing out of the performance, malperformance and/or nonperformance by such indemnifying party of any part of this Agreement. Nothing herein is intended as a creation or as an assumption of liability by one party for the acts of the other party, or said other party's agents, assigns, or as an agreement to indemnify said other party for said liability.

9. **Electronic Medical Record.** Company authorizes Samaritan to release medical information ("Information") generated relative to the Services provided under this Agreement, into Samaritan's electronic health record ("EHR"). Company acknowledges that this Information will be accessible to the patient via Samaritan's Patient Portal. Company further understands and acknowledges that this Information will be permanently stored in Samaritan's EHR and upon termination of this Agreement for any reason, the Information cannot and will not be removed from Samaritan's EHR system.

10. **Entire Agreement, Amendment, and Assignment.** This Agreement contains the entire agreement of the parties with respect to the subject matter hereof. Any prior oral or written agreements, representations, warranties or understandings between the parties are superseded herein. No modification or amendment to this Agreement or waiver of any of its provisions shall be valid unless in writing and signed by an authorized representative of the parties.

11. **Access to Books and Records.** The Comptroller General of the United States, HHS and their duly authorized representatives shall have access to Samaritan's contracts, books, documents and records related to this Agreement necessary to verify the nature and extent of the costs of services provided by Samaritan and included in the Company's cost report and for four (4) years after the Services are furnished. Access shall be provided in accordance with the provisions of Public Law 96-499, the Omnibus Reconciliation Act of 1980. The Comptroller General, HHS and their duly authorized representatives shall also have similar access to such contracts, books, documents and records as are subject to Section 1861(V)(1)(I)(i) & (ii) of the Social Security Act pertaining to any subcontract between Samaritan and any organization related to Samaritan if that subcontract involves the provision of services with a value in excess of \$10,000

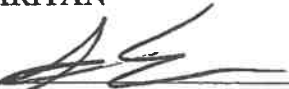
12. **Governing Law.** Any dispute under this Agreement or related to this Agreement shall be decided in accordance with Oregon law and any litigation arising out of this Agreement shall be conducted in the courts of the State of Oregon.

(signatures on following page)

IN WITNESS WHEREOF, the parties have executed this Agreement in duplicate effective on the date set forth in the Agreement.

**SAMARITAN**

By: \_\_\_\_\_

  
Shiloh Erven

Its: **Authorized Representative**

Date: \_\_\_\_\_

**COMPANY**

By: \_\_\_\_\_

Its: \_\_\_\_\_

Date: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## EXHIBIT A

### STATEMENT OF WORK

Representative:	Alternate:
Name: _____	Name: _____
Phone: _____	Phone: _____
Email: _____	Email: _____

#### **Drug Screen / Breath Alcohol Screen**

Samaritan will follow Department of Transportation (“DOT”) rules and regulations for all drug screen/breath alcohol screen services requested for DOT collection.

Samaritan will follow Company rules and regulations for all drug screen/breath alcohol screen services requested for non-DOT collection.

If Samaritan does not have the Company protocol on file or cannot reach the Company Representative or their Alternate, DOT rules and regulations will be followed.

#### **Services and Fee Schedule**

Service	Fee
Quick Test Drug Screen	40.00
Quick Test Confirmation (if necessary)	48.00
MRO (Medical Review Officer) service (if necessary)	43.00
CBC w/Differential	100.00
Venipuncture	26.00
Hepatitis B Antibody	80.00
Administration Fee, First Injection	76.00
Administration Fee, each add'l injection	46.00
Hepatitis B Vaccine	75.00
TDAP Vaccine	55.00
Alcohol Screening Test	38.00
Alcohol Confirmation Test	38.00
Drug Screen Collection Only	27.00
Shy Bladder Recollection Fee	27.00
Observed Collection	32.00

**From:** [CA White](#)  
**To:** [Recorder](#)  
**Subject:** Re: Reservoir Access  
**Date:** Friday, November 17, 2023 1:16:59 PM

---

Much appreciated Kim!

I just wanted to recap our discussion when we were on site.

The local realtor valued the property at \$106,000. I just wanted you guys to understand that there was value there.

The three things we want to be able to gift this property to the city would be.

- 1) Sewer and water, utilities to Stanley, which Brady has already agreed to do.
- 2) Our building permit fee waived.
- 3) memorial plaque for my mom and dad donating that property to the city.

Since Brady has already agreed to putting sewer and water on Stanley Street, and waiving our building permit fees doesn't require the city to write a check. The only real out-of-pocket expense would be the memorial plaque to my mom and dad.

We will need to have the land surveyed, and I will be willing to split those costs to get the deed recorded for the city.

I am really wanting this to work for everybody, just as you indicated, the city is. The last thing we want to do is cause any headaches for the step program or the city. We believe in the salmon enhancement program but we just need to resolve the liability that we are personally shouldering without having anything recorded with a County.

Thank you for the email much appreciated and I hope you have a really good weekend.

CA

Sent from my iPhone

On Nov 17, 2023, at 12:47 PM, Recorder <[Recorder@cityofdepoebay.org](mailto:Recorder@cityofdepoebay.org)> wrote:

Hi CA,

Just wanted you to know we are meeting with our attorney on Tuesday to review what our options are. In the meantime, thank you for allowing city workers access and we will absolutely respect your wishes not to have non-workers access. I'm sure we'll have something resolved soon that works for everyone.

**From:** [CA White](#)  
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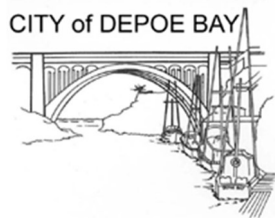
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TO: Depoe Bay City Council

FROM: Kimberly Wollenburg, City Recorder and Brady Weidner, Public Works Director

DATE: December 5, 2023, City Council Regular Meeting

SUBJECT: City-Wide Projects Memo

### **Update on Projects:**

There are many tasks currently in progress within the City in addition to the daily/regular tasks of customer service and other duties.

Regularly included with this update is a separate document from the City Engineer regarding projects they are working on and the status. Additional updates will be provided below as needed.

### **Administration**

Events: 2<sup>nd</sup> Annual Special Olympics Polar Plunge – March 23, 2024

#### Holiday Event/Decorating Schedule:

- Thursday, December 7 @ 5:30 – Community Holiday Potluck at Community Hall

Code Enforcement: Waiting for street signs to address issues around town.

Grants: Nothing current.

Technology, Audio & Security Upgrade Project: Equipment received. Setting up time to do a project walkthrough and schedule for implementation week of December 4.

Reservoir Access Issues: This is reviewed in other part of this packet.

### **Financial**

Audit: Termination of services letter will be sent week of December 4. RFP posting in paper on December 8. Response date due January 19. While this is lengthy, it's due to the holiday season and getting past that. We'll have better luck getting good responses if we give longer time through the holiday season.

### **Harbor**

Harbor Restoration Project: Council was provided with current status. Nothing new since executive session except staff conveyed Council's selected option.

Dock Leases: Staff have researched other sites and harbors and have material to present at a scheduled work session.

### **Water**

Collins Water Line Replacement: City Engineer is working with public works on concept plans.



Foundation/Filter Replacement: Delta will be on-site within the next two weeks to review site and finish designing for the replacement.

Potable / Culinary Wells Project: The last step is testing the water, which has to be done on a Wednesday. Oregon Health Authority said we have until spring 2024 to test.

General: Due to access issues at the reservoir, changed lock at the water treatment plant gate.

### **Sewer**

Catwalk Repairs: Reviewing recommended bid package from City Engineer.

General: Two new samplers ordered for wastewater (approved in budgeted – saved \$2,000 from budget). Trees trimmed along fence line.

### **Streets**

Vista (Lingcod) Parking Lot: City Engineer visited site on site on November 21 and met with concerned residents. He is working on an erosion control plan. Still planning to open the lot in the middle of December.

General: Crew cleaned out gutters around town.

### **Parks**

Big Tire Park: Bench and concrete have been removed. Will be presenting Council with a recommendation in January for resolution.

Community Hall Cabinet Replacement: New cabinets that have doors and a set will be locked to store cleaning items has been ordered. The cabinets will be installed in December or January depending on crew schedules.

North Bridge Replacement: City Engineer continues to work on bid documents & project plans for replacement.

Winchell Lookout: Contractor is still scheduled for after the first of the year.

Recreational Immunity: At Council direction, the Parks Commission has been charged to work with staff on a park inventory. There are no planned closures of trails or access points. Staff will keep Council apprised of updates as needed.

General: Community Hall floors redone and look great. Motion light installed by dumpster for security. As weather and time permitted, continued to do lawn work and weed eating around town.

The majority of work around the City has been related to general maintenance and clean up and the holiday. This past week was primarily focused on decorating the City for the holidays.

**City of Depoe Bay – Engineering Services**

**AKS Job# 10004**

**Meeting Notes**

**Date: 11/21/2023**

**Attendees: Kim/Brady/Paul - City of Depoe Bay; John - AKS**

- 1. General Engineering Tasks**
- 2. Plan Review**
  - a. Lane Street – Waiting on response from developer
  - b. Shell Ave – Sidewalk plan is approvable – What is the City’s process for formal approval
  - c. The Hills/Whale Watch – AKS to review land use approval to determine City responsibilities to provide utilities and accept roadway improvements. Key issues:
    - i. Water System
      1. Pump
      2. Reservoir – concerns over mixing/water quality during startup and low use times
      3. Water pressure – plans submitted show water pressure in excess of 250-PSI
    - ii. Storm system – existing is not functional. Not clear how stormwater runoff from the project is controlled to prevent impact to downstream properties
    - iii. Sanitary Sewer – grinder pump system proposed by developer is not acceptable. System should be redesigned to be traditional gravity system. A new regional pump station may be an acceptable alternative
  - d. Big Whale Cover – AKS to review sewer extension concept plan
- 3. Bay Street Sidewalk** – Waiting on ODOT funding
- 4. WWTP Catwalk** – proposal submitted on 11/19/23
- 5. Timber Bridge**
  - a. AKS preparing memo on timber sizes
  - b. Handrail and decking replacement drawings are 90% complete
- 6. HWY 101 Bridge Water Line** – AKS observed existing hangers on 11/21/23. AKS preparing shop drawings for new hangers
- 7. Collins Street Water Main** – AKS to finalize concept sketch and provide quantity take-off
- 8. Rocky Creek Intake** – on hold
- 9. Coho Parking lot** – AKS to complete survey of parking lot concurrent with Bay Street sidewalk improvement. Develop concept for parking lot improvements to include modular restroom
- 10. Lingcod Parking Lot** – AKS to prepare drawings/details for improvements discussed at 11/21/23 site meeting
  - a. Slope stabilization
  - b. Outfall protection
  - c. Driveway approach
- 11. Big Tire Park** – Site visit completed on 11/21/23. Predicting rate of bank failure is challenging and would be very costly. Alternative solution is to vacate the right-of-way. Discuss vacation process with Kit.
- 12. Eastridge** – Private street owned by “Eastridge Homeowners” is failing and puts City utilities at risk. Sewer is the most immediate risk. AKS to obtain and review land use approval to determine City responsibility for providing utilities.
- 13. Bensell Ave/Vista Terrace** – Road is failing (landslide) and putting City utilities at risk. The road appears to be within City owned right-of-way. Discuss potential stabilization options with City.