

# CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Sitting/Acting as (if applicable)

## Study Session Worksheet

**Presentation Date:** September 16, 2014 **Approx Start Time:** 3:00 **Approx Length:** 30 minutes

**Presentation Title:** 2014 Update to the Ten Year Plan and Policy to Address Homelessness

**Department:** Health, Housing and Human Services

**Presenters:** Cindy Becker, Brenda Durbin, Erika Silver

**Other Invitees:**

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD? Approval to proceed with adoption of the Clackamas County 2014 Update to the Ten Year Plan and Policy to Address Homelessness. Approval to change the name of the Plan from The 10 Year Plan and Policy to *Address Homelessness* to The 10 year Plan and Policy to *End Homelessness*. If approved in Study Session, it is requested that the Policy and Plan move to a formal vote for adoption by the Board of County Commissioners

EXECUTIVE SUMMARY: The US Department of Housing and Urban Development (HUD) provides just under \$1.7 million in funding each year for 16 different Clackamas County projects providing permanent supportive housing, transitional housing, and related services for youth, domestic violence survivors, veterans, families and adults who are experiencing homelessness. HUD strongly encourages each community to have a Ten Year Plan to End Homelessness. In 2007 the Board of County Commissioners approved Clackamas County's original Plan. Similar plans have been adopted in 243 communities nationwide. Addressing homelessness benefits the entire community and reduces health care and law enforcement costs.

While homelessness is not as visible within Clackamas County as it may be in more urban counties, the 2013 Point in Time Count of Homeless Individuals identified 2,070 homeless persons within Clackamas County. Almost half (965) were children under 18, 26 were 65 or older, and 75 were veterans.

In 2008, the following Policy Statement was formally adopted by the Board of County Commissioners: "Clackamas County believes in the principle that every person should have decent, safe, sanitary and affordable housing and an opportunity to live in a community in peace and dignity. We understand that housing fulfills; physical needs by providing security and shelter, psychological needs by providing a sense of personal space and privacy, social needs by providing a gathering area and communal space for families, the basic unit of society, and societal needs by providing a supportive base from which children can gain access to education and all family members can best fulfill their individual potential, including employment and personal development."

The 2014 update to the Ten Year Plan emphasizes coordination between Clackamas County and all sectors of the community, including the faith community, business, education, law enforcement and non-profit organizations to ensure the effective and efficient mobilization of limited resources. Significant progress has been made since

2007, yet the urgency of addressing homelessness remains. Some of the HUD rules have changed, and the local challenges as well. This update is timely as it strategically addresses these changes and challenges, applying evidence based models as appropriate which are adapted to Clackamas County's local needs.

Annual workplans with measurable goals and assigned responsible parties will accompany the Plan once approved to ensure accountability and continued progress toward addressing, and ultimately ending, homelessness in Clackamas County.

**FINANCIAL IMPLICATIONS** (current year and ongoing): There is no financial impact to the County as a result of adoption of the Plan. The Plan assumes a continuation of existing County financial support for Bridges to Housing and Winter Warming Centers. The Plan does provide a framework for future County investments if the Board decides to dedicate additional funding to find solutions for residents experiencing homelessness.

**LEGAL/POLICY REQUIREMENTS:** None

**PUBLIC/GOVERNMENTAL PARTICIPATION:** The update to the Ten Year Plan and Policy to Address Homelessness was created through a workgroup that met four times and included representatives from numerous community organizations, County Departments, school district representatives, and the State of Oregon Department of Human Services. Two BCC appointed groups: the Community Action Board and the Homeless Policy Council have had multiple opportunities to help shape the draft update. The Continuum of Care (the homeless service provider network) also helped to shape the update. Each group made meaningful suggestions that were incorporated into the document that has been presented to the Board of County Commissioners.

**OPTIONS:**

- 1) Move the plan to a BCC Business Meeting
- 2) Recommend changes and bring back to a future Study Session for final approval
- 3) Reject the Plan

**RECOMMENDATION:**

Health, Housing and Human Services recommends approval to proceed with adoption of the Clackamas County Ten Year Plan and Policy to Address Homelessness. Additionally, it is recommended that the title of the Plan be changed to read "Ten Year Plan and Policy to End Homelessness".

Reasons for this recommendation are:

- Homeless remains a persistent problem in most of Clackamas County, including urban, rural and suburban areas;
- Homelessness affects some of the most vulnerable county residents. Almost half of the identified homeless are children under the age of 18. Significant numbers of veterans, people with disabilities, women fleeing domestic violence and older adults are homeless in Clackamas County;
- Homeless individuals are frequent victims of crime and often experience health problems;
- Many homeless adults want to work but are not employable without a safe place to sleep at night;

- The updated Plan provides a framework for coordinating efforts to address homelessness and prioritizes specific activities. When federal or state funding becomes available the County's priorities will be clearly identified which will expedite the proposal process; and
- Many communities nationwide have completed similar updates to their original plans in order to stay current and be strategic about how to keep moving forward on this difficult problem.

ATTACHMENTS:

Attachment 1 : 2014 Update to the Ten Year Plan to Address Homelessness

Attachment 2: Clackamas County 2013 Point in Time County of Homeless Individuals

SUBMITTED BY:

Division Director/Head Approval 

Department Director/Head Approval \_\_\_\_\_

County Administrator Approval \_\_\_\_\_

For information on this issue or copies of attachments, please contact Brenda Durbin @ 503-655-8641

## **Homeless Count Methodology**

Every two years Clackamas County takes part in a nationwide effort to count homeless individuals who are sheltered within homeless assistance programs and those people who are unsheltered, living on the streets.

Nationally homelessness is defined within two categories for the purpose of this count. The US Department of Housing and Urban Development (HUD) defines the homeless as:

- Those people who are sheltered within Emergency Shelters and Transitional Housing Programs
- Those people who are unsheltered, staying in places not meant for people to live, such as in cars, parks, abandoned buildings, and on the street

The State of Oregon uses a broader definition of homelessness, which includes those people who are in unstable living situations due to loss of housing and economic hardship.

### **Clackamas County Methodology**

The count of homeless individuals and families is conducted by combined efforts of county staff and volunteers, counting people who are considered homeless in either both the Federal or State definitions of homelessness.

157 volunteers helped conduct the 2013 count in Clackamas County.

Homeless persons were surveyed at 92 sites, including food pantries, faith based organizations, shelters, schools, and outdoor areas.

### **Multnomah County Methodology**

The count of homeless individuals and families is conducted by combined efforts of county, city, and nonprofit staff and volunteers, counting people who are considered homeless using the Federal definition of homelessness. However, the report also references an analysis of the data available on people who meet the State definition and contains an estimate of the additional number of people who would likely meet that definition.

80 organizations and approximately 75 volunteers helped conduct the 2013 count in Multnomah County.

Homeless persons were surveyed at all 80 organizations sites, many of whom have multiple locations. An additional extensive outreach effort focused on known campsites and camping areas was conducted.

### **Washington County Methodology**

The count of homeless individuals and families is conducted by combined efforts of county, city, and nonprofit staff and volunteers, counting people who are considered homeless using the Federal and State definition of homelessness.

Approximately 50 people helped conduct the 2013 count in Washington County.

Homeless persons were surveyed at 110 sites, including food pantries, faith based organizations, shelters, schools, and outdoor areas.

**At a Glance 2013 Point in Time Numbers by County**

County	Homeless Federal definition	Homeless, State Definition	Homeless, Total	Homeless Children (subset)
Clackamas	619	1,451	2,070	965 (47%)
Multnomah	4,441	18,341*	22,782*	749 counted**
Washington	544	467	1,011	380 (37%)

\*Multnomah County used a variety of data sets to estimate rather than fully count the people who meet the State of Oregon definition of homelessness

\*\* Due to the methodology used in Multnomah County, it is difficult to estimate the number of homeless children in a way that could be compared to Clackamas and Washington Counties. Thus, the 749 listed represent only the children who were homeless under the Federal definition.

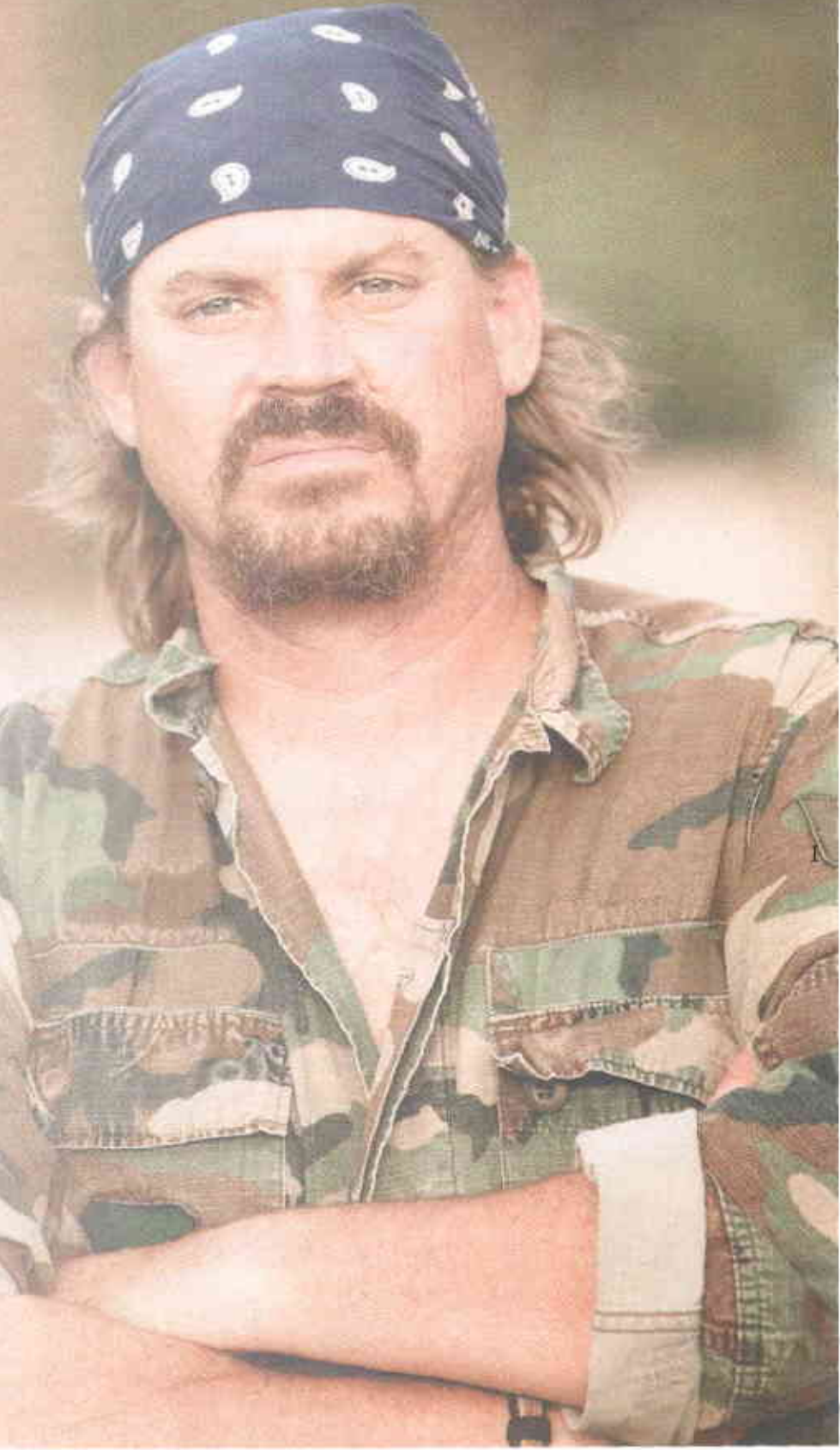
TEN-YEAR  
PLAN & POLICY  
to Address Homelessness

Health, Housing  
& Human Services   
CLACKAMAS COUNTY



**2014 Update:**  
**A Call to Action**

*Phil, a veteran who grew up in Clackamas County, was ready to give up when County staff first met him. He had been living in his truck for more than a year with some brief stays in shelters. He had no income and no resources. Phil had worked as a long haul truck driver for 20 years, but when he was physically no longer able to work, he ended up homeless. Through the HOPE program, he was placed in permanent housing and worked with a supportive case manager who helped him apply for the benefits he had earned through his military service and through years as a truck driver. In 2013, he successfully obtained his Social Security Disability, Veterans Pension, Medicare, and Veterans Health benefits, along with \$16,000 in savings and the ability to financially maintain his housing.*



## Why is a plan to address homelessness still needed?

The United States is still recovering from the worst recession since the Great Depression. From 2007 to 2010, millions of jobs were lost, homes were foreclosed and new housing development stalled. Competition increased significantly for lower-cost apartments, making it harder for homeless and very low-income people to find housing. People and families who had never experienced poverty before were hit hard. In Clackamas County, the number of households needing food stamps doubled. The economy, jobs, and families have yet to fully regain their footing.

A full time minimum wage job in Oregon grosses \$18,928 a year. Yet, average rents can consume \$9,348; almost half. The Oregon Opportunity Network estimates this severe rent burden is experienced by 38% of Clackamas County residents. Rental housing is in high demand and vacancy rates are at historic lows. In 2013 the Housing Authority of Clackamas County opened its wait list. In seven days, 2,802 applications were received. From these 2,802 low-income households, a lottery was held to select only 855 households to receive subsidized housing. Many of these households will wait up to five years before receiving housing. The Bridges to Housing program for high needs homeless families recently received 63 applications in one week. The program has openings for two households.

*One agency often receives more than 200 calls a month from families struggling to pay rent, but only has resources to help five.*

Low-income families struggle to remain safely housed. They work low wage jobs and move frequently seeking lower rents. They may try to get in to the one emergency family shelter in the county (with just sixteen beds).<sup>1</sup> Many stay with family or friends and, when options run out, live in their cars. In fact, children are the fastest growing segment of the homeless population.

<sup>1</sup> This number does not include the two family shelters that serve domestic violence survivors, or the winter warming shelters that operate on nights when temperatures drop below freezing.



The Clackamas County 2013 Point in Time Count identified 2,070 homeless people. Of these, 1,160 people were in families with children. The Oregon Department of Education in 2012-13 identified 1,492 homeless school aged children in Clackamas County schools.

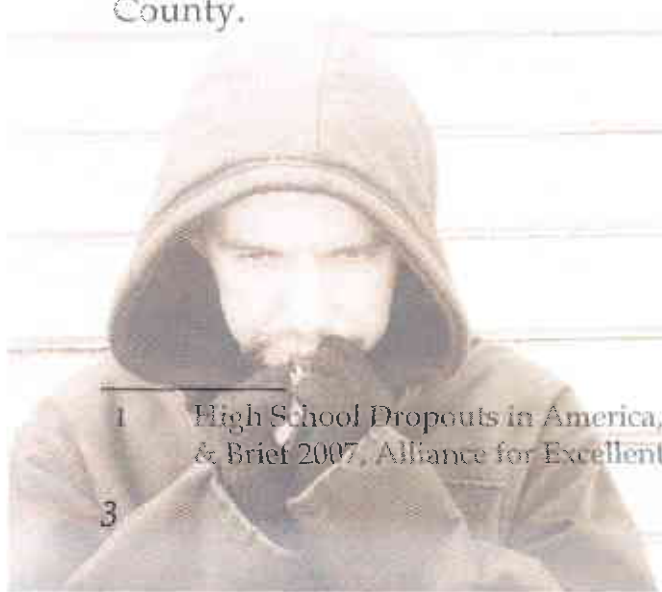
All of these children are at risk for more health problems, higher rates of drug use and dropping out of school. High school students living in low-income families are six times more likely to drop out than their more affluent peers.<sup>1</sup>

Clackamas County has the third largest population of veterans in Oregon, and during the 2013 count, 75 homeless individuals reported that they had served in the military.

Homelessness is a difficult situation for anyone experiencing it. Likewise it is not an easy problem for this community to solve. Clackamas County is not lacking in compassion, dedication or the willingness to address homelessness. Huge strides have been made as demonstrated by the successes to date. The challenge, and the commitment, remains to work more efficiently, effectively and collaboratively – and maximize every possible resource to address homelessness in Clackamas County.

*Andrea called Clackamas County desperate for a place to stay after a domestic violence episode with the father of her two young children. There was no space in the local domestic violence shelter, but space was available at a church shelter. There, Andrea worked closely with a case manager who helped them access permanent housing through the Housing Authority and helped them pay for move-in costs. Andrea had put off her dreams of finishing college because she had spent the last several years home with her children. Once the family was settled, she enrolled in nursing school, finishing in nine months, and then finding a job immediately following graduation. Andrea attributes her success and the safety of her family to the support provided during her time of transition.*

1 High School Dropouts in America, Fact Sheet 2010, Issue & Brief 2007, Alliance for Excellent Education.



The Plan to Address Homelessness includes strategies to combat all of the complex issues contributing to homelessness including jobs, housing, military service, education and health. Working collaboratively and encompassing the entire community, Clackamas County can and will achieve the visions that was adopted by the Board of County Commissioners in 2008, one year into the Plan.

*“Clackamas County believes in the principle that every person should have decent, safe, sanitary and affordable housing and an opportunity to live in a community in peace and dignity. We understand that housing fulfills; physical needs by providing security and shelter, psychological needs by providing a sense of personal space and privacy, social needs by providing a gathering area and communal space for families, the basic unit of society, and societal needs by providing a supportive base from which children can gain access to education and all family members can best fulfill their individual potential, including employment and personal development.”*

Homelessness is not an issue to be complacent about. For the many people experiencing it, and those at serious risk of homelessness, it is an emergency faced every single day and night.

Clackamas County is dedicated to staying on the forefront of effective, innovative and respectful ways to address homelessness across the county. Working collaboratively across departments, constituencies and communities, Clackamas County will support and expand a comprehensive continuum of services to both prevent and address homelessness. The activities outlined in this plan will continue to build on the principle that *every person should have decent, safe, sanitary and affordable housing and an opportunity to live in a community in peace and dignity.*



-Brenda Durbin, Director of Social Services  
Clackamas County, Oregon

# 2013 Data and Statistics

## Oregon:

According to the 2008-2012 American Community Survey:

- 15.7% of Oregon residents over the age of 18 have less than a high school education.
- 26% of Oregon residents over age 25 living in poverty have less than a high school education.
- 49% of children whose parents do not have a high school degree live in poor families in Oregon. The term “poor” is defined as income below the federal poverty threshold.<sup>1</sup>

## Clackamas County:

### Unemployment Rate:

- In CY 2013, Clackamas County had an average 6.9% unemployment rate.<sup>2</sup>
- The unemployment rate in Clackamas County for the January 2014 was 6.3%.<sup>3</sup>

### Education:

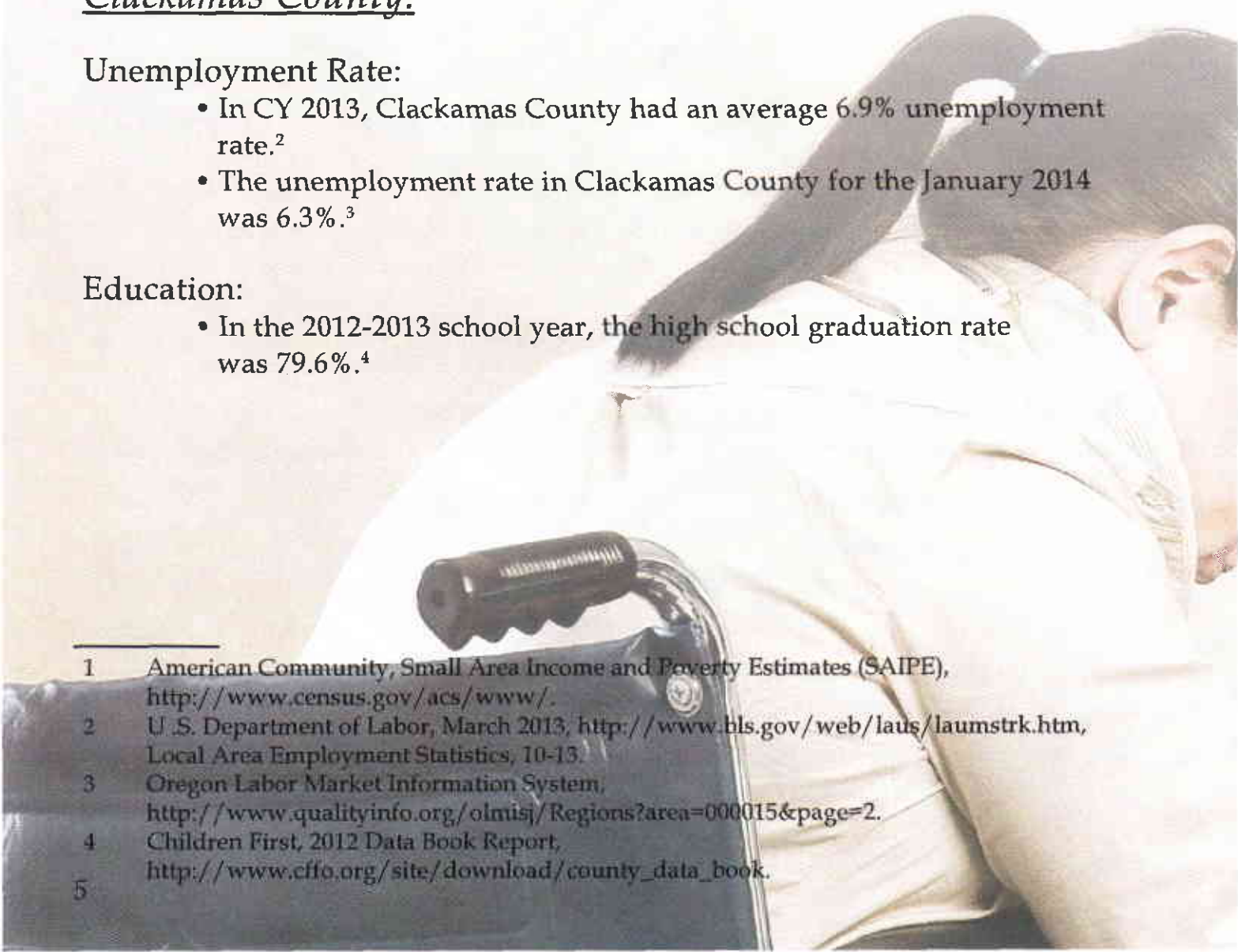
- In the 2012-2013 school year, the high school graduation rate was 79.6%.<sup>4</sup>

1 American Community, Small Area Income and Poverty Estimates (SAIPE), <http://www.census.gov/acs/www/>.

2 U.S. Department of Labor, March 2013, <http://www.bls.gov/web/laus/laumstrk.htm>, Local Area Employment Statistics, 10-13.

3 Oregon Labor Market Information System, <http://www.qualityinfo.org/olmis/Regions?area=000015&page=2>.

4 Children First, 2012 Data Book Report, [http://www.cffo.org/site/download/county\\_data\\_book](http://www.cffo.org/site/download/county_data_book).



### Poverty Level:<sup>1</sup>

- 32.1% of female headed families with children live in poverty.
- 24% of female headed households without children live in poverty.
- 12.7% of Clackamas County children live in poverty.
- 11.5% of families with children under 18 live in poverty.
- 9.7% of residents or 36,588 people live in poverty.
- 6.8% of all households or 9,860 households live in poverty.
- 5.1% of seniors live in poverty.
- 11% of households receive Supplemental Nutrition benefits (Food Stamps).

### Homeless Statistics:

- 70% or 1,451 were in unstable housing, staying in any number of different housing situations but lacking a rental agreement in their own name.<sup>1</sup>
- 2070 people were identified as homeless in Clackamas.<sup>1</sup>
- During the 2012-13 school year, 1,198 children in Clackamas County schools were identified as homeless.<sup>2</sup>
- 191 people were chronically homeless.<sup>3</sup>
  - Of these, 27% are female & 73% are male.
  - HUD defines chronically homeless as having a documented disability and have been homeless for a year or more or 4 or more times in the past three years.
- 478 people were unsheltered.
- 113 were unaccompanied homeless youth.

1 U.S. Census Bureau, Comparison data report 2012,  
<http://www.census.gov/did/www/saipe/index.html>.

2 <http://www.ode.state.or.us/wma/superintendent/release/homeless-report-supplement.pdf>.

3 U.S. Census Bureau, Comparison data report 2012,  
<http://www.census.gov/did/www/saipe/index.html>

As of February 2014, Clackamas County and the non-profits offering homeless services in the county have the capacity to provide on any given night:

- Severe weather warming center beds for up to 99 people.
- 44 emergency shelter beds, including families and people fleeing domestic violence but no year round shelters for single adults.
- 95 transitional housing beds, providing up to 24 months of housing for people who may be unable to transition directly from homeless into permanent housing for a variety of reasons.
- 298 permanent supportive housing beds, providing ongoing rental subsidies and supportive service for households who have typically been homeless for longer periods and have disabilities.

*Juan and Sue, married and in their 50s, found themselves in poor health and without income or health insurance. Juan had lost his job and Sue was unable to work due to health issues, and, as a result, the couple was evicted. They had heard about Rent Well and enrolled, hoping that it would help potential landlords realize that they could be good tenants again despite their recent eviction. Shortly after starting the program, Juan found a part-time job. A few weeks later, he found additional work. With help from staff, the couple wrote letters explaining the circumstances and compiled a housing portfolio, which a local landlord accepted. At this point, they had saved enough money for rent but were unable to pay the deposit. That is when Rent Well stepped in. The program was able to pay for the deposit, which helped Juan and Sue secure stable housing. Shortly after, Juan found full-time work, which meant an increase in income and health insurance. Sue's health improved, and she began working again. The couple no longer receives food stamps or Medicaid, and they're thrilled with their apartment.*

# 2007-2013 Accomplishments of the Clackamas County Plan to Address Homelessness

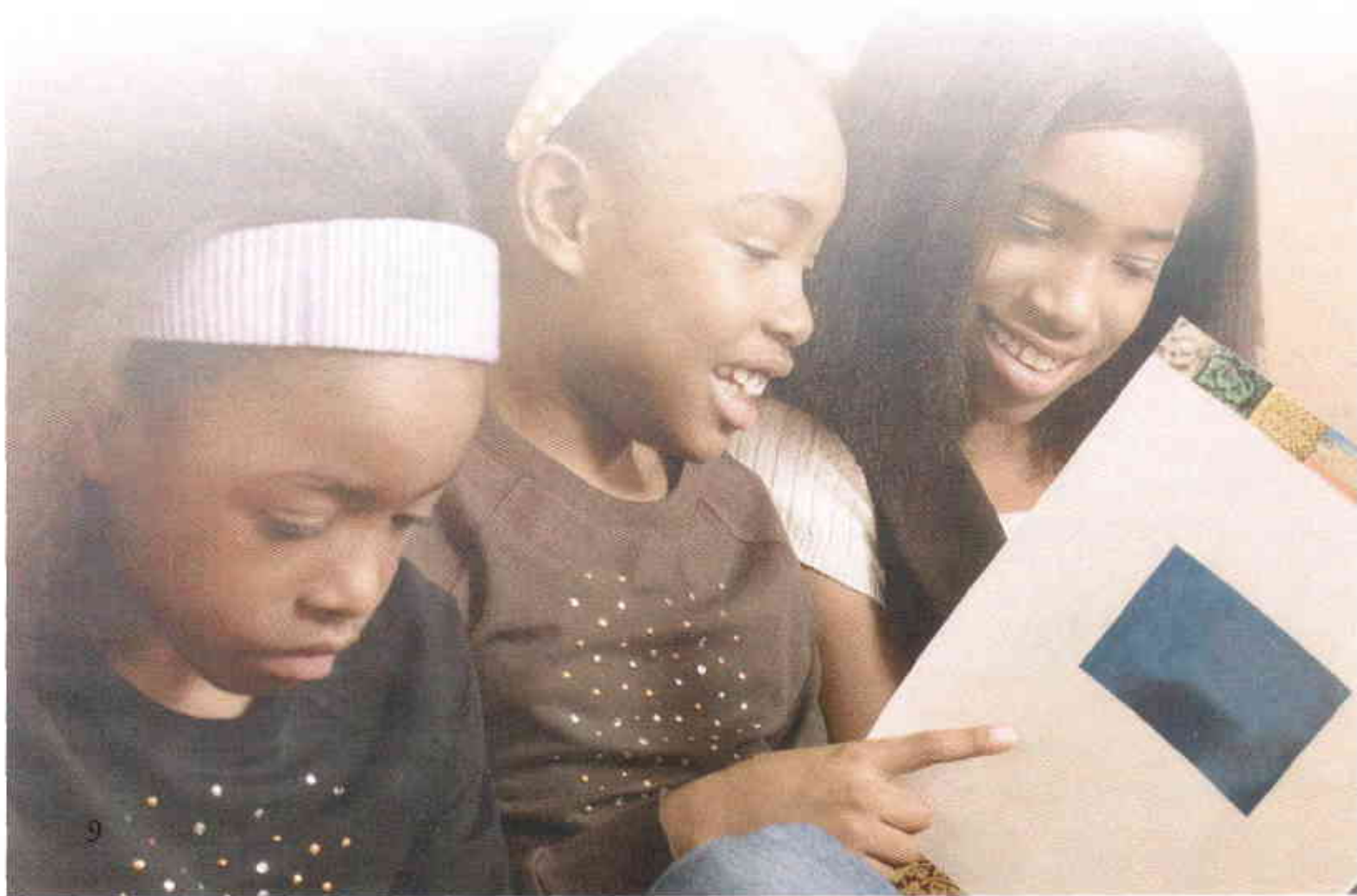
In the first six years:

- 786 Clackamas County homeless households, comprised of 840 adults and 833 children, were housed in either permanent or transitional housing.
- 605 Clackamas County households who were at high risk of homelessness, comprised of 900 adults and 895 children, were prevented from becoming literally homeless through short-term eviction prevention rent assistance.

More notable accomplishments:

- 2009: Clackamas Women's Services launches the Beyond Shelter Program, the first Housing First Program for victims of domestic violence in Clackamas County. Since its implementation, more than 250 households have been assisted with eviction prevention and rapid re-housing services.
- 2009: Los Ninos Cuentan - A culturally specific shelter for Latina survivors of domestic violence established.
- 2009: Warming Centers begins - Helps up to 99 homeless adults every night by providing a safe, warm, and dry place to sleep during the coldest winter nights.
- 2010: Baldock Rest Stop Project - Ended camping at the popular I-5 rest stop using an innovative outreach and service model, which helped 14 homeless households obtain housing.
- 2010: Increased Funding for "Bridges to Housing" ensures housing and support services to 30 homeless families with multiple, complex needs.

- 2010: Home Base established – Helps prevent homelessness for more than 100 households a year who face short-term emergencies, such as unpaid medical leave.
- 2012: Host Home Program implemented – Supports homeless teens with host homes so that they can focus on completing high school.
- 2013: A Safe Place Family Justice Center opens – Provides a drop-in location, which is safe and confidential, where abuse survivors can access multiple services under one roof.
- 2013: One hundred households who had experienced child abuse or domestic violence access Section 8 vouchers through a partnership between Northwest Housing Alternatives, Clackamas Women’s Services, Los Niños Cuentan, and the Housing Authority of Clackamas County.
- 2014: The first rural Warming Center opened in Molalla.



# Updated Goals

- I. Prevent homelessness
- II. Reduce the impacts of homelessness on children
- III. Offer a robust continuum of effective housing and services.
- IV. Strengthen the homeless services system

## Update Process:

- Review of current services, plans and programs serving the homeless.
- Inventory of transitional housing beds, new permanent housing units and other housing services currently in place.
- Assessment of 2007 Plan strategies and activities.
- Examination of best practice research, national, state and local plans to end homelessness.
- Review of US Department of Housing and Urban Development (HUD) data, funding mandates and programmatic requirements.
- Outreach to and engagement with external and internal stakeholders.
- Planning and review meetings with staff, providers and those with expertise in poverty services delivery.

## Goals:

- 1. Prevent homelessness**
  - 1.1. Objective 1: Support people at high risk of homelessness to stabilize their existing housing.
    - 1.1.1. Invest in eviction prevention and rent assistance to households at risk of becoming homeless.
    - 1.1.2. Continue to educate tenants and landlords about their respective rights and responsibilities in a manner that is easy to access and readily available.



1.2. Objective 2: Increase economic stability.

- 1.2.1. Advance services that connect people to economic stability; including meaningful and sustainable employment, financial literacy, and IDA programs.
- 1.2.2. Advocate for flexible funding for childcare, transportation, car repairs, work clothing and other needs to decrease barriers to employment.
- 1.2.3. Link homeless and low income people to credit counseling and financial education and expand these services as appropriate, including earned income credit tax assistance, credit and banking supports.
- 1.2.4. Facilitate application for appropriate mainstream benefits such as social security disability, veterans, TANF, SNAP and health insurance.
- 1.2.5. Strengthen access to career track jobs and training as well as entry level jobs for homeless and recently homeless people.

**2. Reduce impacts of homelessness on children**

2.1. Objective 1: Increase stability for children, youth and families.

- 2.1.1. Develop permanent housing options to stabilize unaccompanied homeless youth, including parenting youth.
- 2.1.2. Increase permanent housing and rapid re-housing for homeless families with children.
- 2.1.3. Explore best practices and funding options for preventing homelessness for youth aging out of foster care.

2.2. Objective 2: Promote educational success for homeless students and their families.

- 2.2.1. Support school district homeless liaisons to identify homeless students, and provide a broad range of services and linkages that decrease school mobility and increase academic success.
- 2.2.2. Raise flexible funds to support the educational success by keeping homeless students engaged in academic and extracurricular activities.
- 2.2.3. Explore ways to increase access to post-secondary education for homeless youth.

### 3. Build a robust continuum of housing and services

3.1. Objective 1: Increase and maintain the inventory of housing that is affordable to low-income people.

3.1.1. Increase the inventory of affordable housing.

3.1.2. Increase and support diverse housing models including but not limited to; emergency shelter, transitional housing, rapid re-housing, permanent supportive housing, and support resident ownership.

3.1.3. Monitor mobile home parks that are under consideration for re-development. Develop a template for mobilization to ensure that low-income mobile home park residents do not become homeless due to mobile home park closures.

3.1.4. Assist providers and landlords to understand and implement the Housing First model, reducing barriers to rapid re-housing of homeless individuals and families.

3.1.5. Support implementation of rental housing standards in unincorporated Clackamas County and encourage other communities to adopt similar standards.

3.2. Objective 2: Ensure the basic health and safety of people living outdoors

3.2.1. Support existing emergency shelters and grow the system to fill gaps for all populations.

3.2.2. Pilot the Safe Place to Park program in at least one site.

3.2.3. Continue to support winter warming centers, ensuring that homeless people can sleep in a safe, warm, dry place in freezing weather

3.2.4. Provide day centers where homeless persons can access showers, laundry facilities, and food, connect with dental, medical, housing and veterans services.

*"Since HOPE, I don't go to jail anymore. Jail was my safety net, and that's awful. I have a whole different outlook on life. Every year getting the stockings from Fill a Stocking Fill a Heart, I have a stocking for each year I have been in HOPE and stably housed. It just amazes me every Christmas when I put up all of my stockings I have accumulated, how long I've actually been a part of something. You guys have given me my life back - not that I ever had one before, but now I do."*

**4. Strengthen the Homeless Services System**

4.1. Objective 1: Involve communities in reducing the incidence and impacts of homelessness.

4.1.1. Raise awareness and engage multiple sectors regarding their role in ending homelessness, including faith communities, law enforcement, service providers, government, health care, civic and business communities, and homeless and formerly homeless persons.

4.2. Objective 2: Increase capacity and strengthen existing services.

4.2.1. Foster best practices in case management: culturally relevant, developmentally appropriate, trauma informed care, and evidence based practices.

4.2.2. Use a vulnerability index as one tool to determine prioritization, type, level and duration of service.

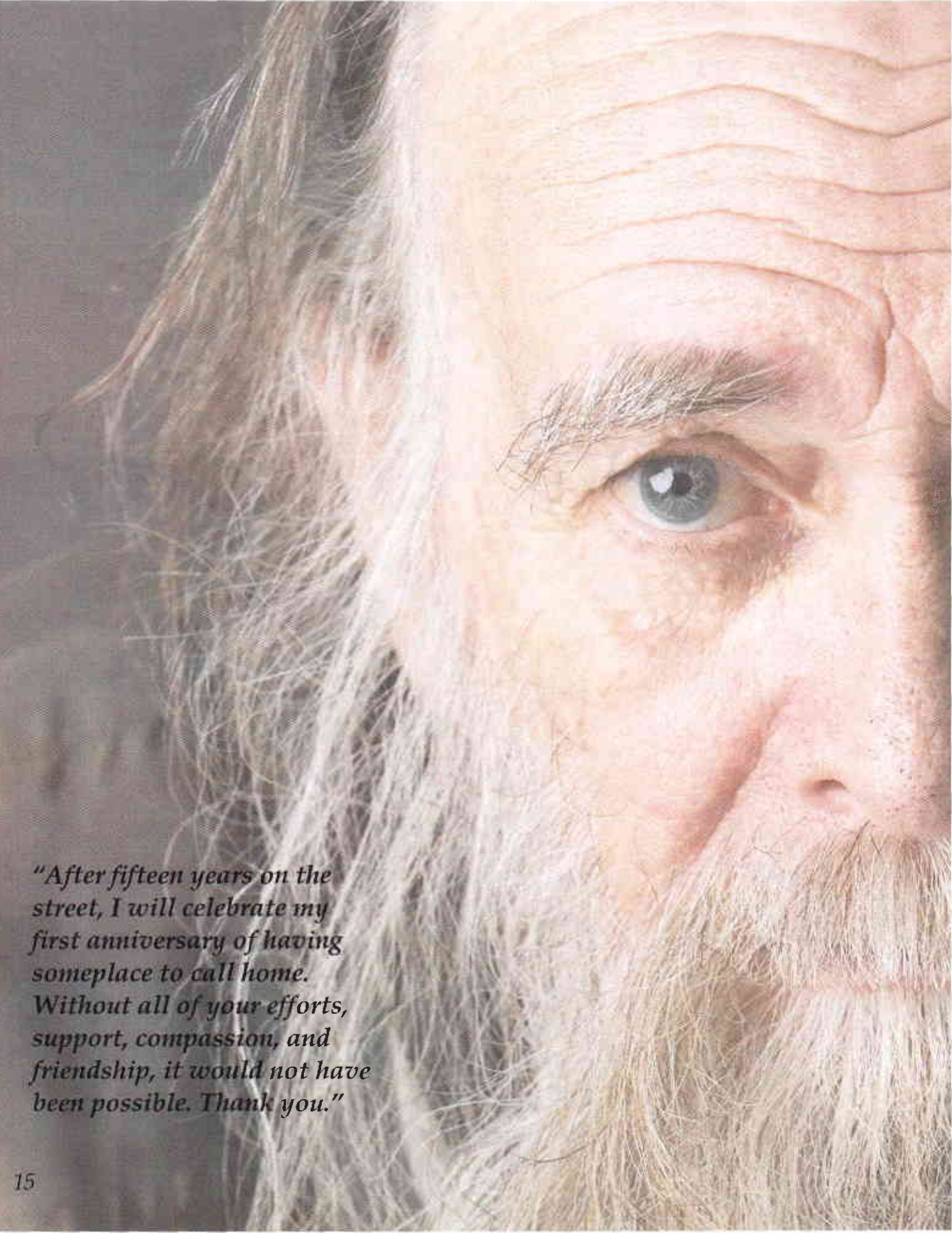
4.2.3. Utilize existing collaborative learning environments to leverage knowledge and data, and network goals, services and outcomes.

4.2.4. Incorporate awareness of child and youth development into homelessness intervention and prevention strategies.

4.2.5. Strengthen homelessness prevention. Divert as many homeless households as possible from shelters when they have other safe options, preserving shelter beds for those who do not.

- 4.3. Objective 3: Retool the crisis response system to adequately address, prevent and reduce homelessness.
- 4.3.1. Use data to drive decisions, including data on race, ethnicity and outcomes.
  - 4.3.2. Implement coordinated intake and assessment, and institutional discharge planning policies.
  - 4.3.3. Ensure that the needs of abuse survivors are addressed effectively, safely and sensitively across the entire system. Train direct service providers in domestic violence and safety planning. Support the Family Justice Center and a coordinated community response to violence and abuse.
  - 4.3.4. Expand outreach to homeless vets and ensure that rapid re-housing and service connections are available quickly and throughout the community when homeless veterans are identified.





*"After fifteen years on the street, I will celebrate my first anniversary of having someplace to call home. Without all of your efforts, support, compassion, and friendship, it would not have been possible. Thank you."*

# Conclusion

Updating the Plan has brought renewed focus on homelessness in Clackamas County. While the recession impacted so many, there were victories. Community Solutions helped numerous people find jobs. The Family Justice Center opened, using a national model to help abuse survivors. New, more culturally relevant services are delivered through Children Youth & Families. Primary care, access to addiction treatment, and mental health services were streamlined through Health Centers. New winter warming centers, school supports for homeless youth, and options for veterans are available. Existing programs continue to re-house, as well as prevent homelessness for, many of Clackamas County's most vulnerable people.

Building on this success will take investments in creative strategies with measurable outcomes. The coordinated assessment process and ongoing advances in data reporting and analysis will provide valuable information to policy makers and justify securing additional resources.

This ten-year plan will continue to build on the Clackamas County principle that *every person should have decent, safe, sanitary and affordable housing and an opportunity to live in a community in peace and dignity.*

This call to action is community-wide. Landlords, employers, educators, people of faith, volunteers, and civic organizations all have an important role in educating, volunteering, and offering opportunities to those who need them the most. Collaboration to maximize the resources available will not only reduce homelessness, but it will create a stronger Clackamas County. If you want to get involved and make a difference, please call Erika Silver at (503) 650-5725.

## *Acknowledgements*

The values and perspectives of community leaders, line staff, and people who have experienced homelessness are the foundation of this update. Their ideas and energy elevated the dialogue, focusing on what works for the people of Clackamas County. Specifically, members of the Homeless Policy Council, the Continuum of Care (formerly the Homeless Council), the Community Action Board, and the countless others who contributed their valuable time and ideas to this update, are gratefully acknowledged.



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Health, Housing  
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