

1. 1:00 P.M. Agenda

Documents:

[2024-03-20 City Council Regular Meeting Agenda.pdf](#)

2. Meeting Material

Documents:

[YMC Chapter 5.04 Fireworks Draft V2.Pdf](#)
[ORD Draft Camping Ordinance .Pdf](#)
[March 2024 City Staff Report For Council.pdf](#)
[2024 February Public Works Department Report.pdf](#)
[2024 February Water Report.pdf](#)
[2024 February Meeting Summaries.pdf](#)
[2024-02-16 Council WS Summary .Pdf](#)
[2024-02-21 Council Summary.pdf](#)
[2024-02 - February Charts And Graphs.pdf](#)
[2024-02 Financial Report Council.pdf](#)
[2024-02 Financial Report General Fund \(1\).Pdf](#)
[CIP Updates Five Year Plan 2024-03-15.Pdf](#)
[2024-228 RES Emergency Preparedness Appointments.docx \(1\).Pdf](#)
[LeonSternerPlaqueProposalCC.pdf](#)
[FINAL Where We Call Home - Strategic Plan For Lincoln County Homelessness Advisory Board.pdf](#)
[2024-229 RES Homelessness Strategic Plan.pdf](#)
[2024 Goals And Objectives.pdf](#)



CITY OF YACHATS
441 N Hwy 101, Civic Meeting Room 1
Wednesday, March 20, 2024, at 1:00 pm
To Be Held In-Person & Via Zoom

Join Zoom Meeting

<https://us02web.zoom.us/j/89654498587>

Meeting ID: 896 5449 8587

Regular Council Meeting

- I. **Announcements, Proclamations, and Correspondence**
- II. **Public Comment** - limited to items not on the agenda
(5-minute limitation per person)
- III. **Public Hearing**
 - a. Fireworks Ordinance
 - i. [Link to ordinance](#)
 - ii. *Public comment*
 - b. Camping Ordinance
 - i. [Link to ordinance](#)
 - ii. *Public comment*
- IV. **Consent Agenda** – vote to approve
 - a. The City Manager and City Staff report
 - i. [Link to report](#)
 - b. Commission/Committee meeting summaries
 - i. [Link to summaries](#)
 - c. City Council February meeting minutes
 - i. [Link to meeting summary 2/16/24](#)
 - ii. [Link to meeting summary 2/21/24](#)
 - d. Financial Reports
 - i. [Link to February 2024 graph finance overview](#)
 - ii. [Link to February 2024 financial consolidated report council](#)
 - iii. [Link to February 2024 financial fund balance & contract expense](#)

The Yachats City Council meetings are open to the public and interested citizens are invited to attend via Zoom. These are open meetings under Oregon law, but a work session is not a community forum; audience participation is at the discretion of the Council. Meetings are audio-recorded. The meeting are accessible to persons with disabilities. For accommodations, please call (541) 547-3565, or Oregon Relay 1-800-735-2900 (TDD) two days in advance. City of Yachats does not discriminate on the basis of race, color, religion, creed, gender, national origin, age, disability, marital or veteran status, sexual orientation, or any other legally protected status. Sign language or foreign language interpreter may be available, with advance notice. Call City Hall at 541-547-3565 or Oregon Relay 1-800-735-2900 (TDD) two days in advance. POSTED March , 2024 By: Kimmie Jackson Deputy City Recorder



V. New Business

- a. Annual Council President nomination and vote
- b. CIP budget review (please note when the Excel worksheet downloads to a PDF, it shrinks drastically to fully view zoom in)
 - i. [Link to draft CIP budget](#)
- c. Emergency Preparedness Committee- new members
 - i. [Link to Resolution 2024-228](#)
- d. Skatepark dedication from Parks & Commons Commission
 - i. [Link to request](#)

VI. Ongoing Business

- a. Lincoln County Homeless Advisory Board
 - i. [Link to the final report](#)
 - ii. [Link to Resolution 2024-229](#)
- b. 2024 Council Goals & Objectives
 - i. [Link to document](#)

VII. Other Business

- a. From the Mayor
- b. From Council
- c. From Staff

The Yachats City Council meetings are open to the public and interested citizens are invited to attend via Zoom. These are open meetings under Oregon law, but a work session is not a community forum; audience participation is at the discretion of the Council. Meetings are audio-recorded. The meeting are accessible to persons with disabilities. For accommodations, please call (541) 547-3565, or Oregon Relay 1-800-735-2900 TDD) two days in advance. City of Yachats does not discriminate on the basis of race, color, religion, creed, gender, national origin, age, disability, marital or veteran status, sexual orientation, or any other legally protected status. Sign language or foreign language interpreter may be available, with advance notice. Call City Hall at 541-547-3565 or Oregon Relay 1-800-735-2900 (TDD) two days in advance. POSTED March , 2024 By: Kimmie Jackson Deputy City Recorder

Title 5. Health and Safety Chapter

5.04. FIREWORKS

§ 5.04.010. Definitions

The words and phrases in YMC Chapter 5.04 shall have the meaning provided in ORS Chapter 480.

§ 5.04.020. Fireworks prohibited.

- A. The possession, discharge, detonation, or use of consumer fireworks is prohibited within the City of Yachats.
- B. The sale of consumer fireworks is prohibited within the City of Yachats.
- C. This section does not prohibit display fireworks permitted under ORS 480.130 to 480.150.
- D. The Lincoln County Sheriff's office, acting under the authority granted by Lincoln County, may confiscate, destroy, remove, or have removed at the owner's expense all fireworks in violation of this section.

§ 5.04.030. Violation—Penalty.

Any person who violates a provision of this chapter commits a Class B civil infraction and shall be subject to the procedures and penalties of Chapter **1.12**, as now constituted or hereafter amended, revised or repealed.

CITY OF YACHATS

ORDINANCE NO. 374

AN ORDINANCE CREATING A NEW CHAPTER 5.02 IN THE YACHATS MUNICIPAL CODE RELATED TO CAMPING

Whereas, the City of Yachats is experiencing an increase of unsanctioned camping in public spaces and rights-of-way, especially during the summer months. The entire state of Oregon, at all levels of government, is struggling to address issues related to affordable housing and those without adequate housing; and

Whereas, the current Municipal Code regulates certain activities on public property and parking on public streets. These code provisions were not designed to manage the current circumstances of unsheltered homelessness in public places within the City; and

Whereas, public rights-of-way are designed and intended for travel, transportation, and provision of utility services, among other uses. The City's parks were designed and intended for recreational uses and outdoor activities. Public rights-of-way and city parks were not designed or intended for overnight use in the same way as a recreational camp site. People living in makeshift camps in the right-of-way, local parks, or vehicles often lack access to safe and sanitary restrooms and trash receptacles, resulting in unsanitary conditions from improper disposal of human waste and trash; and

Whereas, the City has a responsibility as the road authority to manage its streets and sidewalks as safe, passable, and accessible; and

Whereas, this Ordinance is intended to address health and safety concerns of both the travelling public and individuals residing or camping within the City, promote a safe environment, limit unsanitary conditions, allocate limited public resources effectively, and meet legal and humanitarian standards for all people within the City; and

Whereas, the City finds that limitations on the locations of campsites on City property supports the safety of people in the campsites as well as the traveling public and community; and

Whereas, ORS 195.530 provides: "Any city or county law that regulates the acts of sitting, lying, sleeping or keeping warm and dry outdoors on public property that is open to the public must be objectively reasonable as to time, place and manner with regards to persons experiencing homelessness;" and

Whereas, this Ordinance is intended to establish objectively reasonable time, place, and manner regulations, in compliance with ORS 195.530, that balance the statutory obligations placed upon the City with the City's obligation to manage public spaces to meet their intended uses and to maintain health and safety for everyone in the City,

Whereas, the City of Yachats works in conjunction with health and human services from Lincoln County, Oregon. Th county provides public health, mental health and addiction counceling, referral services and additional services for the City of Yachats.

NOW THEREFORE, the City of Yachats ordains as follows:

Section 1. Yachats Municipal Code Chapter 5.02.

A new Chapter 5.02, Camping, is added to the Yachats Municipal Code as follows:

Chapter 5.02 Camping

Section 5.02.010 Definitions

As used in this Chapter, the following terms are defined as follows:

- A. "Camp" or "camping" means to pitch, erect, create, use or occupy camp facilities for the purposes of habitation, as evidenced by the use of camp paraphernalia.
- B. "Camp facilities" include, but are not limited to, tents, huts, temporary shelters, motor vehicles or recreational vehicles.
- C. "Camp paraphernalia" includes, but is not limited to, tarpaulins, cots, beds, sleeping bags, blankets, mattresses, hammocks, or outdoor cooking devices or utensils and similar equipment.
- D. "Established campsite" or "campsite" means any place where one or more persons have established temporary sleeping accommodations by use of camp facilities and/or camp paraphernalia for more than 24 consecutive hours.
- E. "Family" has the meaning set forth in Section 9.04.030 of the Yachats Municipal Code.
- F. "Motor vehicle" has the meaning given that term in ORS 801.360.
- G. "Park areas" mean an open or enclosed tract of land set apart and devoted for the purposes of pleasure, recreation, light and air for the general public.
- H. "Parking lot" means a developed location that is designated for parking motor vehicles, whether developed with asphalt, concrete, gravel, or other material.
- I. "Publicly owned property" means any real property or structures owned, leased, or managed by the City or other government agency including public rights-of-way.
- J. "Recreational fire" means a fire for the cooking of food or for warmth, fellowship or ceremonial purposes.
- K. "Recreational vehicle" has the meaning set forth in Section 9.04.030 of the Yachats Municipal Code.
- L. "Right of way" has the meaning set forth in Section 9.04.030 of the Yachats Municipal Code.
- M. "Solid waste" has the meaning set forth in Section 5.10.020 of the Yachats

Municipal Code.

- N. "Store" or "storage" means to put aside or accumulate for use when needed, to put for safekeeping, to place or leave in a location.
- O. "Street" has the meaning set forth in Section 9.04.030 of the Yachats Municipal Code.
- P. "Supervised program" means that responsible adults are present to establish and enforce rules regarding behavior and substance use; and to provide referrals to resources including but not limited to employment assistance, healthcare, and permanent housing.

Section 5.02.020 Permitted Camping

All persons participating in a camping program as described in this section do so at their own risk, and nothing in this section or chapter creates or establishes any duty or liability for the City or its officers, employees or agents, with respect to any loss related to bodily injury (including death) or property damage, theft or destruction.

- A. To allow for legal camping within the City, the prohibitions established in other sections of this code shall not apply under any one of the following conditions:
 - 1. The property involved is zoned Industrial, Public Facility or Commercial, and the property owner has registered the temporary camping location with the City. The City may require the site to be part of a supervised program operated by the owner or its agent.
 - 2. Camping is occurring in accordance with a duly executed emergency declaration made pursuant to the Yachats Municipal Code.
 - 3. The property is developed and owned by a religious institution or place of worship, regardless of the zoning designation of the property. The City shall require the site to be part of a supervised program operated by the owner or its agent.
 - 4. The property is residential zoned property, provided the campers are family and the property owner has registered the temporary camping location with the City.
- B. This section does not prevent short term (less than 14 days) camping on residential zoned property by family and friends of the property owner for purposes of recreational usage of one's property unless deemed a nuisance under YMC Chapter 5.08.
- C. In addition, and notwithstanding the prohibitions established in other sections of this code, the owner of a commercial or industrial property, a public entity, or a religious institution/place of worship may allow vehicle or tent camping to persons, provided:

1. Such accommodations are made free of charge;
2. Occupancy is limited to three (3) or fewer vehicles or tents at the same time, in any combination;
3. If children under the age of 18 are involved, occupancy is limited to one (1) vehicle or tent and four (4) or fewer campers;
4. All items and materials are stored in vehicles or tents or in a separate storage area that is screened from view from adjacent properties and public rights-of-way;
5. Campers are provided access to sanitary facilities, including a toilet, hand washing and trash disposal facilities, with such facilities being at least 20 feet from the property line of a residential use if not fully contained within a building; and an inspection is performed by the City to confirm that sanitary facilities are in place, required setbacks are met, and any storage areas are screened, before vehicle or tent camping is commenced;
6. A property owner who allows camping pursuant to this section may revoke that permission at any time and for any reason;
7. All tents or camping shelters in a residential backyard shall be not less than five feet away from any property line; and
8. The property owner shall not require or accept the payment of any monetary charge or performance of any valuable service in exchange for providing the authorization to camp on the property; provided, however, that nothing in this section will prohibit the property owner from requiring campers to perform services necessary to maintain safe, sanitary, and habitable conditions at the campsite.

D. Notwithstanding the provisions of this chapter, the City Manager may:

1. Revoke the right of a property owner to allow camping on property described in subsection A of this section upon finding that the property owner or a camper has violated any applicable law, ordinance, rule, guideline or agreement, or that any activity occurring on that property by a camper is incompatible with the use of the property.
2. Revoke permission for a person to camp on public property upon finding that the person has violated any applicable law, ordinance, rule, guideline or agreement, or that any activity occurring on public property by the person is incompatible with the use of the property.

A permission revoked by the City Manager is considered an administrative action, and can be appealed to the City Council per the process outlined in Section 4.04.110 of the Yachats Municipal Code. The process is identical to a business license hearing, except that revocation of the permission occurs at the time of the City Manager's action and is only reinstated upon a successful appeal.

Section 5.02.030 Prohibited Camping Locations

- A. Except as expressly authorized by the Yachats Municipal Code, it is unlawful to establish, use or occupy a campsite in the following locations:
1. Any City of Yachats park areas developed as a recreational facility or that are designed as public gathering spaces including, but not limited to:
 - a. City owned property between 4th and 7th and Oceanview Drive and La-de-dah Lane commonly known as the “Green Space”, “Urban Forest” and “Wetlands” including all boardwalks and pathways
 - b. Prospect Park
 - c. Whale Tail Park
 - d. Sunset and Overlook Parks
 - e. Little Log Museum
 - f. Estuary Boardwalk
 2. Within visual line of sight from a constructed and signed recreational trail on public property;
 3. On any public property for which access would require trespass via an easement over private property or restricted City easement;
 4. The following City-owned facilities, and associated grounds:
 - a. Yachats Commons
 - b. Yachats Library
 - c. Yachats City Hall
 - d. Public Works Shop
 - e. Wastewater Treatment Plant
 - f. Water Treatment Plant
 5. Any City property leased to another entity;
 6. City-owned or maintained parking lots unless identified as a vehicle camping lot;
 7. Public rights-of-way adjacent to, or within 200 feet of a lot or parcel containing an elementary school, secondary school, health care facility, day care facility, or childcare facility;

8. Public rights-of-way adjacent to a lot or parcel containing a dwelling;
9. On any roadway, sidewalk or walking path or City property closed to the public;
10. Public rights-of-way within 100 feet of the edge of pavement of Hwy. 101 or at any public facility (Fire Station, Port District, etc.) which has not filed the owner registration under YMC 5.02.020;
11. Within 25 feet of a riparian corridor as identified in YMC 9.52.070.

B. Further restrictions:

1. Except as expressly authorized by the Yachats Municipal Code, it shall be unlawful for any person to store unattended personal property within public rights-of-way.
2. Except as expressly authorized by the Yachats Municipal Code or a special event permit, it shall be unlawful to carry out open burning or to have a recreational fire on public property.
3. Any person camping in a motor vehicle or recreational vehicle must adhere to the parking regulations outlined in YMC Chapter 6.08.
4. Notwithstanding the provisions of this chapter, the City Manager may temporarily authorize camping or storage of personal property on public property by written order that specifies the period of time and location upon finding it to be in the public interest and consistent with City Council goals and policies.
5. It shall be unlawful to camp on any property on which solid waste has accumulated without collection.

Section 5.02.040 Campsite Cleanup

Campsites must be maintained in a clean and orderly fashion, with no accumulation of trash or debris around the site. Failing to adhere to Code requirements, will cause the campsite to be deemed unlawful. If a campsite is deemed to be unlawful as described above:

- A. Signs may be posted advising that camping is prohibited. If a cleanup is necessary, a dated and timed notice will be posted and distributed in the area at least 72 hours before a cleanup occurs.
- B. Notwithstanding Subsection A, cleanup of campsites may occur immediately and without notice if the City Manager, Lincoln County Sheriff, Oregon State Police or designee determine that either of the following conditions exist:
 1. An emergency such as possible site contamination by hazardous materials or where there is an immediate danger to human life or safety;

2. Illegal activity other than camping.

- C. The city will comply with ORS 195.505(5) for camp clean up
- D. Written notices will be in both English and Spanish.
- E. Copies of all notices shall be provided to the Oregon Department of Human Services or the Lincoln County Human Services Department.
- F. Weapons, drug paraphernalia, and items which reasonably appear to be either stolen or evidence of a crime may be retained and/or disposed of by the Lincoln County Sheriff's Office in accordance with their department's written policies and procedures.

Section 5.02.050 Penalties And Enforcement

Violations of this chapter:

- A. Are a civil infraction, subject to a class B civil penalty and enforced under the rules of Chapter 1.12 of the Yachats Municipal Code.
- B. Repeated violations of this chapter will result in trespass from those City properties unless the individual is conducting legitimate business with a City department.
- C. The City Manager may adopt administrative rules to enforce.
- D. The remedies in this Section are not intended to be exclusive. The City may seek other remedies allowed by law.

Section 2. Effective date.

Pursuant to the Yachats Charter, this ordinance shall take effect 30 days after adoption.

Passed and adopted by the City Council of the City of Yachats on this ____ day of _____, 2024.

Craig Berdie, Mayor

Attest: _____
Bobbi Price, City Manager



City of Yachats City Staff Report | March 20, 2024
501 Hwy 101 N, Yachats, OR 97498 | www.yachatsoregon.org

CITY MANAGER (Bobbi Price)

Finance Committee- The Finance Committee convened on February 29th and March 5th to develop the Capital Improvement Plan (CIP) budget. It will be incorporated into the council's review during the meeting set for March 20th.

Oregon State University's CASS program presented the applications it has created and finalized to the Finance Committee. The program will furnish links to these applications for the city to include on its Civic Plus website.

At present, work has been put on hold, and the existing contract was ended. This enables the current city manager to initiate new contracting and Request for Proposal (RFP) processes based on the work determined by the staff as necessary. CASS will be invited to bid on the contract when the opportunity arises.

The committee is also looking at rewording the Tax collection code for food & beverage and transient rental tax. There will be suggestions during the April City Council meeting.

Budget Schedule- The budget schedule is set for meetings on May 2nd at 12:30 pm and May 16th at 12:30 pm.

We are looking to fill 2 positions on this committee. Please share the openings and needs of the members.

State of the City—On February 22nd, the first State of the City in four years took place, drawing a large and appreciative audience. Mayor Berdie, Commissioners, and City Manager Price presented the event, which was a success. The city staff deserves special recognition for their work in setting up and preparing the food for the event.

Council Goal Setting - On February 16th, the City Council, alongside City Manager Price, dedicated several hours to reviewing and establishing the Council Goals & Objectives for 2024. The focus was to ensure alignment with the overarching council goals established in the previous year. Each councilor was tasked with bringing specific, measurable, achievable, relevant, and time-bound (SMART) goal objectives to the

meeting for collective review and selection. This approach proved to be productive, creating a work plan for city staff to operate from during the year. Additionally, it laid the foundation for budget allocation to support the identified goals and objectives.

Staff Training Week—During the last week of February, city hall temporarily closed to allocate time for staff training. All city employees, including those from public works and the library, participated in the training. The training sessions covered various topics such as administrative policies, safety protocol, record retention requirements, Oregon Municipality Law, Yachats Municipal Code, and standard operating plans. The training aimed to enhance the knowledge and skills of the city staff. In addition, during the sessions, the participants also identified topics they would like to be covered in future training sessions.

Little Log Church- The RFP is due from Civil West on April 1; we are starting conversations with the Friends group on forward movement usage and funding.

Emergency Preparedness Committee—Several people have applied to become committee members, bringing great energy, experience, and ideas. Topics the group covered are:

- Creating guidelines for all large hotels and neighborhood associations to have emergency preparation plans.
- Working with Oregon State University and NOAA emergency preparedness students to support our EPC projects
- We scheduled a fire tabletop exercise for June 12 or 13, depending on Frankie from Yachats Rural Fire Protection District and Samatha from Lincoln County's schedules.
- We are looking at September 14 & 15 for an Emergency Preparedness Fair.
- Writing emergency protocols for when to open an emergency warming or cooling shelter
- CIP budget for medical supplies and cots to create a warming or cooling shelter
- Budget for non-CIP purchases to store for a warming/cooling shelter

Skatepark- We have received a new bid for the fencing and will start scheduling.

Edmunds Property- The contract was sent to the property owner for signature. We will go into escrow when we receive the returned signed contract.

SLWDPUD- Conversations are still going.

Heating Oil Tank at the Commons—On March 13th, the oil was pumped out, leaving 3” of sludge. The tank will be removed after July 3rd.

CITY DEPUTY RECORDER (Kimmie Jackson)

March 2024-UB for the month; reconcile daily receipts; Updated prep & post for council/commissions/committees; post audios for all meeting to the website; updating all commission/committee manuals & master binder for CM; approved licensing; Inspected several vacation rentals & approved; trained on google docs (need more); reviewed/responded to records request and assign to appropriate depts.; ongoing customer service as received; received information on policy/guidelines to have a city Facebook page, I will be starting on this project beginning of April; assist city staff as needed in all departments.

PUBLIC WORKS (Rick McClung and Dave Buckwald)

- Preparing next year's O&M and CIP budgets
- Identified projects that will roll into next year
- Preparing 5-Year CIP plan
- Public Works has identified and submitted non-engineering street paving projects for next year.
- Public Works has had approximately 1,400 gallons of old heating oil pumped out of the Commons Heating Oil Tank (HOT). There may be the same amount remaining which is scheduled to be removed.
- Public Works Standards –received first full draft from engineer and now being reviewed.
- Staff cross training.

WASTEWATER CIP PROJECTS

- Submersible Pump Plug Installation: The preconstruction meeting scheduled for March 21,2024.
- Wastewater Treatment Plant CIP: Receiving quotes for FY 2025 CIP projects.

WASTEWATER TREATMENT PLANT (WWTP)/UTILITIES

- Staff training.
- DEQ 2023 annual reports submitted.
- Fire Marshal annual “Right to know” report submitted.

- 54 radio-read devices installed on water meters.

STREETS/STORMWATER

- The utility crew has been working on the storm drainage system.
- Multiple potholes have been filled throughout the city.

STREETS/STORMWATER CIP

- **Delineators** The design and permit application has been submitted to ODOT for review. During surveying it was discovered that there is a greater than 2% on slope and that it does not meet ADA standards. Paving to fix the slope might be required. The permit is being reviewed by numerous departments and each has their own questions to be answered -but it is going well!
- **Phase 3 E. 2nd** Working on Proposal for engineering of Phase 3 E. 2nd water line and paving project.
- **Storm Drain Master Plan** -last touches before draft is complete.

WATER TREATMENT PLANT

- Monthly water report to OHA
- Developing water rate presentation
- Council Meeting
- Public Works and Street meeting
- Finance meeting
- Working with water rates task force to produce facts and rate models.
- Monthly report
- Attended council meeting.
- Patriot visit
- 5 days of school to maintain certification

WATER CIP PROJECTS:

- **Clarifier Rebuild** – Creating RFP for contractors to work with Vender, Contruction should happen during the 24/25 budget year
- **SWLCWPUD** – Signed GSI agreement to begin stream surveys May 1st –Oct 31st.
- **1 Million & 200 Reservoir Seismic Evaluation-** Geotech's are back for a second round of coring

- **Property Purchase** – Geotech doing core testing

FINANCE (Diane Gruver)

Along with the usual tasks of paying bills and processing payroll, this past month I've continue to look at systems and organization in the finance office, aiming to improve it wherever I can. This includes updating SOP (Standard Operating Procedures) guidelines to reflect the detailed steps involved in processing payroll; in the event someone else is required to do this task, having a good and accurate SOP is critical to the smooth functioning of the City. I've also been incorporating the information gleaned from our week of staff training to improve the function of the finance office, and working to refine the charts and graphs we are providing to Council to make them more useful.

PLANNING (Katherine Guenther)

- Productive week of staff training!
- Average of 5 calls and 31 emails per day
- Multiple pre-application meetings for upcoming projects
- Some input on camping ordinance
- Prepped for upcoming public hearing - [Case File #1-PAR-PC-24](#)
- Several consults with Public Works on drainage issues
- Minimal code enforcement, but daily walkabout

LIBRARY (Traci Altson)

This month the library received a \$5k grant check from the Eldred Foundation intended to bolster our print and media collection for children and juveniles.

Kelly, our children's librarian and Janet, her assistant and I have been having zoom meetings with various vendors to see if their products fit within the specifications of the grant and the needs of the library. One team we met with is with Agents of Discovery, whose product is an augmented reality game that would be built locally with Yachats-specific "challenges" beginning and most likely ending at the Library. Upon my return from my vacation late March I will reach out to the Chamber to see if this something they would like to partner on.

Additionally we are looking into purchasing Vox books. Today we met with a representative from Library Ideas, who sell Vox books to discuss the product and billing. Vox describes their books as the "world's first audio books that live in print books

COMMUNITY SERVICES (Krystal Karstrom)

Facilities Maintenance: Public Works crew member, Justice Allison, has been doing an outstanding job completing various maintenance tasks at the Commons and City Hall. Justice is currently cleaning out the electrical room to prepare for the eventual demo of the old chimney. We have a local carpenter working on plans to make a custom desk for the civic meeting room. We plan to install internet access near the stage in the mp room so that we can offer better quality zoom meetings. City Hall is in need of new siding, so I'm reaching out to contractors to see who has availability. Please see the spread sheet link below for further project information.

Parks & Commons Commission: The amazing PCC Commissioners are always working hard on several projects. They are gathering information on custom signs for soon to be completed parks. They have also worked on the procedure for installing memorial plaques. There is one commissioner seat available, and there is already at least one person interested in joining.

Facilities Usage: We are consulting with architects who have more time available to handle the Pavilion project. We hope to have the Pavilion in use by Summer. The Commons Kitchen usage rules are still not clear. We cannot allow vendors to set up booths in the kitchen. We also cannot have buffet's set up in the kitchen. Please set up buffet style tables on the east wall of the mp room. We hope a meeting with the building official later this month will clarify the situation.

[Link to project worksheet](#)

CIP UPDATE (Neal Morphis)

Applied for Department of Transportation Grant. Taking project management class. Updating CIP spending spreadsheets. Working with commissions and Finance Committee on FY 24-25 CIP. Speaking with potential vendors for Civic Master Plan.

CIP Spending Public Works: [Link](#)

CIP Spending General: [Link](#)

CITY HALL (Lorraine Fritz Barrett)

The last week of February I and the staff participated in training; learning more about Administrative Policies, Municipal Code, Ordinances, etc. And how they relate to our jobs.

Work on the municipal side of City business continues. Vacation Rental inspections have taken place and so far 3 new rentals have been awarded. Another set of

inspection emails will go out after Kimmie does her remaining inspections on the 13th. The VR files are being sorted and retired files have been appropriately boxed for retention.

I met with Bobbi and we discussed the job description of Administrative Aide and how it compared to the work actually done. We discussed ways I can streamline work for her and the office.

We received a big shout out from YCPC from their *Night with the Stars* where they highlighted the staff, council members, commissioners and community groups along with photos and poster. Bobbi even won an Oscar! Come check it out in City Hall.



Date: March 4, 2024
To: Bobbi Price, City Manager
From: Public Works Department
Re: February 2024 Public Works Report

Rainfall at Yachats Public Works:

	2024	<u>Inches</u> 2023	2022	2021
February	9.23	5.71	4.05	8.66
Rain year to date:	25.48	15.07	9.91	19.97

Total water produced: **2,901,000 gallons**

Total water accounted for: **3,258,736 gallons** Water loss efficiency: **N/A %**

Total wastewater treated: **7,828,000 gallons**

The following is a list of what was done by Public Works staff in February 2024.

Streets:

- Filled potholes at multiple locations.
- Crosswalk flasher batteries repaired.

Storm Drainage:

- Storm drain inspections.
- Storm drain repair at Cape View Drive.
- Culvert cleaning at Radar Rd.

Water Treatment Plant:

- Water systems operations.
- Plant Maintc.
- Reedy Creek clean.

Distribution Sys:

- Meter reading and rereads.
- Meter replacement and radio-reader installation.
- Meter maintc.
- Water line and valve repaired on Horizon Hill.
- Door hangers.
- Assisted the Geotech at the million-gallon reservoir.

Wastewater Treatment Plant:

- Wastewater systems operations.
- Plant maintc. & clean-up.
- Biosolids operations.

Collection Sys:

- Lift station inspections.
- Degrease lift stations.
- CCTV'd 610 feet of sewer main on Cedar Ave.

Public Works:

- Shop maintc. and clean up.
- Fleet maintc. & repair.
- Equipment maintc. and repair.
- Multiple locates.
- Brush box handling.
- PW administration.
- Piles picked up for Trails crew.
- Garbage removal at the Commons.
- Moved furniture at the Commons.
- Parts run to Newport.
- Warning signs installed at the skate park.
- Plastic sheeting removed from Pavilion openings.
- Staff training at City Hall.
- Inspection and assisting with oil removal from the Commons Heating Oil Tank (HOT)



	1.2024	2.2024
Gallons of Water Produced		
Water Plant	3,261,300	2,901,000
Total	3,261,300	2,901,000
Gallons of Accounted for Water		
Reservoir Level Feet	28.5	28.5
Reservoir +/- Gallons 41,666 per Foot	0	0
Waterline Flushing Gallons	0	0
Gallons Sold	3,140,312	3,258,736
Total Water Accounted for	3,140,312	3,258,736
Final Water Report		
Water Loss Efficiency	96%	
Unaccounted Gallons per Month	120,988	
Unaccounted Gallons per Minute	2.8	

CITY OF YACHATS FINANCE COMMITTEE

ACTION SUMMARY

Date:	February 6, 2024
Time:	10:00 a.m.
Place:	441 Hwy 101 N., Civic Meeting Room 1
Attending:	Bobbi Price, City Manager, and members Linn West, Tom Lauritzen, Charles Bame-Aldred, Viki West and Rick Sant; Staff: Dave Buckwald, Wastewater Lead, Rick McClung, Water Lead and Kimmie Jackson, Deputy City Recorder
Absent	

CALL MEETING TO ORDER:

1. Agenda Item - Announcements or Correspondence	
Topic	Discussion
	None
2. Agenda Item Citizens Concerns	
	None
3. Agenda Item New Business	
	Special Presentation from OSU Database Overview
	By Carri Hertel, Padraic McGraw, Mark Clements gave a presentation regarding the deliverable, the complaint system not migrated yet, but located on a working environment at yachatsoregon2.org/complaints ;
	This cannot integrate with civic engage products; after requesting the service orders and acknowledging that the contract is not being followed and the direction is coming informally. After discussion, the city manager asked that they return at the next meeting with the

CITY OF YACHATS FINANCE COMMITTEE

	deliverables, change order and other information to give a full presentation to determine the future of this project.
Action Items:	
4. Agenda Item New Business	
	Reviewed CIP projects from the commissions
	Would like to have all documentation by the 23 rd for review; Should consider changes in fees for TRT, F & B and licensing;
	The trolley grant is due at the end of February, if its not budgeted, a supplemental can be done if grant is received.
Action Items:	Scheduled the work session to complete this review for the 29 th at 10am.
Adjournment:	12:04: p.m.
Prepared By:	Kimmie Jackson, Deputy City Recorder

CITY OF YACHATS FINANCE COMMITTEE

ACTION SUMMARY

Date:	February 29, 2024
Time:	10:00 a.m.
Place:	441 Hwy 101 N., Civic Meeting Room 1
Attending:	Bobbi Price, City Manager, and members Linn West, Tom Lauritzen, Charles Bame-Aldred, Viki West and Rick Sant; Staff: Dave Buckwald, Wastewater Lead, Rick McClung, Water Lead and Kimmie Jackson, Deputy City Recorder
Absent	

CALL MEETING TO ORDER:

1. Agenda Item - Announcements or Correspondence	
Topic	Discussion
	None
2. Agenda Item Citizens Concerns	
	None
3. Agenda Item Continuation of the Budget & CIP Review	
Action Items:	Discussion continued regarding the wastewater 5-year project; will need to push out the UV Disinfectant Control to year 24/25; the need to audit water meters; streets repair and the grants that will be needed.

CITY OF YACHATS FINANCE COMMITTEE

	Consider breaking out Trails, Beautification in the general fund and amenities fund.
--	--

4. Agenda Item New Business

	Special Presentation from OSU Database Overview
	Question & Answer continued.
Action Items:	City Manager will take this project under consideration and instructed the project to halt as this time, until the original licensing and tax models have been fixed.

5. Agenda Item

Action Items:	

Adjournment:	12:30 p.m.
Prepared By:	Kimmie Jackson, Deputy City Recorder

CITY OF YACHATS PARKS & COMMONS COMMISSION

ACTION SUMMARY

Date:	February 6, 2024
Time:	2:00 p.m.
Place:	441 Hwy 101 N., Civic Meeting Room 1
Attending:	Chair Meg Simans, Ron Simans, Michael Hempen, Dean Shrock and Co-Chair Dan Sterling
Absent	George Giroux

CALL MEETING TO ORDER: Read Vision statement into the record

1. Agenda Item - Announcements or Correspondence	
Topic	Discussion
	Joanne Kittel Birthday
	State of the City
	Boardwalk Grant Support Letters -accepting until 3/1/24
	Skate Park Dedication Feb. 15 th @ 4p
	South Pocket Park Dedication April 13 th @ 11am
2. Agenda Item Citizens Concerns	
	A local citizen would like to see more hiking signs
Action Items	
3. Agenda Item Reports	
	The trails report given by Bob Langley is attached to the online packet.
	City Manager Report is attached to the council online packet.

CITY OF YACHATS PARKS & COMMONS COMMISSION

	Some key items addressed are the plaque for the skate park and mold in the storage closet.
	Trails will contact the bookkeeper regarding proper coding to their invoices.
Action Items:	

4. Agenda Item New Business

	Reviewed CIP Budget for 2024-25: determining the overall goals for this upcoming year. The boardwalk was budgeted and still waiting on grants; Sterling met with the city manager for clarification on the CIP.
	Consideration for this budget are the NE Entrance of the commons, stairway from sidewalk, retaining wall along the sidewalk, storage upgrades to the Commons.
Action Items:	

5. Agenda Item Memorial Bences & Plaques

	Discussed the admin policy number 5; the chair will take the document and redline possible changes and discuss at the next meeting
Action Items:	

6. Agenda Item Other Business

	State of the City and the chair and co-chair will present at the event. Trails should also have someone to speak.
	Items to cover are 2023 accomplishments and plans for 2024.
Action Items:	Will have wording for the skate park plaque for the next meeting.

Adjournment:	3:30 p.m.
Prepared By:	Kimmie Jackson, Deputy City Recorder

CITY OF YACHATS PLANNING WORKSESSION COMMISSION

ACTION SUMMARY

Date:	February 13, 2024
Time:	10:00 am
Place:	441 Hwy 101 N., Commons Civic Meeting Room 1, Yachats OR 97498
Attending:	Loren Dickinson, Craig Hogan, Mary Aebi, Jim Paul, Jolene Gosselin, Marc Sakamoto and Tod Davies
Absent	

1. Agenda Item	
	Discussed new member introduction and distributed Planning Commission Handbooks.
Action Items:	Email options were discussed that members will create their own to use and forward to the recorder to add to the roster of contacts. The city will start to eliminate the one that were assigned, as they are not working well as the members try to use them.
2. Agenda Item DLCD Presentation	
	Hui Rodomsky gave a New Commission Training presentation and followed along with the slide show that is attached to the online packet.
Action Items:	
Adjourned Meeting	12:35p.m.
Prepared By:	Kimmie Jackson, Deputy City Recorder

CITY OF YACHATS PLANNING COMMISSION

ACTION SUMMARY

Date:	February 20, 2024
Time:	2:00 pm
Place:	441 Hwy 101 N., Commons Civic Meeting Room 1, Yachats OR 97498
Attending:	Loren Dickinson, Craig Hogan, Mary Aebi, Jim Paul, Jolene Gosselin, Marc Sakamoto and Tod Davies
Absent	N/A

1. Agenda Item Announcements/Correspondence

	None
Action Items:	

2. Agenda Item Citizens Concerns

	None
Action Items:	

3. Agenda Item Elect Chair & Co-Chair

	Nomination for chair is marc Sakamoto.
	Nomination for co-chair is Jolene Gosselin and Tod Davies.
Action Items:	The vote was taken for Sakamoto as chair and Davies as co-chair. The votes were called and passed.

4. Agenda Item Review of ongoing projects

CITY OF YACHATS PLANNING COMMISSION

	Review projects that will need to continue: The wetlands inventory, DLCD money for housing needs, analysis cost for next steps; resiliency plan , move to city council to ask for acceptance and pay the consultants; next step is to apply for the million-dollar grant.
	The implementation of the parking plan and working with Dickinson with Public Works & Streets;
	Amend & approve Title 9, still need to hold public hearing and set the date; update the comp plan, suggest taking one section at a time and review and propose changes if needed; GIS mapping is still in progress, the planned will get a hold of what has been completed.
	The base map does have the zoning over lay available.
	Land use application fees along with other fees should be a priority. Although this may be an administrative task and will seek the city manager's direction.
Action Items:	Public Hearing next month and make available a script for the chair.
5. Agenda Item Planner Report	
	Planner report attached to the online packet that covered building activity, two new single-family dwellings, a remodel and enclosed carport
Action Items:	

Adjourned Meeting	3:48 p.m.
Prepared By:	Kimmie Jackson, Deputy City Recorder

CITY OF YACHATS PLANNING COMMISSION

CITY OF YACHATS PUBLIC WORKS & STREETS COMMISSION

ACTION SUMMARY

Date:	January 9, 2024
Time:	2:00 p.m.
Place:	441 Hwy 101 N., Civic Meeting Room 1
Attending:	Chair Linn West, Co-Chair Don Groth, Commissioner Bob Bennett, Commissioner Kevin Erdahl, , and Commissioner Don Phipps; Staff: Dave Buckwald, Wastewater Lead, Rick McClung, Water Lead and Kimmie Jackson, Deputy City Recorder
Absent	Commissioner James Welch

CALL MEETING TO ORDER:

1. Agenda Item - Announcements or Correspondence	
Topic	Discussion
	Announced State of the City is February 22 at 4p at the Commons Multipurpose room.
2. Agenda Item Citizens Concerns	
	None
3. Agenda Item Reports	
	Public Works Dept. attached to the online packet.
	Finance Report attached to the online packet
Action Item	
4. Agenda Item	
	Renewal of responsibility on admin policy 18;
	Recorder reviewed document retainage, requirements, handbooks for this commission;

CITY OF YACHATS PUBLIC WORKS & STREETS COMMISSION

Action Items:	

5. Agenda Item Current Business

	Hwy 101 Delineators, it was reported that the city is waiting on an approved alternative delineator.
	For Emergency Preparedness an updated proposal of requirements needs to be addressed; review plan of items that need to be in the conexas; how would the TRT and hotels/motels like to proceed; get schedule for fall fair; seek assistance from Lincoln county emergency management rep.
	Street Conditions for paving for 2024-25 will have the ideal locations and get three bids for the work to be performed.
	CIP proposed 5-year plan included discussion of a fence around the water tanks, rehabilitation of the fences at the wastewater and water plant, public woks fuel tank trailers, wastewater corrosion rehabilitation; Wastewater heat pump, water booster stations auxiliary power project.
Action Items:	Alex Cox will remain the liaison for the fire department.
	Motion was called to accept these projects, and to forward them to the Finance Committee for consideration. The vote was called and passed unanimously.

6. Agenda Item New Business

	Safety concerns of the fire department entrance to Hwy 101: Don Phipps would like endorsement to propose to council some additional cross walk lights, stripes across 101; suggesting having thirteen on the west side of the street and eighteen on the east. Would like to start contacting ODOT again regarding Phase II South needing engineering as well as the need for grant money for the third phase north.
	Consider including this with the village circulation plan.

CITY OF YACHATS PUBLIC WORKS & STREETS COMMISSION

Action Item	McClung will contact ODOT for an update and report to the city manager on the road transfer.

3. Agenda Item Other Business

	Public Works is in the process of the removal of the oil out of the oil tankers at the Commons.
Action Item	
	Add Goals to the handbook
	Add Charter to handbook

Adjournment:	4:13p.m.
Prepared By:	Kimmie Jackson, Deputy City Recorder

CITY OF YACHATS CITY COUNCIL WORK SESSION

ACTION SUMMARY

Date:	February 16, 2024
Time:	11:12 a.m.
Place:	441 Hwy 101 N., Civic Meeting Room 1
Attending:	Mayor Craig Berdie, Mary Ellen O'Shaughnessy, Council President, Councilor Greg Scott, Councilor Catherine Whitten-Carey, and Councilor Barry Collins. Staff: Bobbi Price, City Manager and Kimmie Jackson, Recorder
Absent	

CALL MEETING TO ORDER:

1. Agenda Item - Announcements or Correspondence	
Topic	Discussion
	None
2. Agenda Item Citizens Concerns	
	None
3. Agenda Item Tablet Review How to use and Electronic policy	
	City Manager gave presentation and training on the use of the new iPads for Councilors.
Action Item	None
4. Agenda Item 2024 Goals Setting	
	Presentation given by the City Manager that covered objectives and covered last year's council goals. Focusing on goals that are specific. For water sustainability: Some objectives that came up within that goal are to schedule and attend regular meetings with the South Lincoln Water District; establish a long-term agreement for a drought related emergency supply; develop a work plan, modify rate structure, Real Estate investments and cost sharing.

CITY OF YACHATS CITY COUNCIL WORK SESSION

	City Infrastructure: Providing safe access and use of city infrastructure, trails and parks. Hire Code Enforcement; reassess security systems and safety measures in both City Hall and the Commons, creating a plan; safe expanded access to the northeast door of the Commons; ADA accessibility and safety. Reassess, Dangerous, Sidewalk, Curves to Address, Pedestrian Safety; provide sufficient support to the trails team for the sustainability of safe access and use of trails and parks they service. Deliver efficient, effective, transparent, municipal services: the principle of transparency is organizing, engaging, and equity work; Ensure staff have the tools they need to do their work efficiently; Measure citizen satisfaction with service delivery and need to need sufficient funding for issues like water sustainability and workforce housing; accessible public information; put some qualitative additions that basically convey what were the objections and disposition. Effectively manage the plan effectively manage and plan for the city's financial needs: Discussion continued around the understanding t the URD and that it is approaching the end of life; capture the value from undeveloped land; the possibility of a property tax option; explore options for the city to encourage workforce housing. Oh, that could be. And development fee waivers; working on rate structure and how it is billed to the users; System Development Fees and looking into how its structured; one of the issues that we are going to be addressing is the fact that some were paid in 1966 or 75 and not paying for current rate charge.
Action Items:	This discussion will continue at the regular council meeting on February 21st.

Adjournment:	4:15 p.m.
Prepared By:	Kimmie Jackson, Deputy City Recorder

CITY OF YACHATS CITY COUNCIL

ACTION SUMMARY

Date:	February 21, 2024
Time:	1:00 p.m.
Place:	441 Hwy 101 N., Civic Meeting Room 1
Attending:	Mayor Craig Berdie, Mary Ellen O'Shaughnessy, Council President, Councilor Greg Scott, Councilor Catherine Whitten-Carey, and Councilor Barry Collins. Staff: Bobbi Price, City Manager and Kimmie Jackson, Recorder
Absent	

CALL MEETING TO ORDER:

1. Agenda Item – Announcements. Proclamation or Correspondence	
Topic	Discussion
	Librarian Retirement Proclamation for Jane Shay read into the record.
2. Agenda Item Citizens Concerns	
	None
3. Public Hearing Fireworks Ordinance	
	Testimony was given, three written correspondences read into the record. There was more in support of the fireworks ordinance than in opposition.
Action Item	Close Public Hearing and will on the agenda for February 20, 2024, for a vote.
4. Public Hearing Camping Ordinance	
	The ordinance was read into the record.

CITY OF YACHATS CITY COUNCIL

	Public testimony was given and after discussion, opinions, and suggestions, it was decided to put together a community forum to discuss ideas, suggestion and to be give a full presentation and explanation as to why the City is moving in this direction.
	The majority of the testimony wanted the city to take into account liability issues and balance them with compassion.
Action Items:	The city manager was charged by council to put this meeting into place before the February 20 th meeting.
	Close Public Hearing at 2pm.

5. Agenda Item Consent Agenda

	Document links included are to City Manager/Staff Report, Commission/Committees Summaries, Financial Report of January 2024
Action Items:	Motion to approve as amended regarding the Graph page regarding the property tax. The vote was called and passed unanimously.

6. Agenda Item New Business Reduce Hwy 101 Speed

	Don Phipps, Public Works & Street Commissioner gave a presentation on pedestrian safety and the idea of presenting to ODOT a speed reduction to 25mph throughout the city limits and other safety measures; after the presentation, council consensus is to possibly ask for a Hwy Study of Hwy 101; it was mentioned that the circulation plan should be considered as well. It was mentioned that the state senator is also asking for a highway study of 101.
Action Item	Commissioner Phipps will contact the city manager on how to move forward.

CITY OF YACHATS CITY COUNCIL

7. Agenda Item Post Office	
	It was suggested by a counselor for residents to contact Senator Markly regarding the Post Office issues and the postmaster. The city manager did visit the post office and was also given the how to address mail moving forward.
Action Item	Councilor Whitten Carey will construct a letter outlining the issues and proposed & possible solutions.

8. Agenda Item LCHAB Alternation	
	A vote is needed to elect an alternative from council be appointed to the board for next year from city council.
Action Item	Motion was made to re-elect Councilor O'Shaughnessy as the primary and Councilor Collins as the alternate. The vote was called and passed unanimously.

9. Agenda Item Tax collection	
	Discussion around amending the ordinance around penalties, have the ability to collect monthly as well as quarterly. Discussion continued around what other city increases.
	The council consensus was to take into consideration the reason and plan for the increase, changes and amending the ordinance.
Action Item	The City manager will continue to work on this item and bring back to council at a later council meeting.

CITY OF YACHATS CITY COUNCIL

10. Agenda Item Resiliency Grant Update

	Charles Kelly presented the update with the links to the presentation online. The representatives are asking for approval of the final report and to apply for the million-dollar grant.
Action Item	The Mayor asked for the minutes to memorialize moving ahead and applying for the grant, and has accepted the deliverables, and council directs staff to apply for the grant for the concept project plan as written for the civic campus.
	Councilor Scott moved to apply for said grant: Aye: Councilor's Scott, Collins, O'Shaughnessy, Whitten Carey and Mayor Berdie. No Nays.

11. Agenda Item Estuary Boardwalk

	Resolution of approval for applying for the ORPD Grant.
Action Item	Motion to approve Resolution 2024-227, instructing staff to move forward and apply for said grant. The vote was called and passed unanimously.

12. Agenda Item Commons Reader Board

	The City Manager presented sign example and answered the council's question regarding the type of sign and lighting. After questions had been answered the vote was called.
Action Item	Motion was made to approve the sign and the approximate cost of \$30k, and all members voted and approved unanimously.

CITY OF YACHATS CITY COUNCIL

8. Agenda Item Other Business

	Letter of Resignation from Greg Scott to be effective April 27, 2024
Action Item	None

Adjournment:	4:15 p.m.
Prepared By:	Kimmie Jackson, Deputy City Recorder



City of Yachats

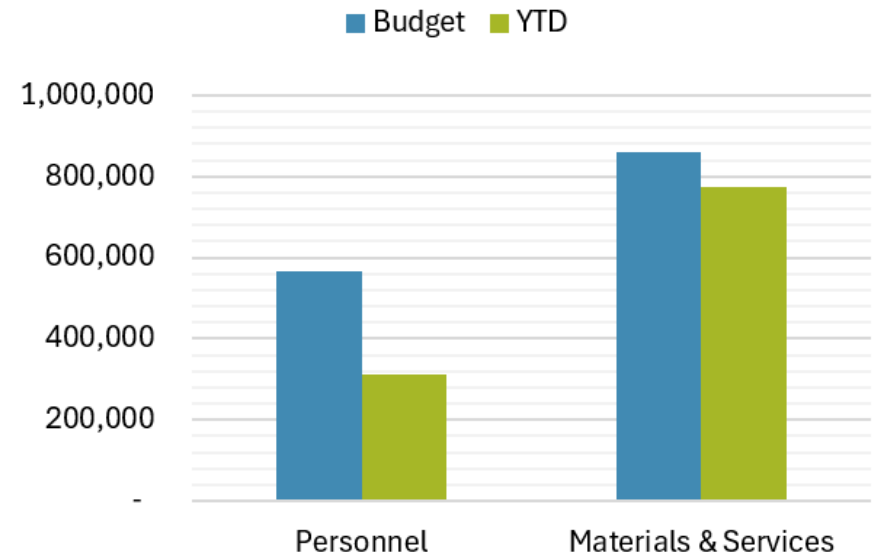
February 2024

Expenses: Budget vs YTD

(Funds 100, 150, 155, 160)

	Budget	YTD	Budget/YTD
Personnel	567,780	311,403	55%
Materials & Services	858,150	775,486	90%

Personnel, Materials, Services - Budget vs YTD





City of Yachats

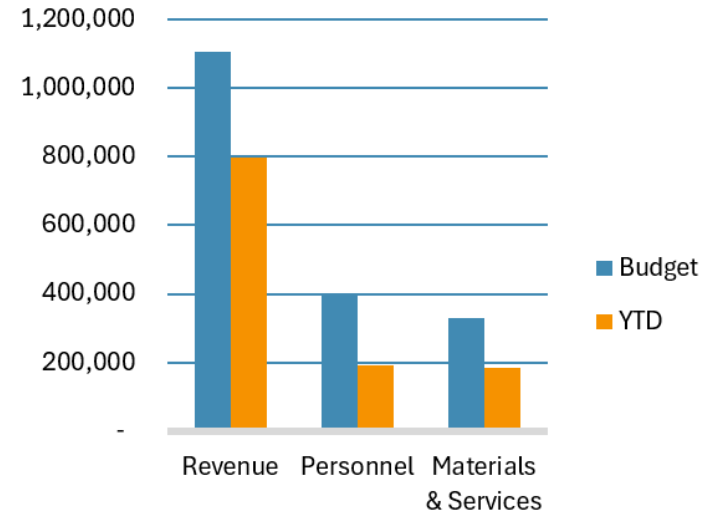
February 2024

Water Operating Costs

Fund 660

	Budget	YTD
Revenue	1,104,464	797,092
Personnel	395,400	193,173
Materials & Services	329,000	185,431

Water - Operating Costs

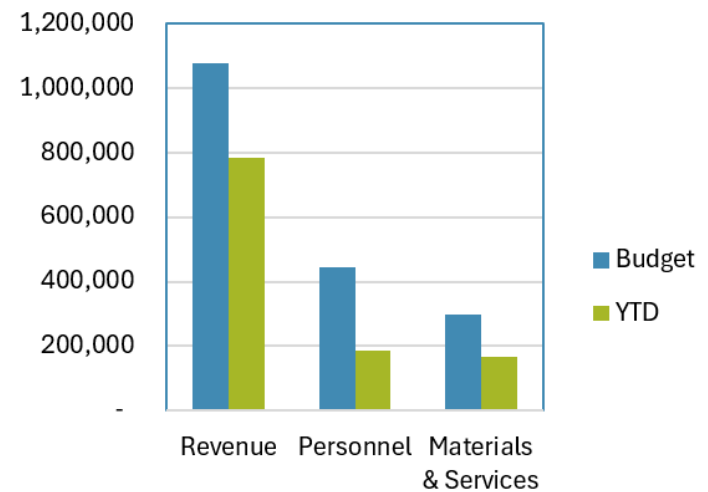


Wastewater Operating Costs

Fund 670

	Budget	YTD
Revenue	1,077,240	784,782
Personnel	442,900	187,221
Materials & Services	297,900	168,605

Wastewater - Operating Costs





City of Yachats

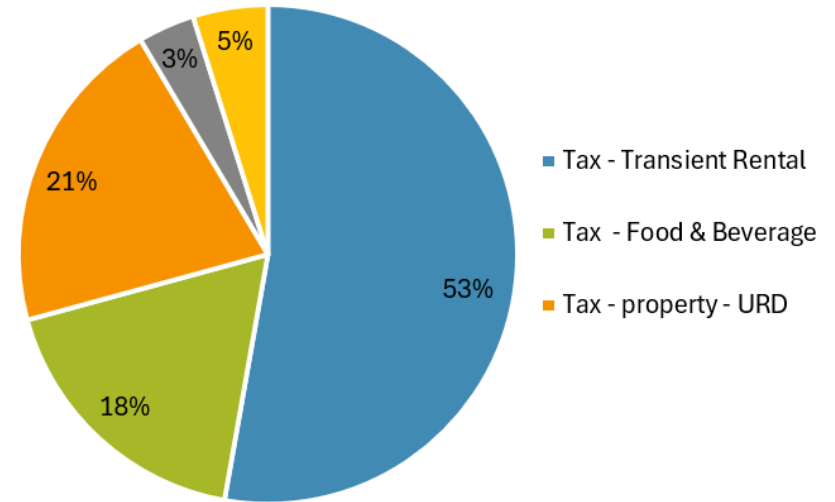
February 2024

Tax Revenue: Budget vs YTD

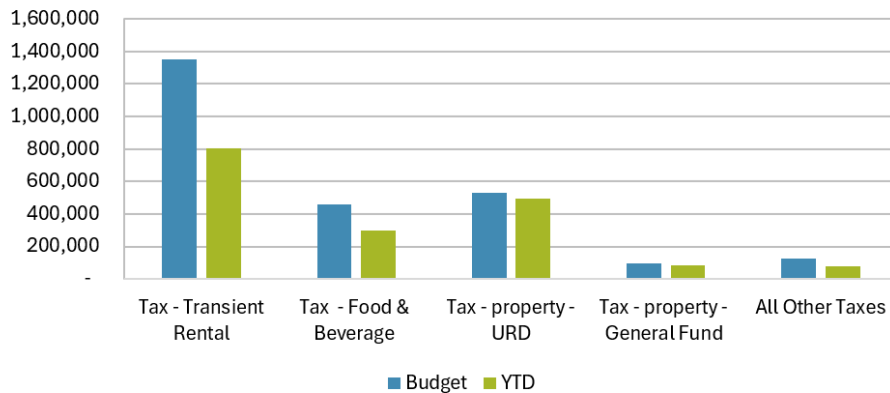
	Budget	YTD	Budget/YTD
Tax - Transient Rental	1,351,000	806,206	60%
Tax - Food & Beverage	460,000	299,117	65%
Tax - property - URD	529,881	494,685	93%
Tax - property - General Fund	94,000	86,879	92%
All Other Taxes	124,300	76,966	62%

Other Taxes include: Tobacco, OLCC, Marijuana, State Highways, Past due Property Tax

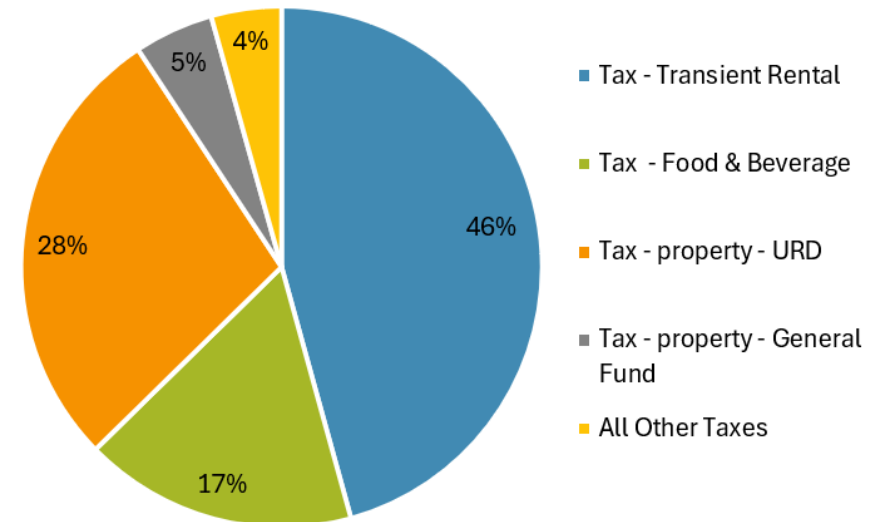
Tax Revenue as Budgeted



Tax Revenue



Tax Revenue YTD





City of Yachats

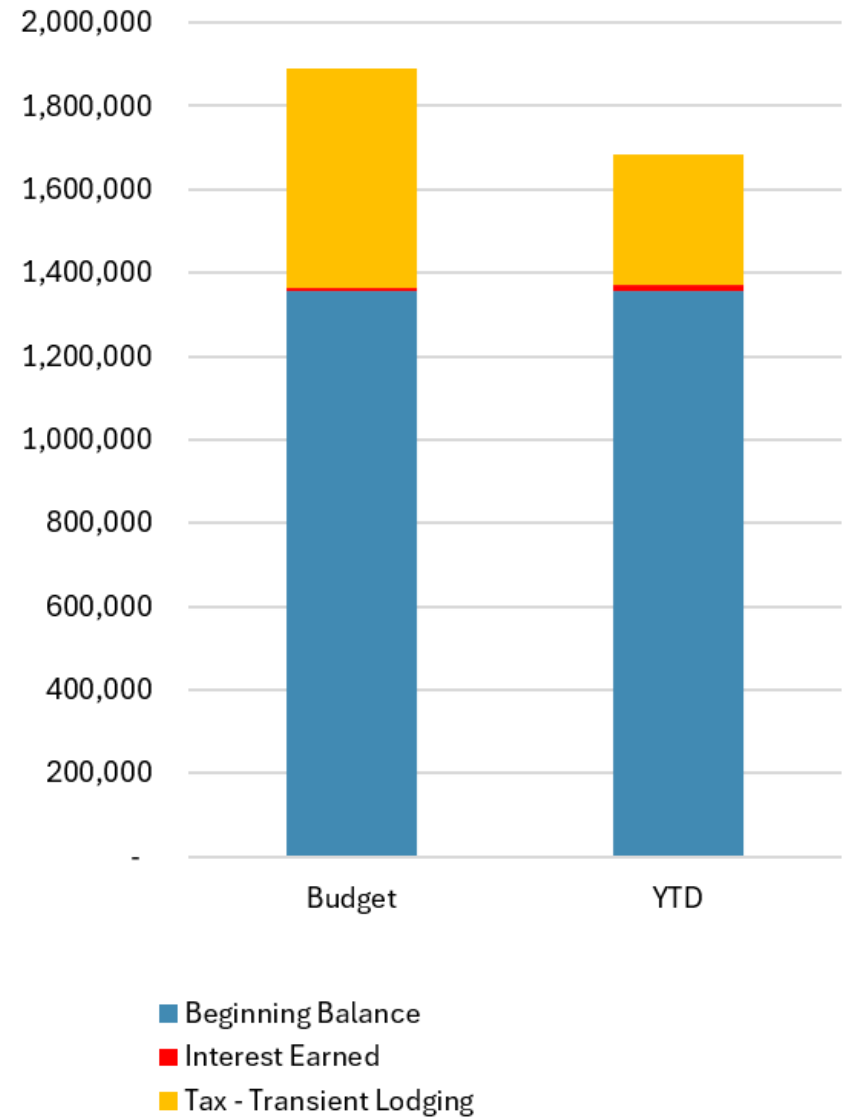
February 2024

Visitor Amenity

Fund 100-1045

Description	Budget	YTD
Beginning Balance	1,355,541	1,356,145
Interest Earned	10,000	15,265
Tax - Transient Lodging	526,000	314,420
	1,891,541	1,685,830

Visitor Amenities Revenue





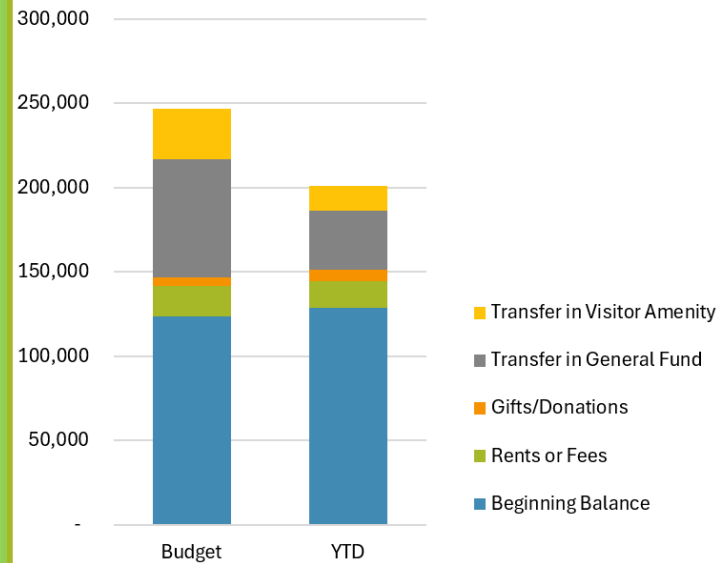
City of Yachats February 2024

Commons Revenue - Budget vs YTD

Vertical (Value) Axis Major Gridlines

	Budget	YTD
Beginning Balance	123,665	128,551
Rents or Fees	18,000	15,866
Gifts/Donations	5,000	6,636
Transfer in General Fund	70,000	35,000
Transfer in Visitor Amenity	30,000	15,000
	<u>246,665</u>	<u>201,052</u>

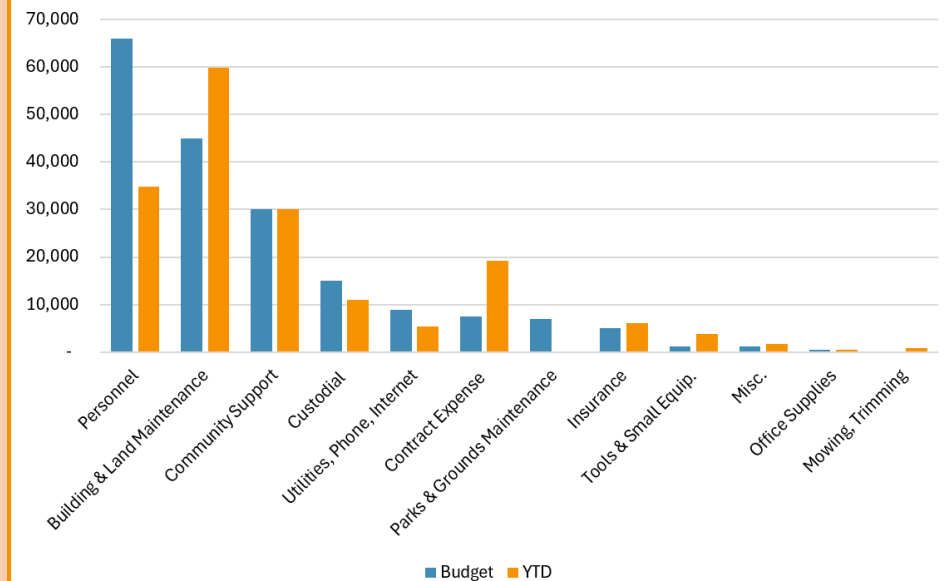
Commons Revenue - Budget vs YTD



Commons Expenses - Budget vs YTD

	Budget	YTD
Personnel	65,900	34,756
Building & Land Maintenance	45,000	59,823
Community Support	30,000	30,146
Custodial	15,000	11,078
Utilities, Phone, Internet	9,000	5,373
Contract Expense	7,500	19,169
Parks & Grounds Maintenance	7,000	156
Insurance	5,000	6,130
Tools & Small Equip.	1,200	3,808
Misc.	1,200	1,808
Office Supplies	600	474
Mowing, Trimming	-	878
	<u>187,400</u>	<u>173,599</u>

Commons Expenses - Budget vs YTD



Consolidated Revenue and Expense Statement

Governmental Fund (100, 150, 155, 160)

For Period Ended February 29, 2024

Printed: 03/08/2024

Period 08

Fiscal Year 2024

Acct No	Description	Budget	Prior Period	Current Period	YTD Bal	YTD %	Notes
300101	Beginning Fund Balance	\$ 5,820,793.06	\$ 6,122,051.53	\$ -	\$ 6,122,051.53	105.18%	Beginning Balances - Unaudited
300105	Beginning Balance-Hall Bequest	\$ 150,000.00	\$ 150,000.00	\$ -	\$ 150,000.00	100.00%	Beginning Balances - Unaudited
304235	Fines or Liens	\$ -	\$ 1,225.00	\$ -	\$ 1,225.00	0.00%	
304221	Franchise Cable	\$ 24,000.00	\$ 5,828.30	\$ 5,664.31	\$ 11,492.61	47.89%	Received Quarterly
304223	Franchise Disposal Services	\$ 16,000.00	\$ 12,903.59	\$ -	\$ 12,903.59	80.65%	Received Quarterly
304224	Franchise Electricity	\$ 52,000.00	\$ 27,847.44	\$ 5,954.13	\$ 33,801.57	65.00%	Received Monthly
304222	Franchise Telephone	\$ 3,600.00	\$ 9,435.67	\$ -	\$ 9,435.67	262.10%	Received Annually
304480	Gifts/Donations	\$ 5,150.00	\$ 5,625.85	\$ 560.10	\$ 6,185.95	120.12%	
304481	Grants	\$ 655,000.00	\$ 255,007.10	\$ 5,000.00	\$ 260,007.10	39.70%	
301500	Interest Earned	\$ 135,656.39	\$ 189,132.29	\$ 29,284.99	\$ 218,417.28	161.01%	Reserve Acct & LGIP Interest
304210	License Business	\$ 6,500.00	\$ 9,949.00	\$ 600.00	\$ 10,549.00	162.29%	
304211	License Vacation Rental	\$ 25,000.00	\$ 29,156.00	\$ 200.00	\$ 29,356.00	117.42%	
304435	LID Assessments	\$ 10,000.00	\$ 4,610.57	\$ -	\$ 4,610.57	46.11%	
304484	Misc Revenue	\$ 100.00	\$ 31.00	\$ -	\$ 31.00	31.00%	
304491	Other Local Resources	\$ 6,000.00	\$ 10,130.02	\$ -	\$ 10,130.02	168.83%	
304690	Other State Sources	\$ 1,000.00	\$ 1,555.00	\$ -	\$ 1,555.00	155.50%	
304230	Permits/Filing Fee	\$ 2,500.00	\$ 11,139.34	\$ 25.00	\$ 11,164.34	446.57%	
304335	Rents or Fees	\$ 18,000.00	\$ 12,106.50	\$ 1,063.50	\$ 13,170.00	73.17%	
304344	SDC Storm Drain Improvement	\$ 4,200.00	\$ 12,520.00	\$ -	\$ 12,520.00	298.10%	
304343	SDC Wastewater Reimbursement	\$ 14,000.00	\$ 28,448.10	\$ -	\$ 28,448.10	203.20%	
304341	SDC Water Improvements	\$ 8,700.00	\$ 17,580.76	\$ -	\$ 17,580.76	202.08%	
304342	SDC Water Reimbursements	\$ 5,400.00	\$ 10,761.27	\$ -	\$ 10,761.27	199.28%	

Acct No	Description	Budget	Prior Period	Current Period	YTD Bal	YTD %	Notes
304630	State Revenue Share	\$ 23,000.00	\$ 11,142.65	\$ 6,510.37	\$ 17,653.02	76.75%	
304245	Tax - Food & Beverage Tax	\$ 460,000.00	\$ 256,076.54	\$ 43,040.29	\$ 299,116.83	65.03%	
304622	Tax - Marijuana	\$ 24,000.00	\$ 15,172.11	\$ -	\$ 15,172.11	63.22%	
304110	Tax - Property Current	\$ 94,000.00	\$ 86,365.07	\$ 514.13	\$ 86,879.20	92.42%	
304120	Tax - Property Past Due	\$ 1,600.00	\$ 729.04	\$ 107.57	\$ 836.61	52.29%	
304650	Tax - State Highway	\$ 80,000.00	\$ 41,405.19	\$ 6,839.78	\$ 48,244.97	60.31%	
304620	Tax - State OLCC	\$ 18,000.00	\$ 9,683.09	\$ 2,593.60	\$ 12,276.69	68.20%	
304610	Tax - State Tobacco	\$ 700.00	\$ 379.63	\$ 56.15	\$ 435.78	62.25%	
304240	Tax - Transient Lodging	\$ 1,351,000.00	\$ 804,513.10	\$ 1,692.53	\$ 806,205.63	59.67%	
314869	Transfer in Commons Operations	\$ 10,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	50.00%	
314861	Transfer in General Fund	\$ 282,000.00	\$ 406,000.00	\$ -	\$ 406,000.00	143.97%	
314883	Transfer in Urban Renewal	\$ 100,000.00	\$ 50,000.00	\$ -	\$ 50,000.00	50.00%	
304810	Transfer in URD Admin Reimb	\$ 36,000.00	\$ 18,000.00	\$ -	\$ 18,000.00	50.00%	
314863	Transfer in Visitor Amenity	\$ 133,000.00	\$ 66,500.00	\$ -	\$ 66,500.00	50.00%	
314890	Transfer in Water System	\$ 43,000.00	\$ 21,500.00	\$ -	\$ 21,500.00	50.00%	
304501	Transfer In-South Tnk Debt Svc	\$ 60,000.00	\$ 30,000.00	\$ -	\$ 30,000.00	50.00%	
	REVENUE	\$ 9,679,899.45	\$ 8,749,510.75	\$ 109,706.45	\$ 8,859,217.20	91.52%	
105101	City Manager	\$ 52,500.00	\$ 32,481.90	\$ 4,792.01	\$ 37,273.91	71.00%	
105102	Deputy Recorder	\$ 38,800.00	\$ 26,336.39	\$ 4,441.85	\$ 30,778.24	79.33%	
105103	Bookkeeping/Accounting	\$ 38,000.00	\$ 24,640.50	\$ 2,673.27	\$ 27,313.77	71.88%	
105104	CIP Coordinator	\$ 11,600.00	\$ 17,326.59	\$ 1,323.28	\$ 18,649.87	160.77%	
105108	Planner	\$ 46,560.00	\$ 21,112.77	\$ 4,533.74	\$ 25,646.51	55.08%	
105109	Administrative Assistant	\$ 48,800.00	\$ 12,230.94	\$ 3,466.00	\$ 15,696.94	32.17%	
105110	Water Lead	\$ 26,800.00	\$ 10,843.73	\$ 1,207.64	\$ 12,051.37	44.97%	
105111	Wastewater Lead	\$ 9,400.00	\$ 12,290.51	\$ 2,227.64	\$ 14,518.15	154.45%	
105112	Field Utility 2	\$ 5,800.00	\$ -	\$ -	\$ -	0.00%	
105113	Field Utility 1	\$ 6,700.00	\$ 2,061.52	\$ -	\$ 2,061.52	30.77%	
105114	Field Utility A	\$ 3,200.00	\$ 3,911.35	\$ 1,234.63	\$ 5,145.98	160.81%	
105115	Commons Coordinator	\$ 39,000.00	\$ 27,637.69	\$ 4,448.01	\$ 32,085.70	82.27%	
105116	Librarian Part Time	\$ 13,800.00	\$ 8,652.00	\$ 1,406.25	\$ 10,058.25	72.89%	
105120	Code Enforcement	\$ 19,200.00	\$ -	\$ -	\$ -	0.00%	

Acct No	Description	Budget	Prior Period	Current Period	YTD Bal	YTD %	Notes
105121	Field Utility Journeyman	\$ -	\$ 6,579.50	\$ 878.30	\$ 7,457.80	0.00%	
105122	Field Utility B	\$ -	\$ 3,072.64	\$ 11.53	\$ 3,084.17	0.00%	
105140	Fringe Benefits	\$ 37,820.00	\$ 15,794.21	\$ 2,436.89	\$ 18,231.10	48.20%	
105141	Insurance Benefits	\$ 114,400.00	\$ 28,638.83	\$ 4,021.81	\$ 32,660.64	28.55%	
105142	Regular PERS System	\$ 55,400.00	\$ 15,359.42	\$ 3,329.36	\$ 18,688.78	33.73%	
	PERSONNEL	\$ 567,780.00	\$ 268,970.49	\$ 42,432.21	\$ 311,402.70	54.85%	
205202	Visitor Center Operations	\$ 45,000.00	\$ 22,500.00	\$ 11,250.00	\$ 33,750.00	75.00%	
205209	Emergency Prep & Public Safety	\$ 3,000.00	\$ 90,377.90	\$ (1,458.03)	\$ 88,919.87	2964.00%	
205210	Dues & Memberships	\$ 4,000.00	\$ 4,132.21	\$ 265.00	\$ 4,397.21	109.93%	
205213	Board/Comm/Meeting Education, Travel, &	\$ 1,000.00	\$ -	\$ -	\$ -	0.00%	
205214	Marketing (Grants/Prgm/Events)	\$ 185,000.00	\$ 106,394.00	\$ 46,250.00	\$ 152,644.00	82.51%	
205220	Marketing/Road Sign	\$ 200.00	\$ 200.00	\$ -	\$ 200.00	100.00%	
205222	Insurance	\$ 27,200.00	\$ 38,348.48	\$ -	\$ 38,348.48	140.99%	
205224	Trails Maintenance/Supplies/Services	\$ 5,000.00	\$ 5,101.10	\$ 124.60	\$ 5,225.70	104.51%	
205230	Printing (Maps & Signs)	\$ 3,000.00	\$ 858.39	\$ -	\$ 858.39	28.61%	
205240	Office Materials & Supplies	\$ 13,900.00	\$ 12,226.21	\$ 3,804.37	\$ 16,030.58	115.33%	
205241	Computer Equipment and Maint.	\$ 5,000.00	\$ 16,193.57	\$ 496.99	\$ 16,690.56	333.81%	
205251	Telephones/Cell Phones/DSL	\$ 9,100.00	\$ 6,337.26	\$ 818.90	\$ 7,156.16	78.64%	
205252	Utilities	\$ 15,300.00	\$ 6,231.40	\$ 1,584.43	\$ 7,815.83	51.08%	
205253	Postage	\$ 2,000.00	\$ 5,300.61	\$ 135.92	\$ 5,436.53	271.83%	
205255	Education and Training	\$ 10,600.00	\$ 6,705.61	\$ -	\$ 6,705.61	63.26%	
205260	Contract Expense (Prof Svc)	\$ 56,700.00	\$ 84,903.71	\$ 2,111.50	\$ 87,015.21	153.47%	
205261	Auditor	\$ 7,500.00	\$ 1,300.00	\$ -	\$ 1,300.00	17.33%	
205262	Legal Expense	\$ 20,000.00	\$ 4,564.02	\$ 705.00	\$ 5,269.02	26.35%	
205263	Bank Charges/Credit Card Fees	\$ 11,000.00	\$ 6,853.38	\$ 252.04	\$ 7,105.42	64.59%	
205270	Travel	\$ 3,000.00	\$ 1,907.18	\$ -	\$ 1,907.18	63.57%	
205282	Software	\$ 40,700.00	\$ 60,341.19	\$ 13,929.97	\$ 74,271.16	182.48%	
205311	Equipment Lease and Rental	\$ 3,000.00	\$ 996.38	\$ 142.34	\$ 1,138.72	37.96%	
205312	Equipment Fuel/Tires/Parts	\$ 1,000.00	\$ 223.98	\$ -	\$ 223.98	22.40%	
205313	Equipment Repair	\$ 7,800.00	\$ 7,532.94	\$ -	\$ 7,532.94	96.58%	
205317	Tools and Small Equipment	\$ 2,950.00	\$ 3,808.25	\$ -	\$ 3,808.25	129.09%	

Acct No	Description	Budget	Prior Period	Current Period	YTD Bal	YTD %	Notes
205325	Yard Debris Dumpster	\$ 6,000.00	\$ 3,216.59	\$ -	\$ 3,216.59	53.61%	
205330	Building and Land Maintenance	\$ 67,600.00	\$ 73,652.56	\$ 8,248.73	\$ 81,901.29	121.16%	
205335	Custodial Support/Supplies	\$ 26,700.00	\$ 15,206.53	\$ 2,691.29	\$ 17,897.82	67.03%	
205340	Operating Materials & Supplies	\$ 400.00	\$ -	\$ -	\$ -	0.00%	
205345	Books and Periodicals\Children's Books/Pro	\$ 3,000.00	\$ 6,346.52	\$ 1,293.72	\$ 7,640.24	254.67%	
205361	Parts	\$ 2,500.00	\$ 5,409.80	\$ 0.66	\$ 5,410.46	216.42%	
205362	Consumables	\$ 1,000.00	\$ 1,000.43	\$ -	\$ 1,000.43	100.04%	
205363	Outside Services	\$ 1,500.00	\$ 2,840.00	\$ -	\$ 2,840.00	189.33%	
205367	Storm Drain Parts	\$ 300.00	\$ -	\$ -	\$ -	0.00%	
205411	Street Lighting	\$ 18,000.00	\$ 9,793.19	\$ 1,639.33	\$ 11,432.52	63.51%	
205421	Parks/Grounds Maintenance	\$ 17,000.00	\$ 1,652.96	\$ 35.39	\$ 1,688.35	9.93%	
205422	Advertising\Legal Notice	\$ 2,000.00	\$ 1,494.83	\$ 76.00	\$ 1,570.83	78.54%	
205439	Comm Support/Beautification	\$ 115,000.00	\$ 48,801.45	\$ 697.00	\$ 49,498.45	43.04%	
205440	Equipment & Furniture	\$ 2,500.00	\$ 1,845.18	\$ 1,032.65	\$ 2,877.83	115.11%	
205470	Equipment Repair Maint	\$ -	\$ 110.60	\$ -	\$ 110.60	0.00%	
205474	Mowing	\$ 14,200.00	\$ 9,994.00	\$ -	\$ 9,994.00	70.38%	
205475	Tree Removal/Trimming	\$ 16,000.00	\$ 1,042.00	\$ -	\$ 1,042.00	6.51%	
205490	Material and Services	\$ 3,500.00	\$ 3,293.13	\$ 321.00	\$ 3,614.13	103.26%	
208000	Operating Contingency	\$ 78,000.00	\$ -	\$ -	\$ -	0.00%	
	MATERIALS AND SERVICES	\$ 858,150.00	\$ 679,037.54	\$ 96,448.80	\$ 775,486.34	90.37%	
217122	Transfer out Library Op/Proj	\$ 25,000.00	\$ 277,500.00	\$ -	\$ 277,500.00	1110.00%	
217123	Transfer out LLCM	\$ 20,000.00	\$ 10,000.00	\$ -	\$ 10,000.00	50.00%	
217124	Transfer out Commons	\$ 345,000.00	\$ 172,500.00	\$ -	\$ 172,500.00	50.00%	
217126	Transfer out Cap Res	\$ 59,000.00	\$ 29,500.00	\$ -	\$ 29,500.00	50.00%	
217127	OP Transfer - Parks & Trails Operations	\$ 15,000.00	\$ 7,500.00	\$ -	\$ 7,500.00	50.00%	
217129	Transfer to WW Plant Loan	\$ 60,000.00	\$ 30,000.00	\$ -	\$ 30,000.00	50.00%	
217133	Transfer out Storm Drains	\$ 10,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	50.00%	
217134	Transfer to Water	\$ 374,000.00	\$ 187,000.00	\$ -	\$ 187,000.00	50.00%	
	TRANSFERS	\$ 908,000.00	\$ 719,000.00	\$ -	\$ 719,000.00	79.19%	
407922	Capital Outlay - Improvement	\$ 30,000.00	\$ 77,861.35	\$ -	\$ 77,861.35	259.54%	

Acct No	Description	Budget	Prior Period	Current Period	YTD Bal	YTD %	Notes
407941	Capital Outlay - Equipment	\$ 20,000.00	\$ -	\$ -	\$ -	0.00%	
407942	Capital Outlay-Infrastructure	\$ 776,371.00	\$ 145,078.02	\$ 93,084.43	\$ 238,162.45	30.68%	
407947	Capital Outlay-Street Projects	\$ 220,281.00	\$ 296,096.29	\$ -	\$ 296,096.29	134.42%	
	CAPITAL OUTLAY	\$ 1,046,652.00	\$ 519,035.66	\$ 93,084.43	\$ 612,120.09	58.48%	
205720	Interest Expense	\$ 39,019.42	\$ 29,436.22	\$ -	\$ 29,436.22	75.44%	
205721	Interest Expense - DEQ	\$ 68,703.00	\$ 35,725.00	\$ -	\$ 35,725.00	52.00%	
205722	Loan Fee - DEQ	\$ 11,372.00	\$ -	\$ -	\$ -	0.00%	
207630	Principal Payments	\$ 124,554.07	\$ 108,017.08	\$ -	\$ 108,017.08	86.72%	
207631	Principal Payments - DEQ	\$ 381,657.00	\$ 189,455.00	\$ -	\$ 189,455.00	49.64%	
	DEBT SERVICES	\$ 625,305.49	\$ 362,633.30	\$ -	\$ 362,633.30	57.99%	
	TOTAL EXPENSE	\$ 4,005,887.49	\$ 2,548,676.99	\$ 231,965.44	\$ 2,780,642.43	69.41%	
	NET GAIN/(LOSS)	\$ 5,674,011.96	\$ 6,200,833.76	\$ (122,258.99)	\$ 6,078,574.77	107.13%	

Consolidated Revenue and Expense Statement

Enterprise Fund (660 and 670)

For Period Ended February 29, 2024

Printed: 03/08/2024

Period 08

Fiscal Year 2024

Acct No	Description	Budget	Prior Period	Current Period	YTD Bal	YTD %	Notes
300101	Beginning Balance	\$ 3,239,165.72	\$ 3,308,900.98	\$ -	\$ 3,308,900.98	102.15%	Beginning Balances - Unaudited
301500	Interest Earned	\$ 45,000.00	\$ 57,597.30	\$ 9,524.12	\$ 67,121.42	149.16%	
304310	Water/Wastewater Services	\$ 1,730,000.00	\$ 1,027,689.64	\$ 141,813.63	\$ 1,169,503.27	67.60%	
304320	Installation Charges	\$ 6,500.00	\$ 13,916.15	\$ -	\$ 13,916.15	214.09%	
304335	Rents or Fees	\$ 700.00	\$ 813.00	\$ 10.00	\$ 823.00	117.57%	
304481	Grants	\$ -	\$ 26,425.00	\$ -	\$ 26,425.00	0.00%	
314861	Transfer in General Reserve	\$ 174,000.00	\$ 87,000.00	\$ -	\$ 87,000.00	50.00%	
314864	Transfer in General Fund	\$ 200,000.00	\$ 100,000.00	\$ -	\$ 100,000.00	50.00%	
314866	Urban Renewal Contribution	\$ 400,000.00	\$ 200,000.00	\$ -	\$ 200,000.00	50.00%	
314875	Transfer in Water Operations	\$ 250,000.00	\$ 125,000.00	\$ -	\$ 125,000.00	50.00%	
314876	Transfer in Wastewater Service	\$ 200,000.00	\$ 100,000.00	\$ -	\$ 100,000.00	50.00%	
314879	Transfer in SDC	\$ 49,000.00	\$ 24,500.00	\$ -	\$ 24,500.00	50.00%	
	REVENUE	\$ 6,294,365.72	\$ 5,071,842.07	\$ 151,347.75	\$ 5,223,189.82	82.98%	
105101	City Manager	\$ 52,600.00	\$ 32,481.89	\$ 4,791.99	\$ 37,273.88	70.86%	
105102	Deputy Recorder	\$ 25,800.00	\$ 17,557.57	\$ 2,961.24	\$ 20,518.81	79.53%	
105103	Bookkeeping/Accounting	\$ 38,000.00	\$ 5,440.80	\$ 1,782.18	\$ 7,222.98	19.01%	
105104	CIP Coordinator	\$ 46,600.00	\$ 12,436.17	\$ 2,568.72	\$ 15,004.89	32.20%	
105108	Planner	\$ 5,400.00	\$ 1,495.84	\$ 503.76	\$ 1,999.60	37.03%	
105109	Administrative Assistant	\$ -	\$ -	\$ -	\$ -	0.00%	
105110	Water Lead	\$ 56,500.00	\$ 43,699.33	\$ 6,242.36	\$ 49,941.69	88.39%	

Acct No	Description	Budget	Prior Period	Current Period	YTD Bal	YTD %	Notes
105111	Wastewater Lead	\$ 76,000.00	\$ 60,494.98	\$ 7,762.61	\$ 68,257.59	89.81%	
105112	Field Utility 2	\$ -	\$ -	\$ -	\$ -	0.00%	
105113	Field Utility 1	\$ 35,700.00	\$ 8,408.50	\$ -	\$ 8,408.50	23.55%	
105114	Field Utility A	\$ 122,900.00	\$ 43,325.77	\$ 7,536.20	\$ 50,861.97	41.38%	
105121	Field Utility Journeyman	\$ 73,900.00	\$ 17,259.42	\$ 3,976.62	\$ 21,236.04	28.74%	
105122	Field Utility B	\$ -	\$ 11,926.13	\$ 245.10	\$ 12,171.23	0.00%	
105140	Fringe Benefits	\$ 59,500.00	\$ 18,806.98	\$ 2,844.27	\$ 21,651.25	36.39%	
105141	Insurance Benefits	\$ 184,500.00	\$ 51,788.35	\$ 6,047.18	\$ 57,835.53	31.35%	
105142	Regular PERS System	\$ 89,500.00	\$ 30,232.54	\$ 4,408.32	\$ 34,640.86	38.70%	
	PERSONNEL	\$ 866,900.00	\$ 355,354.27	\$ 51,670.55	\$ 407,024.82	46.95%	
205210	Dues & Memberships	\$ 2,500.00	\$ 1,287.00	\$ -	\$ 1,287.00	51.48%	
205211	State Fees	\$ 32,600.00	\$ 16,849.14	\$ -	\$ 16,849.14	51.68%	
205212	Fee Expense	\$ 13,600.00	\$ 13,039.10	\$ 1,410.50	\$ 14,449.60	106.25%	
205222	Insurance	\$ 35,000.00	\$ 42,911.64	\$ -	\$ 42,911.64	122.60%	
205240	Office Materials & Supplies	\$ 8,200.00	\$ 8,859.85	\$ 2,886.80	\$ 11,746.65	143.25%	
205241	Computer Equipment and Maint.	\$ 2,000.00	\$ 179.00	\$ 577.70	\$ 756.70	37.84%	
205251	Telephones/Cell Phones/DSL	\$ 17,000.00	\$ 10,980.04	\$ 1,509.02	\$ 12,489.06	73.47%	
205253	Postage	\$ -	\$ 325.97	\$ -	\$ 325.97	0.00%	
205255	Education and Training	\$ 8,000.00	\$ 1,111.00	\$ 720.00	\$ 1,831.00	22.89%	
205260	Contract Expense (all Professional, IG/	\$ 61,000.00	\$ 17,631.83	\$ 1,340.00	\$ 18,971.83	31.10%	
205261	Auditor	\$ 8,000.00	\$ 2,000.00	\$ -	\$ 2,000.00	25.00%	
205262	Legal	\$ 10,000.00	\$ 9,127.98	\$ 1,410.00	\$ 10,537.98	105.38%	
205270	Travel	\$ 2,000.00	\$ -	\$ -	\$ -	0.00%	
205282	Software	\$ 24,000.00	\$ 13,441.68	\$ 15,981.05	\$ 29,422.73	122.59%	
205311	Equipment Lease and Rental	\$ 6,000.00	\$ 2,532.62	\$ 284.66	\$ 2,817.28	46.95%	
205312	Equipment Fuel/Tires/Parts	\$ 10,000.00	\$ 5,391.58	\$ 3,346.27	\$ 8,737.85	87.38%	
205313	Equipment Repair	\$ -	\$ 10,613.35	\$ 354.61	\$ 10,967.96	0.00%	
205317	Tools and Small Equipment	\$ 5,000.00	\$ 4,390.52	\$ 991.58	\$ 5,382.10	107.64%	
205330	Building and Land Maintenance	\$ 11,500.00	\$ 2,117.00	\$ -	\$ 2,117.00	18.41%	
205335	Custodial Support/Supplies	\$ 6,000.00	\$ 3,098.28	\$ 703.27	\$ 3,801.55	63.36%	

Acct No	Description	Budget	Prior Period	Current Period	YTD Bal	YTD %	Notes
205342	Plant Utilities	\$ 50,000.00	\$ 24,970.48	\$ 4,704.73	\$ 29,675.21	59.35%	
205351	Main Plant Parts	\$ 17,000.00	\$ 5,814.79	\$ 188.85	\$ 6,003.64	35.32%	
205352	Main Plant Consumables	\$ 47,000.00	\$ 21,810.03	\$ 3,400.48	\$ 25,210.51	53.64%	
205353	Main Plant Outside Services	\$ 65,000.00	\$ 40,506.63	\$ 912.27	\$ 41,418.90	63.72%	
205361	Parts	\$ 62,000.00	\$ 25,264.55	\$ 1,647.49	\$ 26,912.04	43.41%	
205362	Consumables	\$ 1,000.00	\$ 3,571.55	\$ 5.25	\$ 3,576.80	357.68%	
205363	Outside Services	\$ 40,000.00	\$ 10,816.73	\$ 1,936.00	\$ 12,752.73	31.88%	
205470	Equipment Repair/Maintenance	\$ -	\$ 221.18	\$ -	\$ 221.18	0.00%	
205474	Mowing	\$ 7,500.00	\$ 7,049.00	\$ -	\$ 7,049.00	93.99%	
205475	Tree Removal/Trimming	\$ 20,000.00	\$ 3,813.13	\$ -	\$ 3,813.13	19.07%	
208000	Operating Contingency	\$ 55,000.00	\$ -	\$ -	\$ -	0.00%	
	MATERIALS AND SERVICES	\$ 626,900.00	\$ 309,725.65	\$ 44,310.53	\$ 354,036.18	56.47%	
217126	Transfer out Cap Res	\$ 450,000.00	\$ 225,000.00	\$ -	\$ 225,000.00	50.00%	
217136	Transfer Out Debt Services	\$ 43,000.00	\$ 21,500.00	\$ -	\$ 21,500.00	50.00%	
	TRANSFERS	\$ 493,000.00	\$ 246,500.00	\$ -	\$ 246,500.00	50.00%	
407921	Capital Outlay - Infrastructure Systems	\$ 480,000.00	\$ 69,901.71	\$ 73,355.17	\$ 143,256.88	29.85%	
407941	Capital Outlay - Equipment	\$ 348,000.00	\$ 152,208.99	\$ -	\$ 152,208.99	43.74%	
407948	Capital Outlay - Water systems	\$ 943,400.00	\$ 302,146.74	\$ 7,394.45	\$ 309,541.19	32.81%	
	CAPITAL OUTLAY	\$ 1,771,400.00	\$ 524,257.44	\$ 80,749.62	\$ 605,007.06	34.15%	
	TOTAL EXPENSE	\$ 3,758,200.00	\$ 1,435,837.36	\$ 176,730.70	\$ 1,612,568.06	42.91%	
	NET GAIN/(LOSS)	\$ 2,536,165.72	\$ 3,636,004.71	\$ (25,382.95)	\$ 3,610,621.76	142.37%	

Consolidated Revenue and Expense Statement

Debt Services Fund (155)

For Period Ended February 29, 2024

Printed: 03/08/2024

Period 08

Fiscal Year 2024

Acct No	Description	Budget	Prior Period	Current Period	YTD Bal	YTD %	Notes
300101	Beginning Balance	\$ 1,199,182.62	\$ 1,233,958.84	\$ -	\$ 1,233,958.84	102.90%	Beginning Balances - Unaudited
301500	Interest Earned	\$ 5,656.39	\$ 4,753.75	\$ 1,114.18	\$ 5,867.93	103.74%	
304110	Tax - Property Current	\$ 44,000.00	\$ 43,614.35	\$ 259.64	\$ 43,873.99	99.71%	
304120	Tax - Property Past Due	\$ 600.00	\$ 368.17	\$ 54.32	\$ 422.49	70.42%	
304245	Tax - Food & Beverage Tax	\$ 460,000.00	\$ 256,076.54	\$ 43,040.29	\$ 299,116.83	65.03%	
304501	Transfer In-South Tnk Debt Svc	\$ 60,000.00	\$ 30,000.00	\$ -	\$ 30,000.00	50.00%	
314883	Transfer in Urban Renewal	\$ 100,000.00	\$ 50,000.00	\$ -	\$ 50,000.00	50.00%	
314890	Transfer in Water System	\$ 43,000.00	\$ 21,500.00	\$ -	\$ 21,500.00	50.00%	
	REVENUE	\$ 1,912,439.01	\$ 1,640,271.65	\$ 44,468.43	\$ 1,684,740.08	88.09%	
217129	Transfer to WW Plant Loan	\$ 60,000.00	\$ 30,000.00	\$ -	\$ 30,000.00	50.00%	
	TRANSFERS	\$ 60,000.00	\$ 30,000.00	\$ -	\$ 30,000.00	50.00%	
205720	Interest Expense	\$ 39,019.42	\$ 29,436.22	\$ -	\$ 29,436.22	75.44%	
205721	Interest Expense - DEQ	\$ 68,703.00	\$ 35,725.00	\$ -	\$ 35,725.00	52.00%	
205722	Loan Fee - DEQ	\$ 11,372.00	\$ -	\$ -	\$ -	0.00%	
207630	Principal Payments	\$ 124,554.07	\$ 108,017.08	\$ -	\$ 108,017.08	86.72%	
207631	Principal Payments - DEQ	\$ 381,657.00	\$ 189,455.00	\$ -	\$ 189,455.00	49.64%	
	DEBT SERVICES	\$ 625,305.49	\$ 362,633.30	\$ -	\$ 362,633.30	57.99%	
	TOTAL EXPENSE	\$ 685,305.49	\$ 392,633.30	\$ -	\$ 392,633.30	57.29%	
	NET GAIN/(LOSS)	\$ 1,227,133.52	\$ 1,247,638.35	\$ 44,468.43	\$ 1,292,106.78	105.29%	

Consolidated Revenue and Expense Statement

Urban Renewal (900)

For Period Ended February 29, 2024

Printed: 03/08/2024

Period 08

Fiscal Year 2024

Acct No	Description	Budget	Prior Period	Current Period	YTD Bal	YTD %	NOTES
300101	Beginning Balance	\$ 449,395.94	\$ 471,711.99	\$ -	\$ 471,711.99	104.97%	Beginning Balances - Unaudited
301500	Interest Earned	\$ 10,000.00	\$ 15,697.44	\$ 2,962.48	\$ 18,659.92	186.60%	
304110	Tax - Property Current	\$ 529,881.00	\$ 491,758.26	\$ 2,926.59	\$ 494,684.85	93.36%	
304120	Tax - Property Past due	\$ 6,000.00	\$ 3,401.73	\$ 533.99	\$ 3,935.72	65.60%	
304491	Other Local Sources	\$ -	\$ 14.03	\$ -	\$ 14.03	0.00%	
	REVENUE	\$ 995,276.94	\$ 982,583.45	\$ 6,423.06	\$ 989,006.51	99.37%	
205210	Dues & Memberships	\$ 200.00	\$ -	\$ -	\$ -	0.00%	
205261	Auditor	\$ 2,500.00	\$ 300.00	\$ -	\$ 300.00	12.00%	
205422	Advertising/Legal Notice	\$ 300.00	\$ -	\$ -	\$ -	0.00%	
	MATERIALS AND SERVICES	\$ 3,000.00	\$ 300.00	\$ -	\$ 300.00	10.00%	
217130	Interfund Transfer Wastewater	\$ 400,000.00	\$ 200,000.00	\$ -	\$ 200,000.00	50.00%	
217137	Trans to South Tank Debt	\$ 100,000.00	\$ 50,000.00	\$ -	\$ 50,000.00	50.00%	
217140	Admin Fee Trans to General Fund	\$ 36,000.00	\$ 18,000.00	\$ -	\$ 18,000.00	50.00%	
	TRANSFERS	\$ 536,000.00	\$ 268,000.00	\$ -	\$ 268,000.00	50.00%	
	TOTAL EXPENSE	\$ 539,000.00	\$ 268,300.00	\$ -	\$ 268,300.00	49.78%	
	NET GAIN/(LOSS)	\$ 456,276.94	\$ 714,283.45	\$ 6,423.06	\$ 720,706.51	157.95%	

City Hall 100-1010

Monthly Financial Detail Report

FEBRUARY 2024

Printed: 03/07/2024

Period 08

Fiscal Year 2024

Fund	Dept	Account Number	Description	Budget for Year	Prior Mo Bal	Current Activity	Actual to Date	% of Budget	Notes
100	1010	300101	Beginning Balance	\$ 732,126.36	\$ 1,073,044.89	\$ -	\$ 1,073,044.89	146.57%	Beginning Balance - Unaudited
100	1010	304235	Fines or Liens	\$ -	\$ 1,225.00	\$ -	\$ 1,225.00	0.00%	
100	1010	304221	Franchise Cable	\$ 24,000.00	\$ 5,828.30	\$ 5,664.31	\$ 11,492.61	47.89%	Received Quarterly
100	1010	304223	Franchise Disposal Services	\$ 16,000.00	\$ 12,903.59	\$ -	\$ 12,903.59	80.65%	Received Quarterly
100	1010	304224	Franchise Electricity	\$ 52,000.00	\$ 27,847.44	\$ 5,954.13	\$ 33,801.57	65.00%	Received Monthly
100	1010	304222	Franchise Telephone	\$ 3,600.00	\$ 9,435.67	\$ -	\$ 9,435.67	262.10%	Received Annually
100	1010	304481	Grants	\$ -	\$ 5,007.10	\$ -	\$ 5,007.10	0.00%	
100	1010	301500	Interest Earned	\$ 70,000.00	\$ 118,815.38	\$ 18,567.54	\$ 137,382.92	196.26%	
100	1010	304210	License Business	\$ 6,500.00	\$ 9,949.00	\$ 600.00	\$ 10,549.00	162.29%	
100	1010	304211	License Vacation Rental	\$ 25,000.00	\$ 29,156.00	\$ 200.00	\$ 29,356.00	117.42%	
100	1010	304484	Misc Revenue	\$ 100.00	\$ 31.00	\$ -	\$ 31.00	31.00%	
100	1010	304491	Other Local Resources	\$ 6,000.00	\$ 10,130.02	\$ -	\$ 10,130.02	168.83%	
100	1010	304690	Other State Sources	\$ -	\$ 1,555.00	\$ -	\$ 1,555.00	0.00%	
100	1010	304230	Permits/Filing Fee	\$ 2,500.00	\$ 11,139.34	\$ 25.00	\$ 11,164.34	446.57%	
100	1010	304110	Property Tax - Current	\$ 50,000.00	\$ 42,750.72	\$ 254.49	\$ 43,005.21	86.01%	
100	1010	304120	Property Tax - Past Due	\$ 1,000.00	\$ 360.87	\$ 53.25	\$ 414.12	41.41%	
100	1010	304630	State Revenue Share	\$ 23,000.00	\$ 11,142.65	\$ 6,510.37	\$ 17,653.02	76.75%	
100	1010	304622	Tax - Marijuana	\$ 24,000.00	\$ 15,172.11	\$ -	\$ 15,172.11	63.22%	
100	1010	304620	Tax - State OLCC	\$ 18,000.00	\$ 9,683.09	\$ 2,593.60	\$ 12,276.69	68.20%	
100	1010	304610	Tax - State Tobacco	\$ 700.00	\$ 379.63	\$ 56.15	\$ 435.78	62.25%	
100	1010	304240	Tax - Transient Lodging	\$ 825,000.00	\$ 490,752.97	\$ 1,032.44	\$ 491,785.41	59.61%	
100	1010	304810	Transfer in URD Admin Reimb	\$ 36,000.00	\$ 18,000.00	\$ -	\$ 18,000.00	50.00%	Quarterly transfer from 900-9000
			REVENUE	\$ 1,915,526.36	\$ 1,904,309.77	\$ 41,511.28	\$ 1,945,821.05	101.58%	
100	1010	105101	City Manager	\$ 52,500.00	\$ 32,481.90	\$ 4,792.01	\$ 37,273.91	71.00%	
100	1010	105102	Deputy Recorder	\$ 38,800.00	\$ 26,336.39	\$ 4,441.85	\$ 30,778.24	79.33%	
100	1010	105103	Bookkeeping/Accounting	\$ 38,000.00	\$ 24,640.50	\$ 2,673.27	\$ 27,313.77	71.88%	
100	1010	105104	CIP Coordinator	\$ 11,600.00	\$ 17,326.59	\$ 1,323.28	\$ 18,649.87	160.77%	
100	1010	105108	Planner	\$ 46,560.00	\$ 21,112.77	\$ 4,533.74	\$ 25,646.51	55.08%	
100	1010	105109	Administrative Assistant	\$ 48,800.00	\$ 12,230.94	\$ 3,466.00	\$ 15,696.94	32.17%	
100	1010	105110	Water Lead	\$ 8,900.00	\$ 5,933.13	\$ 280.87	\$ 6,214.00	69.82%	
100	1010	105111	Wastewater Lead	\$ 2,500.00	\$ 3,574.34	\$ 760.55	\$ 4,334.89	173.40%	
100	1010	105112	Field Utility 2	\$ -	\$ -	\$ -	\$ -	0.00%	

Fund	Dept	Account Number	Description	Budget for Year	Prior Mo Bal	Current Activity	Actual to Date	% of Budget	Notes
100	1010	105113	Field Utility I	\$ 500.00	\$ 250.23	\$ -	\$ 250.23	50.05%	
100	1010	105114	Field Utility A	\$ 100.00	\$ 664.52	\$ 445.08	\$ 1,109.60	1109.60%	
100	1010	105115	Commons Coordinator	\$ -	\$ 5,527.54	\$ 889.60	\$ 6,417.14	0.00%	
100	1010	105120	Code Enforcement	\$ 19,200.00	\$ -	\$ -	\$ -	0.00%	
100	1010	105121	Field Utility Journeyman	\$ -	\$ 124.43	\$ 269.26	\$ 393.69	0.00%	
100	1010	105122	Field Utility B	\$ -	\$ 335.07	\$ 2.56	\$ 337.63	0.00%	
100	1010	105140	Fringe Benefits	\$ 28,500.00	\$ 13,273.80	\$ 1,792.53	\$ 15,066.33	52.86%	
100	1010	105141	Insurance Benefits	\$ 88,300.00	\$ 20,145.39	\$ 2,801.58	\$ 22,946.97	25.99%	
100	1010	105142	Regular PERS System	\$ 42,800.00	\$ 10,671.59	\$ 2,057.95	\$ 12,729.54	29.74%	
			PERSONNEL	\$ 427,060.00	\$ 194,629.13	\$ 30,530.13	\$ 225,159.26	52.72%	
100	1010	205209	Emergency Prep & Public Safety	\$ 3,000.00	\$ 90,377.90	\$ (1,458.03)	\$ 88,919.87	2964.00%	
100	1010	205210	Dues & Memberships	\$ 4,000.00	\$ 4,132.21	\$ 265.00	\$ 4,397.21	109.93%	
100	1010	205213	Board/Comm/Meeting Education, Travel, & Expense	\$ 1,000.00	\$ -	\$ -	\$ -	0.00%	
100	1010	205222	Insurance	\$ 12,000.00	\$ 19,712.56	\$ -	\$ 19,712.56	164.27%	Annual Property/Liability Renewal FY24
100	1010	205240	Office Materials & Supplies	\$ 13,000.00	\$ 10,962.21	\$ 3,709.63	\$ 14,671.84	112.86%	
100	1010	205241	Computer Equipment and Maint.	\$ 5,000.00	\$ 16,193.57	\$ 496.99	\$ 16,690.56	333.81%	
100	1010	205251	Telephones/Cell Phones/DSL	\$ 6,000.00	\$ 4,569.90	\$ 560.65	\$ 5,130.55	85.51%	
100	1010	205252	Utilities	\$ 4,000.00	\$ 1,765.56	\$ 458.25	\$ 2,223.81	55.60%	
100	1010	205253	Postage	\$ 2,000.00	\$ 5,300.61	\$ 135.92	\$ 5,436.53	271.83%	
100	1010	205255	Education and Training	\$ 10,000.00	\$ 6,315.61	\$ -	\$ 6,315.61	63.16%	
100	1010	205260	Contract Expense (all Professional, IGA & Personal Svcs)	\$ 48,000.00	\$ 65,004.39	\$ 2,111.50	\$ 67,115.89	139.82%	FEB: Finance Jcline \$670, TCB Security \$142.50, Quality Code Publishing \$1299
100	1010	205261	Auditor	\$ 7,500.00	\$ 1,300.00	\$ -	\$ 1,300.00	17.33%	
100	1010	205262	Legal Expense	\$ 20,000.00	\$ 4,564.02	\$ 705.00	\$ 5,269.02	26.35%	
100	1010	205263	Bank Charges/Credit Card Fees	\$ 11,000.00	\$ 6,853.38	\$ 252.04	\$ 7,105.42	64.59%	
100	1010	205270	Travel	\$ 1,000.00	\$ 1,368.06	\$ -	\$ 1,368.06	136.81%	
100	1010	205282	Software	\$ 40,000.00	\$ 60,321.19	\$ 13,929.97	\$ 74,251.16	185.63%	
100	1010	205311	Equipment Lease and Rental	\$ 3,000.00	\$ 996.38	\$ 142.34	\$ 1,138.72	37.96%	
100	1010	205325	Yard Debris Dumpster	\$ 6,000.00	\$ 3,216.59	\$ -	\$ 3,216.59	53.61%	
100	1010	205330	Building and Land Maintenance	\$ 10,000.00	\$ 10,522.75	\$ 4,473.00	\$ 14,995.75	149.96%	
100	1010	205335	Custodial Support/Supplies	\$ 8,000.00	\$ 3,832.32	\$ 893.57	\$ 4,725.89	59.07%	
100	1010	205421	Parks/Grounds Maintenance	\$ 5,000.00	\$ 818.59	\$ -	\$ 818.59	16.37%	
100	1010	205422	Advertising/Legal Notice	\$ 2,000.00	\$ 1,494.83	\$ 76.00	\$ 1,570.83	78.54%	
100	1010	205439	Comm Support/Beautification	\$ 75,000.00	\$ 18,060.30	\$ 472.00	\$ 18,532.30	24.71%	
100	1010	205440	Equipment & Furniture	\$ 2,500.00	\$ 319.93	\$ 1,032.65	\$ 1,352.58	54.10%	
100	1010	205470	Equipment Repair Maint	\$ -	\$ 110.60	\$ -	\$ 110.60	0.00%	
100	1010	205474	Mowing	\$ 500.00	\$ 414.00	\$ -	\$ 414.00	82.80%	
100	1010	205490	Material and Services	\$ -	\$ 1,466.00	\$ -	\$ 1,466.00	0.00%	
100	1010	208000	Operating Contingency	\$ 60,000.00	\$ -	\$ -	\$ -	0.00%	
			MATERIALS AND SERVICES	\$ 359,500.00	\$ 339,993.46	\$ 28,256.48	\$ 368,249.94	102.43%	

Fund	Dept	Account Number	Description	Budget for Year	Prior Mo Bal	Current Activity	Actual to Date	% of Budget	Notes
100	1010	217122	Transfer out Library Op/Proj	\$ 25,000.00	\$ 277,500.00	\$ -	\$ 277,500.00	1110.00%	Quarterly transfer to 100-1030
100	1010	217123	Transfer out LLCM	\$ 5,000.00	\$ 2,500.00	\$ -	\$ 2,500.00	50.00%	Quarterly transfer to 100-1025
100	1010	217124	Transfer out Commons	\$ 242,000.00	\$ 121,000.00	\$ -	\$ 121,000.00	50.00%	Quarterly transfer to 100-1020
100	1010	217133	Transfer out Storm Drains	\$ 10,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	50.00%	Quarterly transfer to 150-1040
100	1010	217134	Transfer to Water	\$ 374,000.00	\$ 187,000.00	\$ -	\$ 187,000.00	50.00%	Quarterly transfer to 660-1705
			TRANSFERS	\$ 656,000.00	\$ 593,000.00	\$ -	\$ 593,000.00	90.40%	
			EXPENSE	\$ 1,442,560.00	\$ 1,127,622.59	\$ 58,786.61	\$ 1,186,409.20	82.24%	
			Revenue Total	\$ 1,915,526.36	\$ 1,904,309.77	\$ 41,511.28	\$ 1,945,821.05	101.58%	
			Expense Total	\$ 1,442,560.00	\$ 1,127,622.59	\$ 58,786.61	\$ 1,186,409.20	82.24%	
			NET GAIN/(LOSS)	\$ 472,966.36	\$ 776,687.18	\$ (17,275.33)	\$ 759,411.85	160.56%	

City Hall Reserve 150-1010

Monthly Financial Detail Report

FEBRUARY 2024

Printed: 03/07/2024

Period 08

Fiscal Year 2023

Fund	Dept	Account Nun	Description	Budget for Year	Prior Mo Bal	Current Activity	Actual to Date	% of Budget	Notes
150	1010	300101	Beginning Balance	\$ 183,934.67	\$ 186,780.36	\$ -	\$ 186,780.36	101.55%	Beginning Balance - Unaudited
150	1010	301500	Interest Earned	\$ 32,000.00	\$ 37,727.34	\$ 5,310.60	\$ 43,037.94	134.49%	LGIP Interest
			REVENUE	\$ 215,934.67	\$ 224,507.70	\$ 5,310.60	\$ 229,818.30	106.43%	
150	1010	407941	Capital Outlay - Equipment	\$ 20,000.00	\$ -	\$ -	\$ -	0.00%	
150	1010	407942	Capital Outlay - Buildings	\$ 30,000.00	\$ 5,064.00	\$ -	\$ 5,064.00	16.88%	
			CAPITAL OUTLAY	\$ 50,000.00	\$ 5,064.00	\$ -	\$ 5,064.00	10.13%	
			EXPENSE	\$ 50,000.00	\$ 5,064.00	\$ -	\$ 5,064.00	10.13%	
			Revenue Total	\$ 215,934.67	\$ 224,507.70	\$ 5,310.60	\$ 229,818.30	106.43%	
			Expense Total	\$ 50,000.00	\$ 5,064.00	\$ -	\$ 5,064.00	10.13%	
			NET GAIN/(LOSS)	\$ 165,934.67	\$ 219,443.70	\$ 5,310.60	\$ 224,754.30	135.45%	

Commons 100-1020

Monthly Financial Detail Report

FEBRUARY 2024

Printed: 03/07/2024

Period 08

Fiscal Year 2023

Fund	Dept	Account Number	Description	Budget for Year	Prior Mo Bal	Current Activity	Actual to Date	% of Budget	Notes
100	1020	300101	Beginning Balance	\$ 123,665.32	\$ 128,550.93	\$ -	\$ 128,550.93	103.95%	Beginning Balance - Unaudited
100	1020	304335	Rents or Fees	\$ 18,000.00	\$ 12,106.50	\$ 1,063.50	\$ 13,170.00	73.17%	
100	1020	304480	Gifts/Donations	\$ 5,000.00	\$ 5,625.85	\$ 560.10	\$ 6,185.95	123.72%	
100	1020	314861	Transfer in General Fund	\$ 70,000.00	\$ 35,000.00	\$ -	\$ 35,000.00	50.00%	Quarterly transfer from 100-1010
100	1020	314863	Transfer in Visitor Amenity	\$ 30,000.00	\$ 15,000.00	\$ -	\$ 15,000.00	50.00%	Quarterly transfer from 100-1045
			REVENUE	\$ 246,665.32	\$ 196,283.28	\$ 1,623.60	\$ 197,906.88	80.23%	
100	1020	105109	Administrative Assistant	\$ -	\$ -	\$ -	\$ -	0.00%	
100	1020	105110	Water Lead	\$ 1,200.00	\$ -	\$ -	\$ -	0.00%	
100	1020	105111	Wastewater Lead	\$ 500.00	\$ 1,022.57	\$ 533.50	\$ 1,556.07	311.21%	
100	1020	105113	Field Utility 1	\$ 300.00	\$ 55.64	\$ -	\$ 55.64	18.55%	
100	1020	105114	Field Utility A	\$ 300.00	\$ 496.40	\$ 137.13	\$ 633.53	211.18%	
100	1020	105115	Commons Coordinator	\$ 39,000.00	\$ 22,110.15	\$ 3,558.41	\$ 25,668.56	65.82%	
100	1020	105121	Field Utility Journeyman	\$ -	\$ 741.49	\$ 139.44	\$ 880.93	0.00%	
100	1020	105122	Field Utility B	\$ -	\$ 298.32	\$ -	\$ 298.32	0.00%	
100	1020	105140	Fringe Benefits	\$ 4,400.00	\$ 13.93	\$ 320.13	\$ 334.06	7.59%	
100	1020	105141	Insurance Benefits	\$ 13,600.00	\$ 3,594.25	\$ 770.73	\$ 4,364.98	32.10%	
100	1020	105142	Regular PERS System	\$ 6,600.00	\$ 316.43	\$ 647.87	\$ 964.30	14.61%	
			PERSONNEL	\$ 65,900.00	\$ 28,649.18	\$ 6,107.21	\$ 34,756.39	52.74%	
100	1020	205222	Insurance	\$ 5,000.00	\$ 6,130.23	\$ -	\$ 6,130.23	122.60%	Annual Property/Liability Renewal FY24
100	1020	205240	Office Materials & Supplies	\$ 600.00	\$ 474.20	\$ -	\$ 474.20	79.03%	
100	1020	205251	Telephones/Cell Phones/DSL	\$ 1,500.00	\$ 1,014.84	\$ 152.23	\$ 1,167.07	77.80%	
100	1020	205252	Utilities	\$ 7,500.00	\$ 3,406.10	\$ 799.38	\$ 4,205.48	56.07%	
100	1020	205260	Contract Expense (all Professional, IGA & Personal Svcs)	\$ 7,500.00	\$ 19,169.37	\$ -	\$ 19,169.37	255.59%	
100	1020	205317	Tools and Small Equipment	\$ 1,200.00	\$ 3,808.25	\$ -	\$ 3,808.25	317.35%	
100	1020	205330	Building and Land Maintenance	\$ 45,000.00	\$ 56,922.49	\$ 2,622.84	\$ 59,545.33	132.32%	
100	1020	205335	Custodial Support/Supplies	\$ 15,000.00	\$ 9,520.03	\$ 1,557.72	\$ 11,077.75	73.85%	
100	1020	205421	Parks/Grounds Maintenance	\$ 7,000.00	\$ 155.98	\$ -	\$ 155.98	2.23%	
100	1020	205439	Comm Support/Beautification	\$ 30,000.00	\$ 30,021.15	\$ 125.00	\$ 30,146.15	100.49%	

Fund	Dept	Account Number	Description	Budget for Year	Prior Mo Bal	Current Activity	Actual to Date	% of Budget	Notes
100	1020	205474	Mowing	\$ -	\$ 420.00	\$ -	\$ 420.00	0.00%	
100	1020	205475	Tree Removal/Trimming	\$ -	\$ 458.00	\$ -	\$ 458.00	0.00%	
100	1020	205490	Material and Services	\$ 1,200.00	\$ 1,517.85	\$ 290.00	\$ 1,807.85	150.65%	
100	1020	208000	Operating Contingency	\$ 15,000.00	\$ -	\$ -	\$ -	0.00%	
			MATERIALS AND SERVICES	\$ 136,500.00	\$ 133,018.49	\$ 5,547.17	\$ 138,565.66	101.51%	
100	1020	217126	Transfer out Cap Res	\$ 10,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	50.00%	Quarterly transfer to 150-1020
			TRANSFERS	\$ 10,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	50.00%	
			EXPENSE	\$ 212,400.00	\$ 166,667.67	\$ 11,654.38	\$ 178,322.05	83.96%	
			Revenue Total	\$ 246,665.32	\$ 196,283.28	\$ 1,623.60	\$ 197,906.88	80.23%	
			Expense Total	\$ 212,400.00	\$ 166,667.67	\$ 11,654.38	\$ 178,322.05	83.96%	
			NET GAIN/(LOSS)	\$ 34,265.32	\$ 29,615.61	\$ (10,030.78)	\$ 19,584.83	57.16%	

Commons Reserve 150-1020

Monthly Financial Detail Report

FEBRUARY 2024

Printed: 03/07/2024

Period 08

Fiscal Year 2023

Fund	Dept	Account Number	Description	Budget for Year	Prior Mo Bal	Current Activity	Actual to Date	% of Budget	Notes
150	1020	300101	Beginning Balance	\$ 112,467.87	\$ 161,555.40	\$ -	\$ 161,555.40	143.65%	Beginning Balance - Unaudited
150	1020	314861	Transfer in General Fund	\$ 172,000.00	\$ 86,000.00	\$ -	\$ 86,000.00	50.00%	Quarterly Transfer from 100-1010
150	1020	314863	Transfer in Visitor Amenity	\$ 73,000.00	\$ 36,500.00	\$ -	\$ 36,500.00	50.00%	Quarterly Transfer from 100-1045
150	1020	314869	Transfer in Commons Operations	\$ 10,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	50.00%	Quarterly Transfer from 100-1020
			RESOURCE	\$ 367,467.87	\$ 289,055.40	\$ -	\$ 289,055.40	78.66%	
150	1020	407922	Capital Outlay - Improvement	\$ 30,000.00	\$ 77,861.35	\$ -	\$ 77,861.35	259.54%	
150	1020	407942	Capital Outlay - Buildings	\$ 215,000.00	\$ -	\$ 29,048.00	\$ 29,048.00	13.51%	FEB: Newport Signs \$19,725, Pacific Coast Lock & Safe \$9,323
			CAPITAL OUTLAY	\$ 245,000.00	\$ 77,861.35	\$ 29,048.00	\$ 106,909.35	43.64%	
			EXPENSES	\$ 245,000.00	\$ 77,861.35	\$ 29,048.00	\$ 106,909.35	43.64%	
			Resource Total	\$ 367,467.87	\$ 289,055.40	\$ -	\$ 289,055.40	78.66%	
			Expense Total	\$ 245,000.00	\$ 77,861.35	\$ 29,048.00	\$ 106,909.35	43.64%	
			NET GAIN/(LOSS)	\$ 122,467.87	\$ 211,194.05	\$ (29,048.00)	\$ 182,146.05	148.73%	

Little Log Church & Museum 100-1025

Monthly Financial Detail Report

FEBRUARY 2024

Printed: 03/07/2024

Period 08

Fiscal Year 2023

Fund	Dept	Account Number	Description	Budget for Year	Prior Mo Bal	Current Activity	Actual to Date	% of Budget	Notes
100	1025	300101	Beginning Balance	\$ 13,534.71	\$ 13,125.62	\$ -	\$ 13,125.62	96.98%	Beginning Balance - Unaudited
100	1025	314861	Transfer in General Fund	\$ 5,000.00	\$ 2,500.00	\$ -	\$ 2,500.00	50.00%	Quarterly transfer from 100-1010
100	1025	314863	Transfer in Visitor Amenity	\$ 15,000.00	\$ 7,500.00	\$ -	\$ 7,500.00	50.00%	Quarterly transfer from 100-1045
			RESOURCE	\$ 33,534.71	\$ 23,125.62	\$ -	\$ 23,125.62	68.96%	
100	1025	105110	Water Lead	\$ 500.00	\$ -	\$ -	\$ -	0.00%	
100	1025	105111	Wastewater Lead	\$ -	\$ 133.37	\$ -	\$ 133.37	0.00%	
100	1025	105114	Field Utility A	\$ -	\$ 13.63	\$ -	\$ 13.63	0.00%	
100	1025	105121	Field Utility Journeyman	\$ -	\$ 89.52	\$ -	\$ 89.52	0.00%	
100	1025	105122	Field Utility B	\$ -	\$ 86.61	\$ -	\$ 86.61	0.00%	
100	1025	105140	Fringe Benefits	\$ 100.00	\$ 24.06	\$ -	\$ 24.06	24.06%	
100	1025	105141	Insurance Benefits	\$ 200.00	\$ 36.11	\$ -	\$ 36.11	18.06%	
100	1025	105142	Regular PERS System	\$ 100.00	\$ 32.92	\$ -	\$ 32.92	32.92%	
			PERSONNEL	\$ 900.00	\$ 416.22	\$ -	\$ 416.22	46.25%	
100	1025	205220	Marketing/Road Sign	\$ 200.00	\$ 200.00	\$ -	\$ 200.00	100.00%	
100	1025	205222	Insurance	\$ 2,700.00	\$ 3,310.33	\$ -	\$ 3,310.33	122.60%	
100	1025	205251	Telephones/Cell Phones/DSL	\$ 200.00	\$ 14.84	\$ 2.12	\$ 16.96	8.48%	
100	1025	205252	Utilities	\$ 2,000.00	\$ 505.02	\$ 93.85	\$ 598.87	29.94%	
100	1025	205330	Building and Land Maintenance	\$ 10,000.00	\$ 5,225.53	\$ 700.00	\$ 5,925.53	59.26%	
100	1025	205474	Mowing	\$ 600.00	\$ 129.00	\$ -	\$ 129.00	21.50%	
100	1025	205475	Tree Removal/Trimming	\$ -	\$ 234.00	\$ -	\$ 234.00	0.00%	
100	1025	205490	Material and Services	\$ -	\$ 109.98	\$ -	\$ 109.98	0.00%	
			MATERIALS AND SERVICES	\$ 15,700.00	\$ 9,728.70	\$ 795.97	\$ 10,524.67	67.04%	
			EXPENSE	\$ 16,600.00	\$ 10,144.92	\$ 795.97	\$ 10,940.89	65.91%	
			Resource Total	\$ 33,534.71	\$ 23,125.62	\$ -	\$ 23,125.62	68.96%	
			Expense Total	\$ 16,600.00	\$ 10,144.92	\$ 795.97	\$ 10,940.89	65.91%	
			NET GAIN/(LOSS)	\$ 16,934.71	\$ 12,980.70	\$ (795.97)	\$ 12,184.73	71.95%	

Little Log Church & Museum Reserve 150-1025

Monthly Financial Detail Report

FEBRUARY 2024

Printed: 03/07/2024

Period 08

Fiscal Year 2023

Fund	Dept	Account Number	Description	Budget for Year	Prior Mo Bal	Current Activity	Actual to Date	% of Budget	
150	1025	300101	Beginning Balance	\$ 175,077.50	\$ 194,808.50	\$ -	\$ 194,808.50	111.27%	Beginning Balance - Unaudited
			RESOURCES	\$ 175,077.50	\$ 194,808.50	\$ -	\$ 194,808.50	111.27%	
150	1025	407942	Capital Outlay - Buildings	\$ 154,000.00	\$ 3,926.29	\$ 3,783.60	\$ 7,709.89	5.01%	FEB: C. Bauman storage \$596.40, Civil West Engineering \$3187.20
			CAPITAL OUTLAY	\$ 154,000.00	\$ 3,926.29	\$ 3,783.60	\$ 7,709.89	5.01%	
			EXPENSE	\$ 154,000.00	\$ 3,926.29	\$ 3,783.60	\$ 7,709.89	5.01%	
			Resource Total	\$ 175,077.50	\$ 194,808.50	\$ -	\$ 194,808.50	111.27%	
			Expense Total	\$ 154,000.00	\$ 3,926.29	\$ 3,783.60	\$ 7,709.89	5.01%	
			NET GAIN/(LOSS)	\$ 21,077.50	\$ 190,882.21	\$ (3,783.60)	\$ 187,098.61	887.67%	

Library 100-1030

Monthly Financial Detail Report

FEBRUARY 2024

Printed: 03/07/2024

Period 08

Fiscal Year 2023

Fund	Dept	Account Number	Description	Budget for Year	Prior Mo Bal	Current Activity	Actual to Date	% of Budget	Notes
100	1030	300101	Beginning Balance	\$ 27,751.55	\$ 27,649.10	\$ -	\$ 27,649.10	99.63%	Beginning Balance - Unaudited
100	1030	304480	Gifts/Donations	\$ 150.00	\$ -	\$ -	\$ -	0.00%	
100	1030	304481	Grants	\$ 5,000.00	\$ -	\$ 5,000.00	\$ 5,000.00	100.00%	
100	1030	304690	Other State Sources	\$ 1,000.00	\$ -	\$ -	\$ -	0.00%	
100	1030	314861	Transfer in General Fund	\$ 25,000.00	\$ 12,500.00	\$ -	\$ 12,500.00	50.00%	Quarterly transfer from 100-1010
			REVENUE	\$ 58,901.55	\$ 40,149.10	\$ 5,000.00	\$ 45,149.10	76.65%	
100	1030	105110	Water Lead	\$ -	\$ 44.70	\$ -	\$ 44.70	0.00%	
100	1030	105111	Wastewater Lead	\$ -	\$ 244.53	\$ -	\$ 244.53	0.00%	
100	1030	105114	Field Utility A	\$ -	\$ 122.70	\$ 19.25	\$ 141.95	0.00%	
100	1030	105116	Librarian Part Time	\$ 13,800.00	\$ 8,652.00	\$ 1,406.25	\$ 10,058.25	72.89%	
100	1030	105121	Field Utility Journeyman	\$ -	\$ 30.23	\$ -	\$ 30.23	0.00%	
100	1030	105140	Fringe Benefits	\$ 1,000.00	\$ 680.26	\$ 104.95	\$ 785.21	78.52%	
100	1030	105141	Insurance Benefits	\$ 100.00	\$ 111.25	\$ 3.01	\$ 114.26	114.26%	
100	1030	105142	Regular PERS System	\$ -	\$ 1,019.72	\$ 218.12	\$ 1,237.84	0.00%	
100	1030		PERSONNEL	\$ 14,900.00	\$ 10,905.39	\$ 1,751.58	\$ 12,656.97	84.95%	
100	1030	205222	Insurance	\$ 3,100.00	\$ 3,800.75	\$ -	\$ 3,800.75	122.60%	Annual Property/Liability Renewal FY24
100	1030	205240	Office Materials & Supplies	\$ 300.00	\$ 789.80	\$ 94.74	\$ 884.54	294.85%	
100	1030	205251	Telephones/Cell Phones/DSL	\$ 1,400.00	\$ 737.68	\$ 103.90	\$ 841.58	60.11%	
100	1030	205252	Utilities	\$ 1,600.00	\$ 523.83	\$ 232.95	\$ 756.78	47.30%	
100	1030	205260	Contract Expense (Prof Svc)	\$ 1,200.00	\$ 729.95	\$ -	\$ 729.95	60.83%	
100	1030	205282	Software	\$ 700.00	\$ 20.00	\$ -	\$ 20.00	2.86%	
100	1030	205313	Equipment Repair	\$ 300.00	\$ -	\$ -	\$ -	0.00%	
100	1030	205330	Building and Land Maintenance	\$ 2,600.00	\$ 981.79	\$ 425.00	\$ 1,406.79	54.11%	
100	1030	205335	Custodial Support/Supplies	\$ 3,700.00	\$ 1,854.18	\$ 240.00	\$ 2,094.18	56.60%	
100	1030	205340	Operating Materials & Supplies	\$ 400.00	\$ -	\$ -	\$ -	0.00%	
100	1030	205345	Books and Periodicals/Children's Books/Pr	\$ 3,000.00	\$ 6,346.52	\$ 1,293.72	\$ 7,640.24	254.67%	
100	1030	205474	Mowing	\$ 100.00	\$ 57.00	\$ -	\$ 57.00	57.00%	
100	1030	205490	Material and Services	\$ 300.00	\$ -	\$ -	\$ -	0.00%	
			MATERIALS AND SERVICES	\$ 18,700.00	\$ 15,841.50	\$ 2,390.31	\$ 18,231.81	97.50%	
			EXPENSE	\$ 33,600.00	\$ 26,746.89	\$ 4,141.89	\$ 30,888.78	91.93%	
			Revenue Total	\$ 58,901.55	\$ 40,149.10	\$ 5,000.00	\$ 45,149.10	76.65%	
			Expense Total	\$ 33,600.00	\$ 26,746.89	\$ 4,141.89	\$ 30,888.78	91.93%	
			NET GAIN/(LOSS)	\$ 25,301.55	\$ 13,402.21	\$ 858.11	\$ 14,260.32	56.36%	

Library Reserve 150-1030

Monthly Financial Detail Report

FEBRUARY 2024

Printed: 03/07/2024

Period 08

Fiscal Year 2023

Fund	Dept	Account Number	Description	Budget for Year	Prior Mo Bal	Current Activity	Actual to Date	% of Budget	Notes
150	1030	300101	Beginning Balance	\$ 358,369.60	\$ 103,085.16	\$ -	\$ 103,085.16	28.77%	Beginning Balance - Unaudited
150	1030	300105	Beginning Balance-Hall Bequest	\$ 150,000.00	\$ 150,000.00	\$ -	\$ 150,000.00	100.00%	Beginning Balance - Unaudited
150	1030	304481	Grants	\$ 400,000.00	\$ -	\$ -	\$ -	0.00%	
150	1030	314861	Transfer in General Fund	\$ -	\$ 265,000.00	\$ -	\$ 265,000.00	0.00%	Transfer from FY2023
			REVENUE	\$ 908,369.60	\$ 518,085.16	\$ -	\$ 518,085.16	57.03%	
150	1030	407942	Capital Outlay - Buildings	\$ 258,000.00	\$ 24,499.99	\$ -	\$ 24,499.99	9.50%	
			CAPITAL OUTLAY	\$ 258,000.00	\$ 24,499.99	\$ -	\$ 24,499.99	9.50%	
			EXPENSE	\$ 258,000.00	\$ 24,499.99	\$ -	\$ 24,499.99	9.50%	
			Revenue Total	\$ 908,369.60	\$ 518,085.16	\$ -	\$ 518,085.16	57.03%	
			Expense Total	\$ 258,000.00	\$ 24,499.99	\$ -	\$ 24,499.99	9.50%	
			NET GAIN/(LOSS)	\$ 650,369.60	\$ 493,585.17	\$ -	\$ 493,585.17	75.89%	

Parks & Trails 100-1035
Monthly Financial Detail Report
FEBRUARY 2024

Printed: 03/07/2024
Period 08
Fiscal Year 2023

Fund	Dept	Account Number	Description	Budget for Year	Prior Mo Bal	Current Activity	Actual to Date	% of Budget	Notes
100	1035	300101	Beginning Balance	\$ 27,446.14	\$ 24,776.35	\$ -	\$ 24,776.35	90.27%	Beginning Balance - Unaudited
100	1035	314863	Transfer in Visitor Amenity	\$ 15,000.00	\$ 7,500.00	\$ -	\$ 7,500.00	50.00%	Quarterly transfer from 100-1045
			RESOURCES	\$ 42,446.14	\$ 32,276.35	\$ -	\$ 32,276.35	76.04%	
100	1035	105110	Water Lead	\$ 3,000.00	\$ -	\$ -	\$ -	0.00%	
100	1035	105111	Wastewater Lead	\$ 200.00	\$ 333.45	\$ 66.69	\$ 400.14	200.07%	
100	1035	105113	Field Utility I	\$ 500.00	\$ 125.19	\$ -	\$ 125.19	25.04%	
100	1035	105114	Field Utility A	\$ 200.00	\$ 502.00	\$ 333.60	\$ 835.60	417.80%	
100	1035	105121	Field Utility Journeyman	\$ -	\$ 547.55	\$ -	\$ 547.55	0.00%	
100	1035	105122	Field Utility B	\$ -	\$ 577.38	\$ -	\$ 577.38	0.00%	
100	1035	105140	Fringe Benefits	\$ 400.00	\$ 155.62	\$ 30.72	\$ 186.34	46.59%	
100	1035	105141	Insurance Benefits	\$ 1,300.00	\$ 278.06	\$ 27.83	\$ 305.89	23.53%	
100	1035	105142	Regular PERS System	\$ 600.00	\$ 204.30	\$ 15.70	\$ 220.00	36.67%	
100	1035		PERSONNEL	\$ 6,200.00	\$ 2,723.55	\$ 474.54	\$ 3,198.09	51.58%	
100	1035	205214	Marketing	\$ -	\$ 144.00	\$ -	\$ 144.00	0.00%	
100	1035	205222	Insurance	\$ 1,400.00	\$ 1,716.47	\$ -	\$ 1,716.47	122.61%	Annual Property/Liability Renewal FY24
100	1035	205224	Trails	\$ 5,000.00	\$ 5,101.10	\$ 124.60	\$ 5,225.70	104.51%	
			Maintenance/Supplies/Services						
100	1035	205230	Printing (Maps & Signs)	\$ 3,000.00	\$ 858.39	\$ -	\$ 858.39	28.61%	
100	1035	205252	Utilities	\$ 200.00	\$ 30.89	\$ -	\$ 30.89	15.45%	
100	1035	205255	Education and Training	\$ 600.00	\$ 390.00	\$ -	\$ 390.00	65.00%	
100	1035	205270	Travel	\$ 2,000.00	\$ 539.12	\$ -	\$ 539.12	26.96%	
100	1035	205317	Tools and Small Equipment	\$ 750.00	\$ -	\$ -	\$ -	0.00%	
100	1035	205421	Parks/Grounds Maintenance	\$ -	\$ -	\$ 27.89	\$ 27.89	0.00%	
100	1035	205440	Equipment & Furniture	\$ 5,000.00	\$ 678.39	\$ 35.39	\$ 713.78	14.28%	
100	1035	205474	Mowing	\$ -	\$ 1,525.25	\$ -	\$ 1,525.25	0.00%	
100	1035	205475	Tree Removal/Trimming	\$ 3,000.00	\$ 2,736.00	\$ -	\$ 2,736.00	91.20%	
100	1035	208000	Operating Contingency	\$ 1,000.00	\$ -	\$ -	\$ -	0.00%	
			MATERIALS AND SERVICES	\$ 3,000.00	\$ -	\$ -	\$ -	0.00%	
				\$ 24,950.00	\$ 13,719.61	\$ 187.88	\$ 13,907.49	55.74%	
			EXPENSE						
				\$ 31,150.00	\$ 16,443.16	\$ 662.42	\$ 17,105.58	54.91%	
			Resource Total						
			Expense Total	\$ 42,446.14	\$ 32,276.35	\$ -	\$ 32,276.35	76.04%	
				\$ 31,150.00	\$ 16,443.16	\$ 662.42	\$ 17,105.58	54.91%	
			NET GAIN/(LOSS)						
				\$ 11,296.14	\$ 15,833.19	\$ (662.42)	\$ 15,170.77	134.30%	

Parks & Trails Reserve 150-1035

Monthly Financial Detail Report

FEBRUARY 2024

Printed: 03/07/2024

Period 08

Fiscal Year 2023

Fund	Dept	Account Number	Description	Budget for Year	Prior Mo Bal	Current Activity	Actual to Date	% of Budget	
150	1035	300101	Beginning Balance	\$ 517,406.52	\$ 500,211.07	\$ -	\$ 500,211.07	96.68%	Beginning Balance - Unaudited
			RESOURCES	\$ 517,406.52	\$ 500,211.07	\$ -	\$ 500,211.07	96.68%	
150	1035	105110	Water Lead	\$ -	\$ 603.45	\$ 447.00	\$ 1,050.45	0.00%	
150	1035	105140	Fringe Benefits	\$ -	\$ 43.83	\$ 32.48	\$ 76.31	0.00%	
150	1035	105141	Insurance Benefits	\$ -	\$ 144.70	\$ 95.69	\$ 240.39	0.00%	
150	1035	105142	Regular PERS System	\$ -	\$ 126.65	\$ 93.84	\$ 220.49	0.00%	
			PERSONNEL	\$ -	\$ 918.63	\$ 669.01	\$ 1,587.64	0.00%	
150	1035	407942	Capital Outlay-Infrastructure	\$ 60,000.00	\$ 74,442.74	\$ 54,752.83	\$ 129,195.57	215.33%	FEB: Dreamland Skatepark \$53,392.85, Geosciences Mgmt Inter \$1286, Elan (signage) \$73.98
			CAPITAL OUTLAY	\$ 60,000.00	\$ 74,442.74	\$ 54,752.83	\$ 129,195.57	215.33%	
			EXPENSE	\$ 60,000.00	\$ 75,361.37	\$ 55,421.84	\$ 130,783.21	217.97%	
			Resource Total	\$ 517,406.52	\$ 500,211.07	\$ -	\$ 500,211.07	96.68%	
			Expense Total	\$ 60,000.00	\$ 75,361.37	\$ 55,421.84	\$ 130,783.21	217.97%	
			NET GAIN/(LOSS)	\$ 457,406.52	\$ 424,849.70	\$ (55,421.84)	\$ 369,427.86	80.77%	

Visitor Amenity 100-1045

Monthly Financial Detail Report

FEBRUARY 2024

Printed: 03/07/2024

Period 08

Fiscal Year 2023

Fund	Dept	Account Number	Description	Budget for Year	Prior Mo Bal	Current Activity	Actual to Date	% of Budget	Notes
100	1045	300101	Beginning Balance	\$ 1,355,540.93	\$ 1,356,144.98	\$ -	\$ 1,356,144.98	100.04%	Beginning Balance - Unaudited
100	1045	301500	Interest Earned	\$ 10,000.00	\$ 13,201.71	\$ 2,063.07	\$ 15,264.78	152.65%	LGIP Interest
100	1045	304240	Tax - Transient Lodging	\$ 526,000.00	\$ 313,760.13	\$ 660.09	\$ 314,420.22	59.78%	
			REVENUE	\$ 1,891,540.93	\$ 1,683,106.82	\$ 2,723.16	\$ 1,685,829.98	89.12%	
100	1045	105111	Wastewater Lead	\$ 200.00	\$ 355.67	\$ -	\$ 355.67	177.84%	
100	1045	105113	Field Utility 1	\$ 1,500.00	\$ 41.73	\$ -	\$ 41.73	2.78%	
100	1045	105114	Field Utility A	\$ 1,000.00	\$ 40.90	\$ -	\$ 40.90	4.09%	
100	1045	105121	Field Utility Journeyman	\$ -	\$ 874.84	\$ -	\$ 874.84	0.00%	
100	1045	105122	Field Utility B	\$ -	\$ 317.57	\$ -	\$ 317.57	0.00%	
100	1045	105140	Fringe Benefits	\$ 300.00	\$ 121.01	\$ -	\$ 121.01	40.34%	
100	1045	105141	Insurance Benefits	\$ 800.00	\$ 113.67	\$ -	\$ 113.67	14.21%	
100	1045	105142	Regular PERS System	\$ 400.00	\$ 192.45	\$ -	\$ 192.45	48.11%	
100	1045		PERSONNEL	\$ 4,200.00	\$ 2,057.84	\$ -	\$ 2,057.84	49.00%	
100	1045	205202	Visitor Center Operations	\$ 45,000.00	\$ 22,500.00	\$ 11,250.00	\$ 33,750.00	75.00%	
100	1045	205214	Marketing (Grants/Prgm/Events)	\$ 185,000.00	\$ 106,250.00	\$ 46,250.00	\$ 152,500.00	82.43%	
100	1045	205439	Comm Support/Beautification	\$ 10,000.00	\$ 720.00	\$ 100.00	\$ 820.00	8.20%	
100	1045	205490	Material and Services	\$ 2,000.00	\$ 199.30	\$ 31.00	\$ 230.30	11.52%	
			MATERIALS AND SERVICES	\$ 242,000.00	\$ 129,669.30	\$ 57,631.00	\$ 187,300.30	77.40%	
100	1045	217123	Transfer out LLCM	\$ 15,000.00	\$ 7,500.00	\$ -	\$ 7,500.00	50.00%	Quarterly Transfers to 100-1025
100	1045	217124	Transfer out Commons	\$ 103,000.00	\$ 51,500.00	\$ -	\$ 51,500.00	50.00%	Quarterly Transfers to 100-1020
100	1045	217127	OP Transfer - Parks & Trails Operations	\$ 15,000.00	\$ 7,500.00	\$ -	\$ 7,500.00	50.00%	Quarterly Transfers to 100-1035
			TRANSFERS	\$ 133,000.00	\$ 66,500.00	\$ -	\$ 66,500.00	50.00%	
			EXPENSE	\$ 379,200.00	\$ 198,227.14	\$ 57,631.00	\$ 255,858.14	67.47%	
			Revenue Total	\$ 1,891,540.93	\$ 1,683,106.82	\$ 2,723.16	\$ 1,685,829.98	89.12%	
			Expense Total	\$ 379,200.00	\$ 198,227.14	\$ 57,631.00	\$ 255,858.14	67.47%	
			NET GAIN/(LOSS)	\$ 1,512,340.93	\$ 1,484,879.68	\$ (54,907.84)	\$ 1,429,971.84	94.55%	

CIP Updates five year plan 2024-03-15

CITY OF YACHATS

3/15/2014

CAPITAL IMPROVEMENT PROJECTS

BILLING	PROJECTS	COST ESTIMATED	CIP BUDGET		SPENDING BY CARRY		CIP 5 YEAR PRODUCTION							TOTAL CIP	NOTES
			ADOPTED PREP	APPROPS AFTER RECURS	ACTUAL DATE	REMAINING AVAILABLE	Estimated SPENDING	CARRY FORWARD	FISCAL CIP YRS	FISCAL CIP YRS	FISCAL CIP YRS	FISCAL CIP YRS	FISCAL CIP YRS		
EXPENSE	WATER/SEA/DRW/STARS		2023-2024	2023-2024	01/1/24	01/1/24	02/1/24	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029+	2024+
LI-CM	LI-CM														
LI-CM	LI-CM Rehabilitation														
TOTAL APPROPRIATION			500,000	154,000	154,000	4,247	469,753	49,773	100,000	100,000	100,000	100,000	100,000	200,000	
LI-CM	LI-CM		500,000	154,000	154,000	4,247	469,753	49,773	100,000	100,000	100,000	100,000	100,000	200,000	
TOTAL APPROPRIATION			500,000	154,000	154,000	4,247	469,753	49,773	100,000	100,000	100,000	100,000	100,000	200,000	
GENERAL FUNDS TOTAL			22,176,100	1,706,425	1,706,425	1,561,344	2,055,056	283,879	541,111	2,152,022	1,168,000	1,126,000	1,024,000	700,000	18,684,000
GENERAL FUNDS TOTAL			2,176,100	1,706,425	1,706,425	1,561,344	2,055,056	283,879	541,111	2,152,022	1,168,000	1,126,000	1,024,000	700,000	230,000
GRAND TOTAL			34,352,075	2,703,075	2,703,075	1,179,125	1,839,337	496,417	1,367,000	3,752,000	4,236,000	2,676,000	1,754,000	893,000	18,924,000

* \$100,000 approved Grant



**CITY OF YACHATS
RESOLUTION NO. 2024-228
A RESOLUTION APPOINTING MEMBERS TO THE
EMERGENCY PREPAREDNESS COMMITTEE**

WHEREAS, The Emergency Preparedness Committee received and interviewed volunteers on March 4, 2024, and voted to move forward appointments onto PUBLIC Works & Streets for approval, and

WHEREAS, On March 12, 2024, Public Work & Streets Commission members have agreed to accept appointments of said applicants and to forward on to City Council for appointments, and

WHEREAS, City Council discussed the appointments at the March 20, 2024 meeting.

NOW THEREFORE, the City of Yachats resolves that the following appointments be made:

Emergency Preparedness:

- | | |
|----------------------|--------|
| o Michele Robbins, | Seat C |
| o Katheryn Torrance, | Seat F |
| o Mary Reeves, | Seat H |
| o Kathy McCulloch, | Seat I |

Passed and adopted March 20, 2024. This Resolution is effective upon adoption.

Attest:

Craig Berdie, Mayor

Bobbi Price, City Manager



City Council Regular Meeting

Meeting Date: 3/20/24

ITEM TITLE:

Request for approval of plaque honoring Leon Sterner

DISCUSSION/BACKGROUND/ISSUE:

the new skatepark will be called the "Leon Sterner Skate Park." PCC requests that Council approve the following plaque wording - to be placed on

FISCAL IMPACT:

an appropriate outdoor friendly metal base (Possibly similar to the Carl Miller plaque).

↳ the cost of the plaque and installation.

RELEVANCE TO 2023 COUNCIL GOALS:

a. Achieve water sustainability

b. Deliver efficient, effective, transparent municipal services

☒ c. Provide safe access to and use of city infrastructure, trails, and parks - skate Park

d. Environmentally responsible in all that we do

e. Effectively manage and plan for the city's financial needs

f. Synchronize and update city policies and administrative rules.

RECOMMENDATION:

"Leon Sterner Skate Park"

"For his commitment, caring, and nurturing of the children and community of Yachats, this skate Park is dedicated in his honor."

ALTERNATIVES:

- 1.
- 2.

PREPARED BY:

Dan Sterling

Dan Sterling

P.C.C.

503-952-6529



MORANT MCLEOD

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

Where We Call Home

Strategic Plan for Lincoln County Homeless Advisory Board

2023

Authors

Ernest Stephens II

Chris Aiosa

La Fawn Brito

Katherine Day

Zeaven Meeks

Alex Merkushin

Angeli Sadsad

Devin Stevick

Chris Yarde

Thomas Young

Lincoln County Homeless Advisory Board

Claire Hall, Chair	Commissioner	Lincoln County
Rod Cross, Vice Chair	Mayor	City of Toledo
Judy Casper	Council President	City of Lincoln City
Jan Kaplan	Mayor	City of Newport
Rick Booth	Councilor	City of Waldport
Pegge McGuire	Executive Director	Community Services Consortium
Susan Trachsel	Council President	City of Siletz
Kathy Short	Mayor	City of Depoe Bay
Mitch Parsons	Councilor Ward I	City of Lincoln City
Cynthia Jacobi	Councilor	City of Newport
Betty Kamikawa	Council President	City of Toledo
Greg Holland	Mayor	City of Waldport
Dina Eldridge	Housing Services Manager	Community Services Consortium
Tina Retasket	Parks & Recreation Commissioner	City of Siletz
Kaety Jacobson	Commissioner	Lincoln County
Mary Ellen O'Shaughnessey	Council President	City of Yachats
Sandi Hollenbeck		City of Depoe Bay
Lisa Norton	Assistant General Manager	Confederated Tribes of Siletz Indians
Sami Jo Difuntorum	Housing Executive Director	Confederated Tribes of Siletz Indians
Karen Rockwell	Executive Director	Housing Authority of Lincoln County
Daphnee Legarza	City Manager	City of Lincoln City
Spencer Nebel	City Manager	City of Newport
Judy Richter	City Manager	City of Toledo
Dann Cutter	City Manager	City of Waldport
Heide Lambert	City Manager	City of Yachats
Tim Johnson	County Administrator	Lincoln County

*This document has been made possible by a grant
from the State of Oregon through House Bill 4132.*

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

Special thank you to the 103 anonymous unhoused and supporting individuals who contributed to this report.

Erik Glover, City of Newport
Derrick Tokos, City of Newport
Dean Sawyer, City of Newport
Peggy Hawker, City of Newport
Travis Reeves, City of Newport
Richard Dutton, City of Newport
Sheila Stiley, Northwest Coastal Housing
Lola Jones, Samaritan House
Amanda Cherryholmes, Coastal Support Services
Elizabeth Reyes , Family Promise of Lincoln County
Onno Husing, Lincoln County
Woody Crobar, Lincoln County School District
Gary Lahman, Community Member
Chasse Davidson, Newport Visual Arts Center
Jayne Romero, Lincoln County
Barbara Chester, City of Siletz
Lisa Norton, City of Siletz
Elizabeth Reyes, Family Promise of Lincoln County
Nancy Mitchell, Food Share Lincoln County
Lucinda Taylor, Habitat Lincoln County
Will Quillian, Oregon Coast Community College
Wiley Thompson, Oregon State University
Ann Siglio, Community Member
Gary Lahman, Community Member
Mike Broili, Community Member
Keith Barnes, Lincoln County Veterans
Kiera Morgan, Grace Winds

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

Lincoln County School District HELP Program
Lincoln County Child & Family Mental Health
Pacific Counseling Services
Discovery Counseling
Lincoln Community Health Center
Lincoln County Community Health Center
Lincoln County Community Health Center Newport
Siletz Community Health Clinic
Powerhouse Detox
Phoenix Wellness Center
Equinox Clinics
Reconnections
C.H.A.N.C.E. Recovery
Capacity Commercial
Lincoln County VA Clinic
Central Oregon Coast Fire & Rescue
Probation & Parole Lincoln County
Community Corrections
Parole Office Newport
Do Good Multnomah
Oregon Department of Revenue
Oregon Employment Department

Table of Contents

Section 1: Introduction

Introduction	10
Key Aspects of Hall & Hatley's 2007 Plan	11
From 2017 to 2023: A New Way Forward	12

Section 2: Executive Summary

Mission & Methodology	16
Findings	17
Strategic Recommendations	21
Impact and Implementation	23

Section 3: Research Structure

Synergy of Community Engagement & Statistical Analysis	25
Advantages of the Mixed Methods Approach During the Research Phase	26
Process and Outcomes of the Combined Research Approach	26

Section 4: Lived Experience

Homelessness in Lincoln County	41
Unhoused Communities are Connected and Caring	43
Estimated Number of Individuals Experiencing Homelessness	45
Unhoused Children in Lincoln County	49
Unhoused Adults in Lincoln County	61
Understanding Work History of Unhoused Individuals	62
Exploring the Housing History of Unhoused Individuals	65
Health Concerns in Unhoused Communities	69
Education Throughout Unhoused Communities	71

Experiences Receiving Services in Unhoused Communities	73
Unhoused Families and Community Dynamics	74
Section 5: Research Findings	76
Unraveling the Dimensions of Homelessness in Lincoln County	77
Housing	78
Experience of Service Providers Who Support Unhoused Communities	93
Alignment of Service Provision with HUD's Seven Phases of Housing	108
Economic Pressures Faced by Individuals in the Unhoused Community	111
Progression of Support Model	129
Transportation	132
Section 6: Recommendations	135
Strategic Recommendations for Addressing Homelessness	136
LCHAB as a Permanent Body	139
Strategic Goal Adoption	141
Policy and Funding Coordination	145
Navigation System Implementation	147
Integration of Local Efforts	151
Conclusion	154
Section 7: Appendices	156
Glossary	157
References	165
Table of Figures	177

SECTION 1: Introduction

Homelessness is the tip of the iceberg with regard to poverty; it is the visible peak atop a submerged lack of unified services. 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 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.^[1] 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, according to PIT count numbers, 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 believes 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 a 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 Lincoln County 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

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

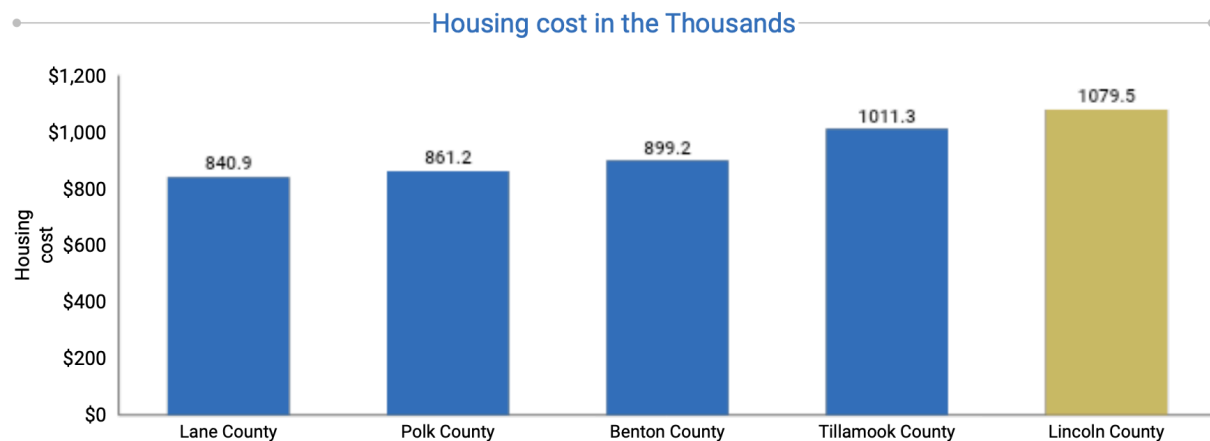
This report presents a strategic and comprehensive approach to addressing the challenges of homelessness in Lincoln County. It synthesizes extensive research and data across multiple dimensions - housing, services, economic challenges, and transportation - to propose a multifaceted strategy for tackling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

Figure 2.1

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

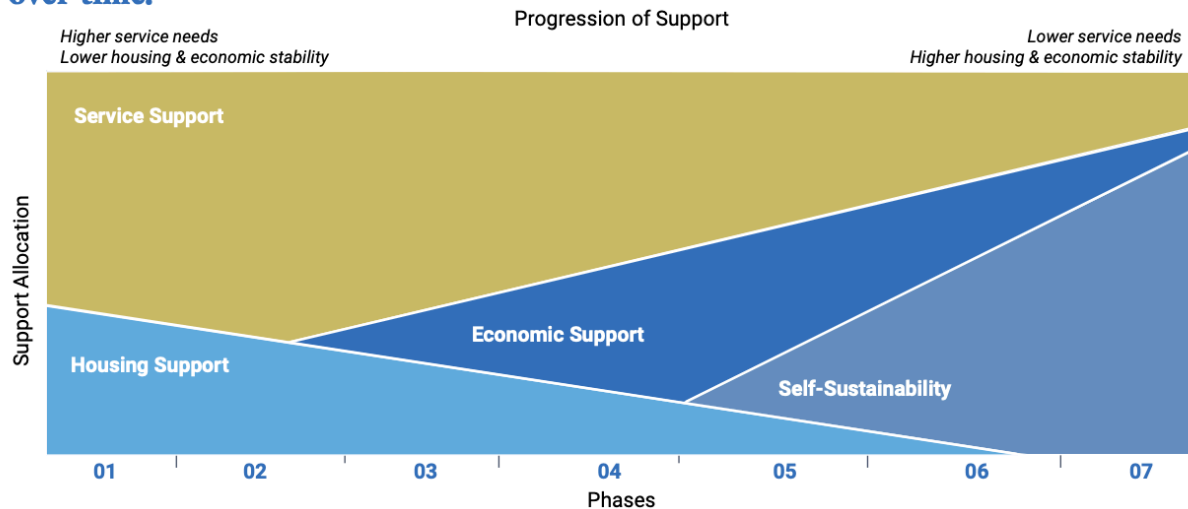


Source: Moody's, Census Bureau, Rocket Mortgage Survey, Morant McLeod Economics Group

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.

Figure 2.2

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



Model by Morant McLeod Social Sciences Group

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

Figure 2.3

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



Source: NAR, Freddie Mac, Census Bureau, Federal Reserve, Morant McLeod Economics Group analysis

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.

Figure 2.4

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.



Source: Morant McLeod Strategy Group

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 direct 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 countywide. By implementing these recommendations, the LCHAB 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

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.

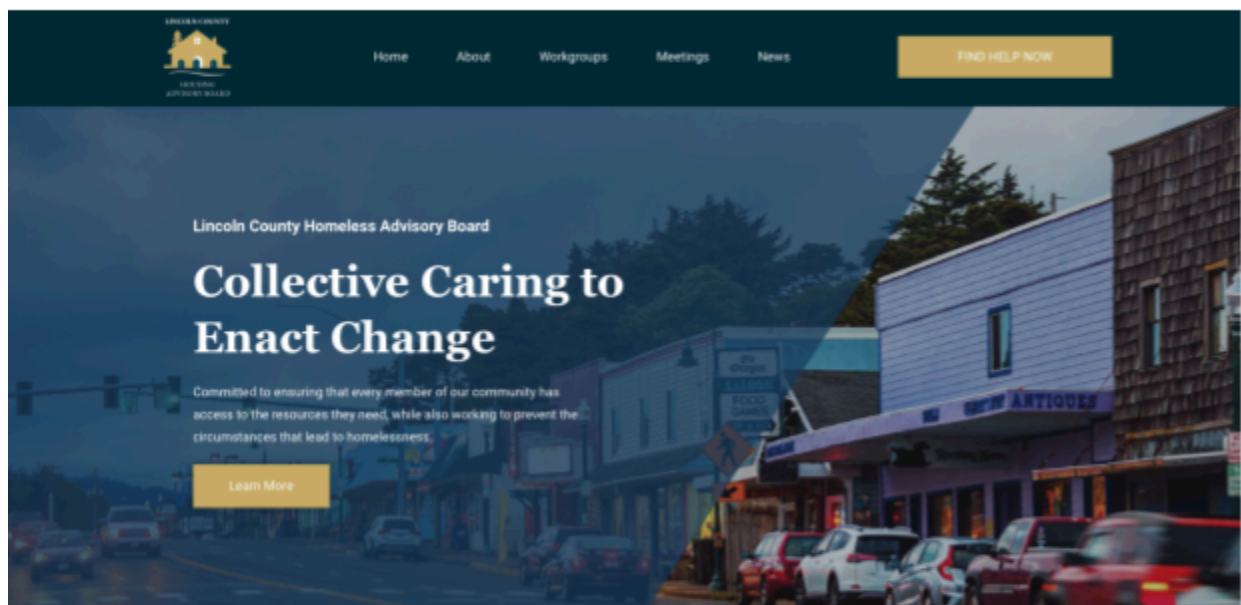
Research Phase 1: Mission Articulation. *January 2023*

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.

Figure 3.1



Lincoln County Homeless Advisory Board website. 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

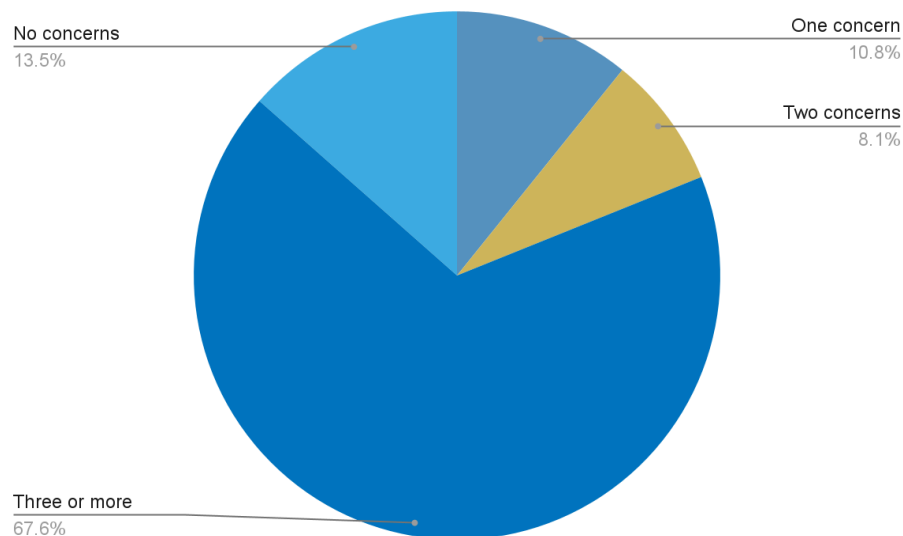
A nuanced problem like homelessness necessitates an equally nuanced approach to solution-building. The Lincoln County Homelessness Advisory Board recognized this and further refined their strategy by segmenting the research process into four specialized workgroups: "Finance & Economics", "Mental & Physical 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.

Figure 3.2

Serious health concerns experienced by Lincoln County unhoused community



Source: Morant McLeod Research Group

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.

Figure 3.3

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.



Source: Morant McLeod Research Group

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

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

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.

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.

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.

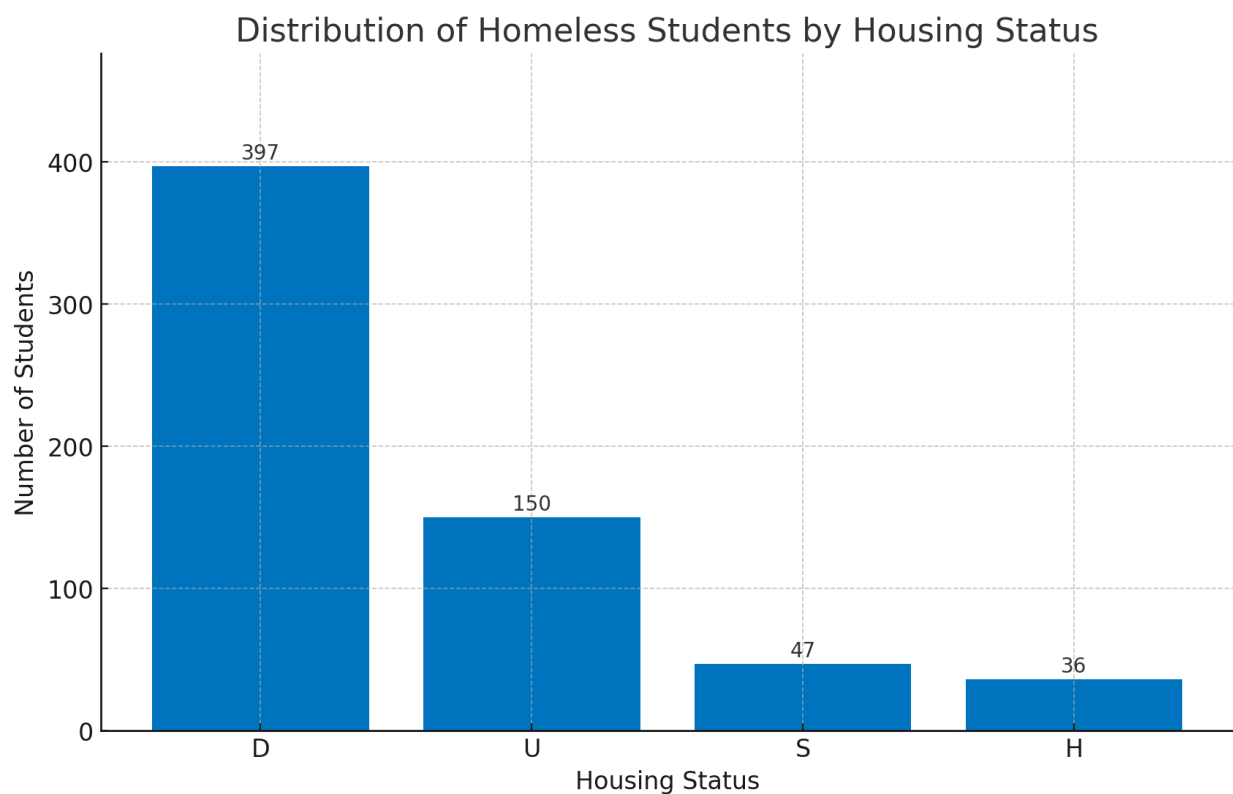
Sheltered (S):

- 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.

Figure 4.1



Source: Lincoln County School District, Morant McLeod Research Group analysis

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

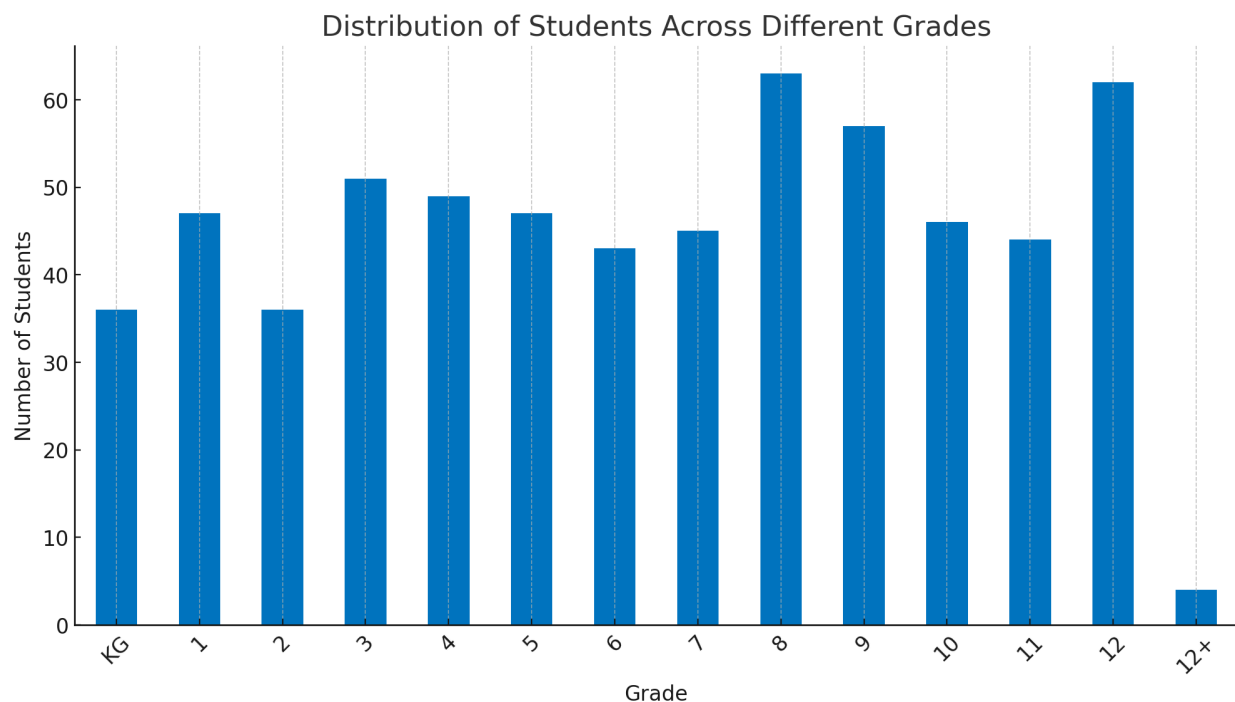
development, and resource allocation should focus on providing stable housing solutions and supporting the diverse needs of students facing these challenges.

Distribution across grades

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.

Figure 4.2



Source: Lincoln County School District, Morant McLeod Research Group analysis



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.

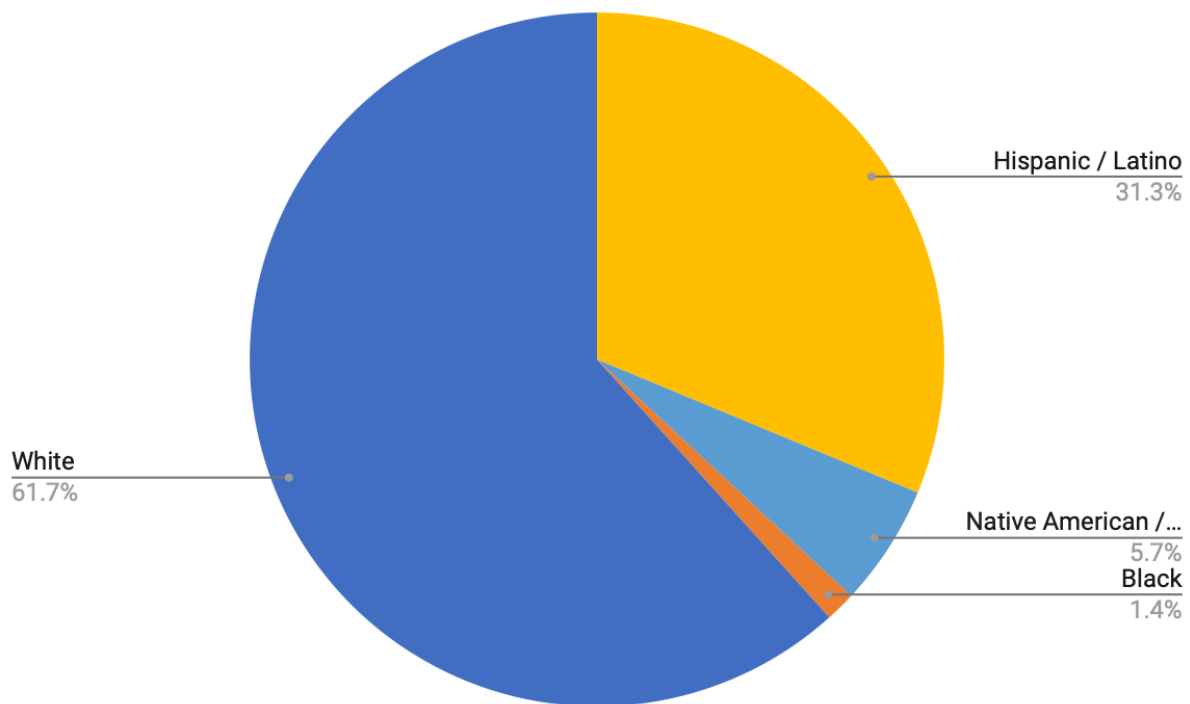
The ethnic and racial distribution of the unhoused student population

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.

Figure 4.3

Distribution of Homeless Students by Ethnicity / Race



Source: Lincoln County School District, Morant McLeod Research Group analysis

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.

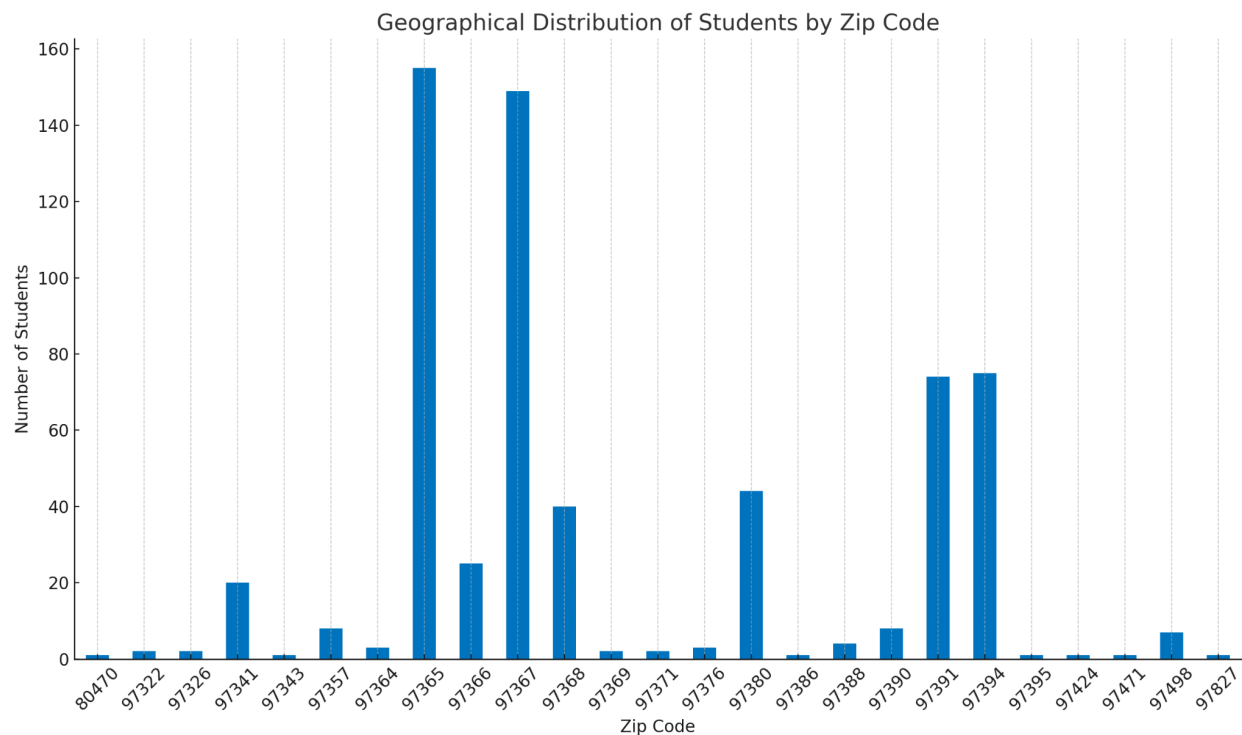
Key Zip Codes with High Student Concentrations:

- **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.

Figure 4.4



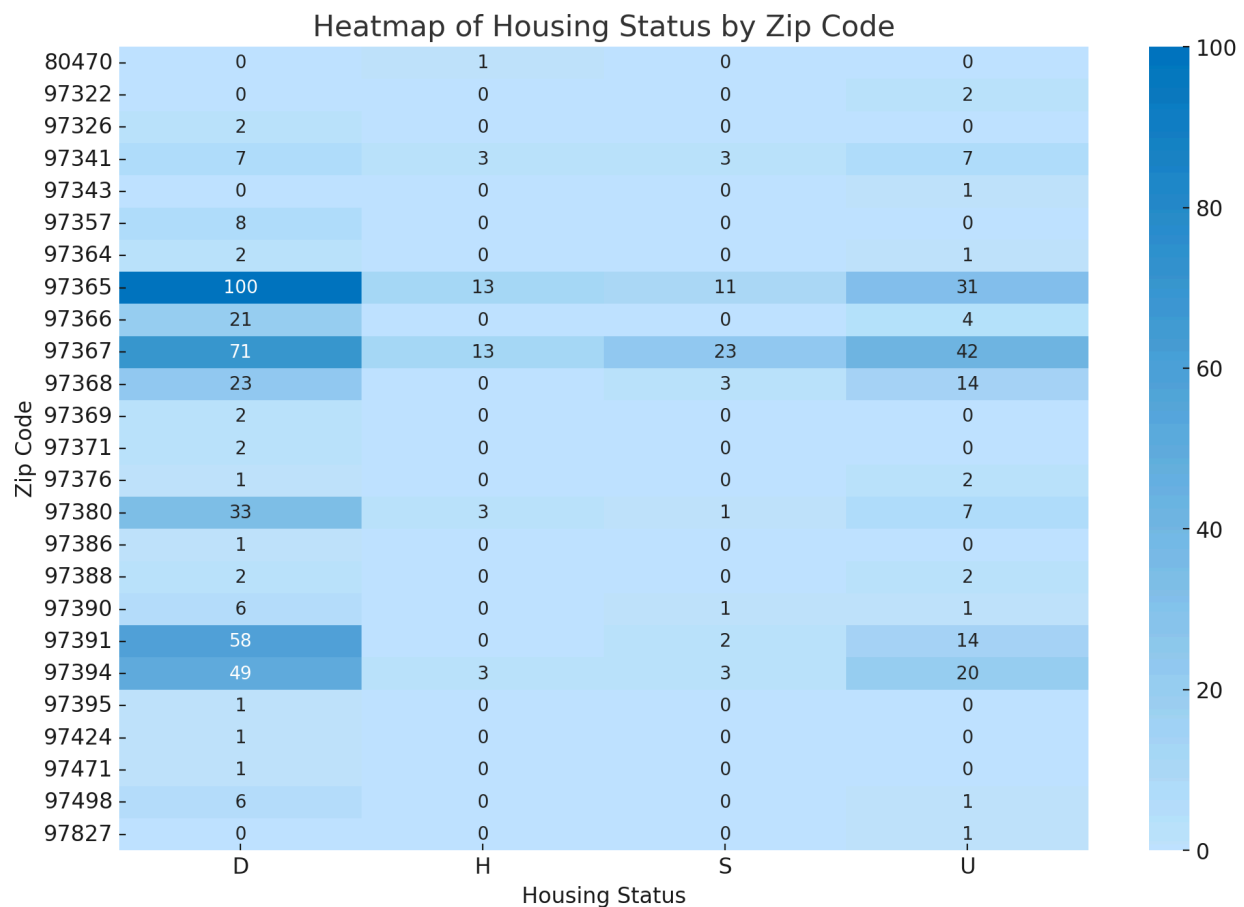
Source: Lincoln County School District, Morant McLeod Research Group analysis

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.

Figure 4.5



Source: Lincoln County School District, Morant McLeod Research Group analysis

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.

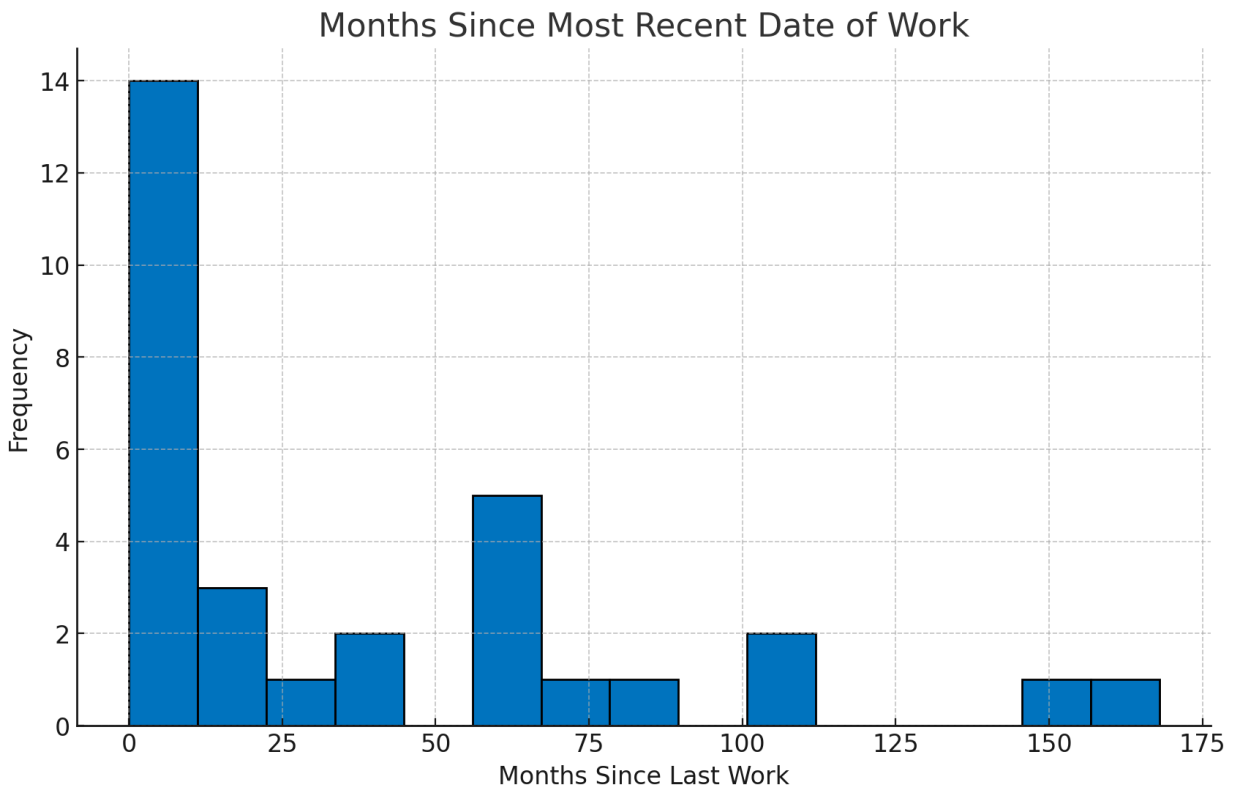
The dataset comprises various individuals, each with their unique story reflected in the time since they last worked. The data ranges widely, from those who have been out of work for as little as zero months to those who have not been employed for as long as 168 months. This range underscores the diversity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

Figure 4.6



Source: Morant McLeod Research Group

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.

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

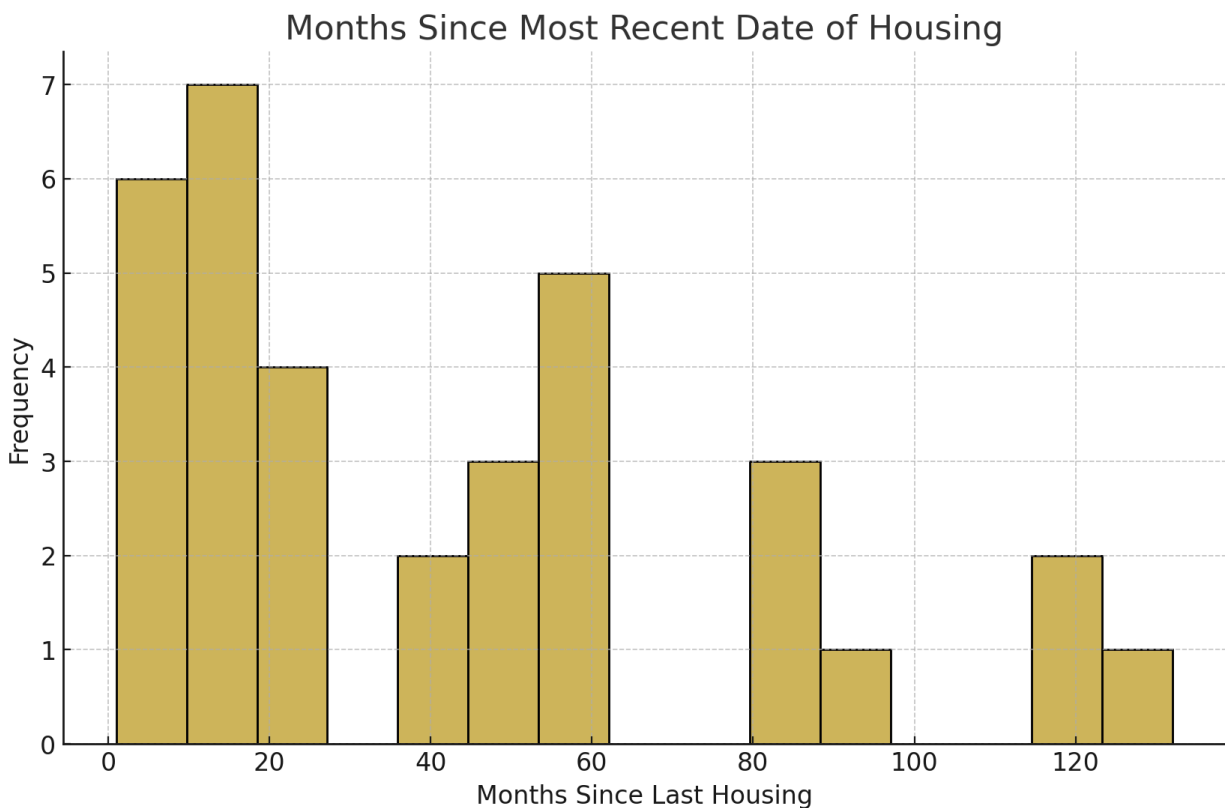
3 yrs, 7 mos.
Since most recent date of permanent housing, average.

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.

Figure 4.7



Source: Morant McLeod Research Group

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

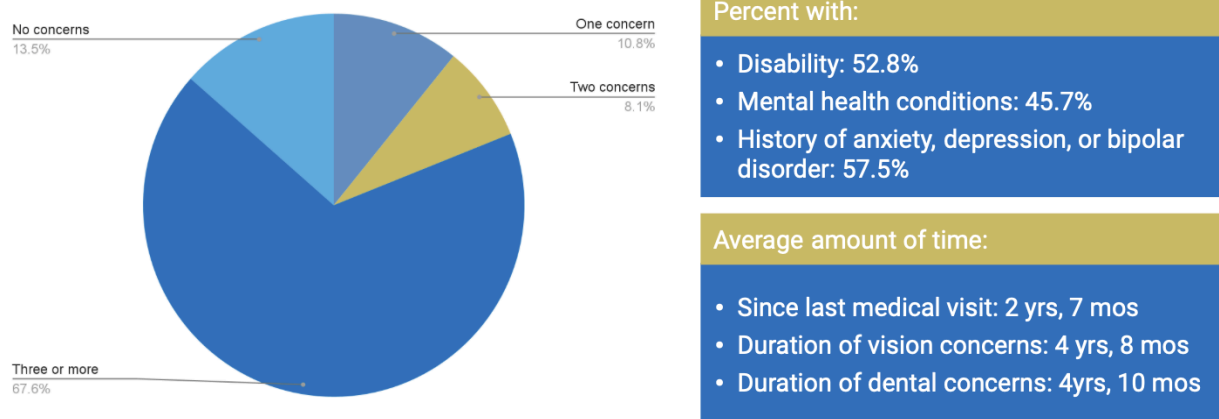
The incongruity between health insurance coverage and the lived health experiences of Lincoln County's unhoused communities is stark and multifaceted. While a majority of these individuals have medical insurance, notably from the Oregon Health Plan, our research indicates that 86.5% are grappling with 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.

Figure 4.8

Serious health concerns experienced by unhoused community



Source: Morant McLeod Research Group

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:

- **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.

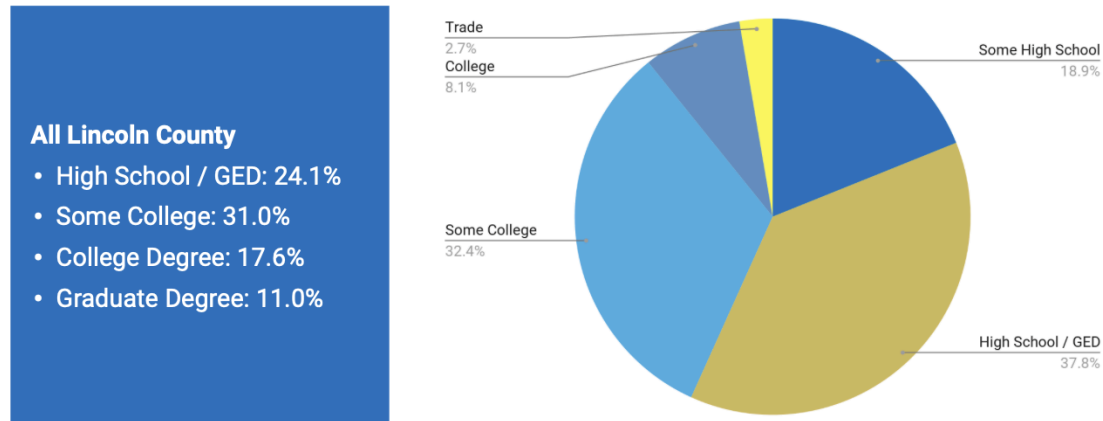
Unhoused Community Educational Levels

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.

Figure 4.9

Unhoused Community: Highest Level of Education



Source: Morant McLeod Research Group

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.

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.

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.

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

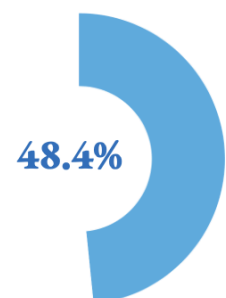
Figure 4.10



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



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



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

Source: Morant McLeod Research Group

suggests a robust network of peer-to-peer assistance that 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.



MORANT MCLEOD

SECTION 5: RESEARCH FINDINGS

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.

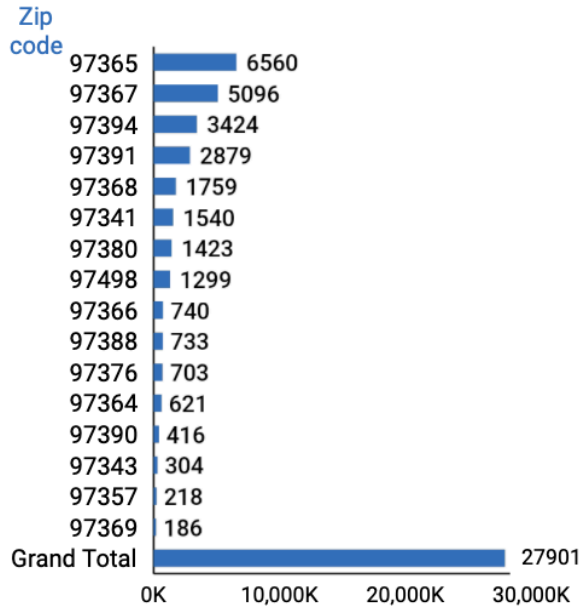
Real Market Values and Housing Affordability

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.

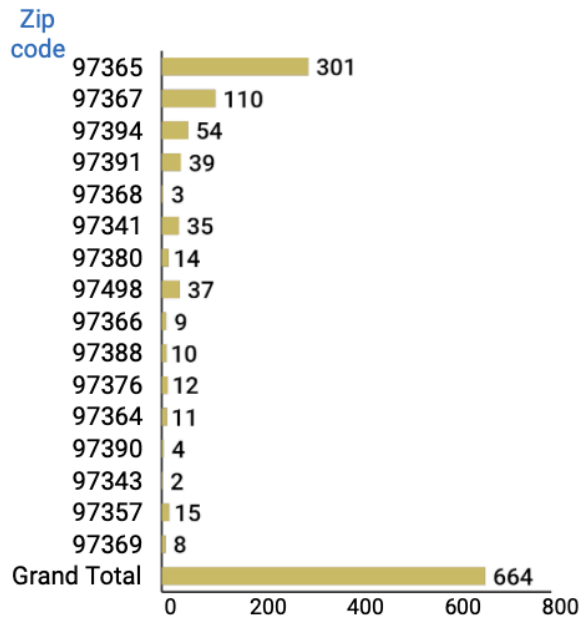


Figure 5.1

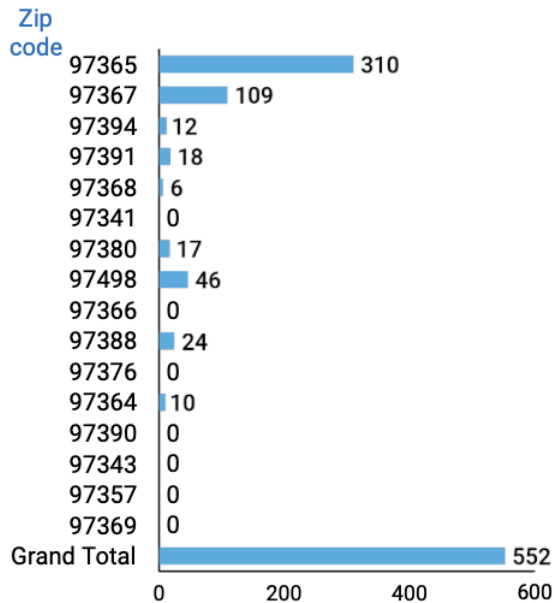
Tax Assessed Value & Units



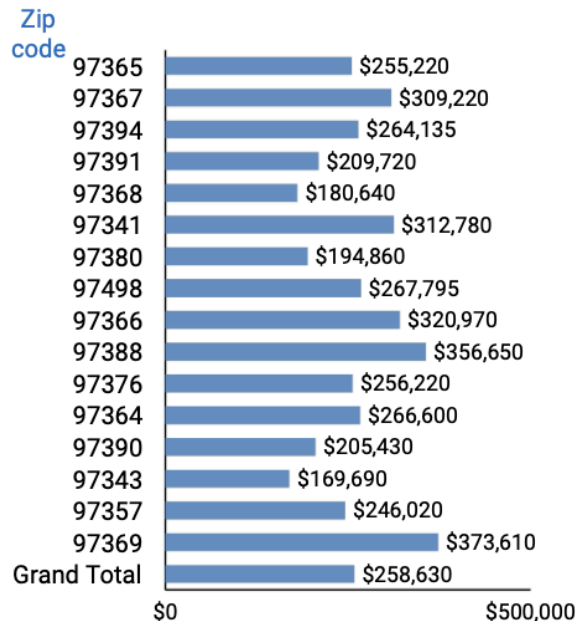
Units Single Family, Potential Ownership



Units, Multi-Unit Residential



Units, Commercially-Owned Residential



Median Value Total

Source: Lincoln County Assessor's Office, Morant McLeod Economics Group analysis

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.

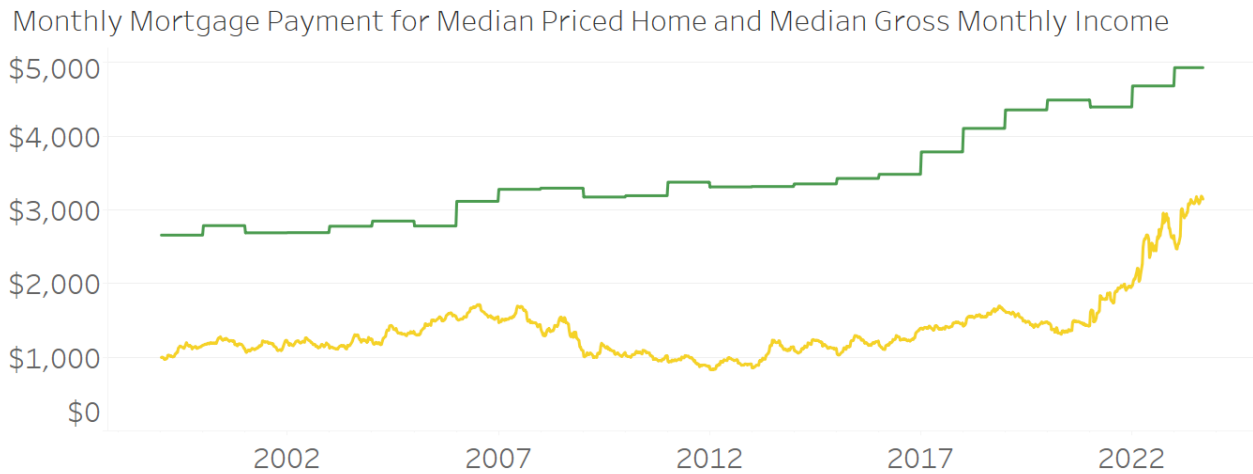
Price Variability and Its Implications

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.

Figure 5.2



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

Measure Names

- Median Gross Monthly Income
- Mortgage payment

Policy Implications

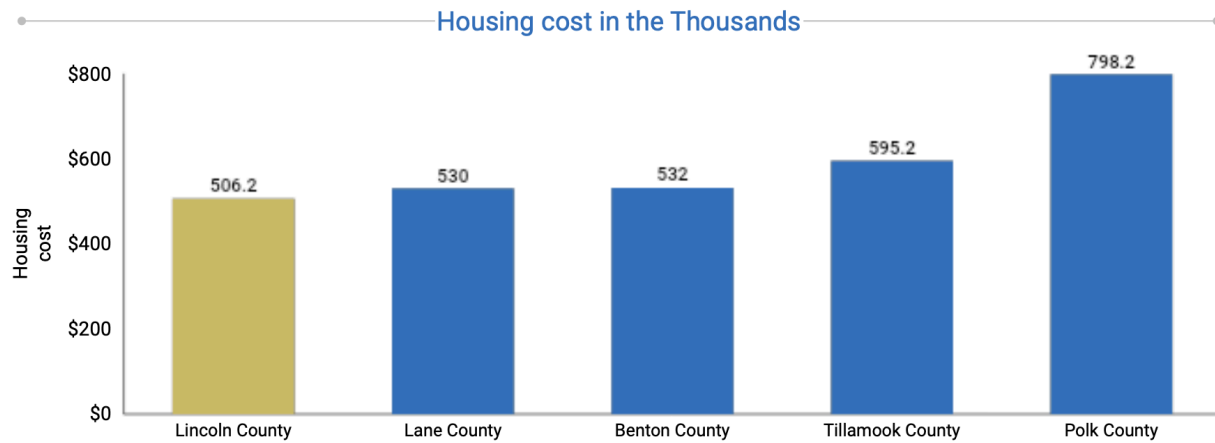
The findings of this research suggest a pressing need for comprehensive strategies to address housing affordability in Lincoln County. Policymakers are encouraged to consider a range of solutions, including the development of affordable housing, revisions to zoning laws to encourage a diverse range of 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.

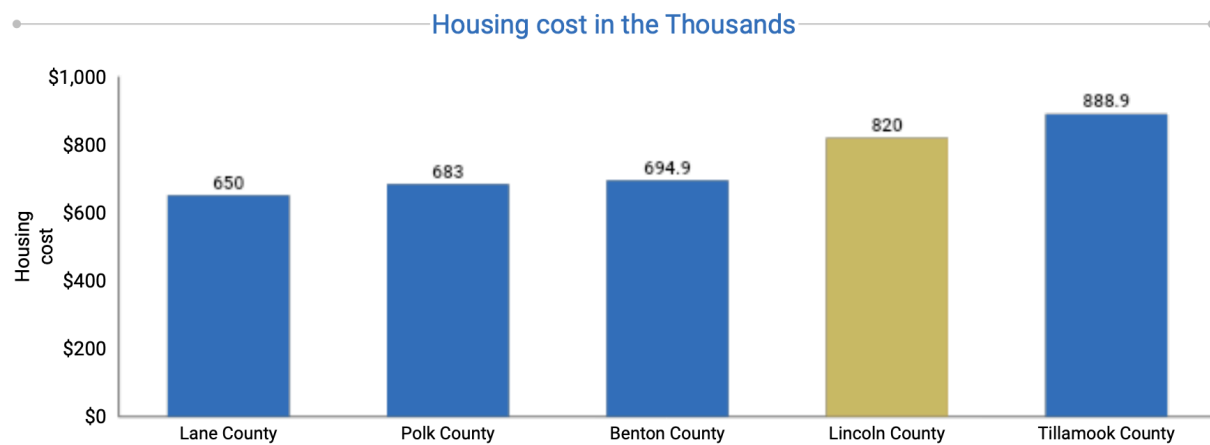
Surveyed Home Prices, 1-3 Bedrooms

Figure 5.3: Median Surveyed Prices

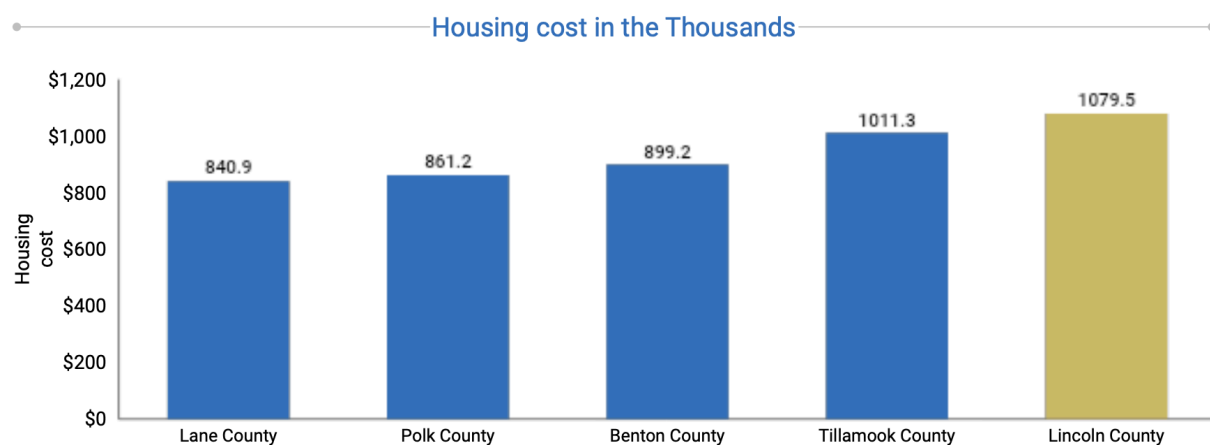
Cost of Housing for 1 Bedroom Homes, In All Selected Counties



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



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



Source: Moody's, Census Bureau, Rocket Mortgage survey, Morant McLeod Economics Group analysis

Examining Housing Affordability

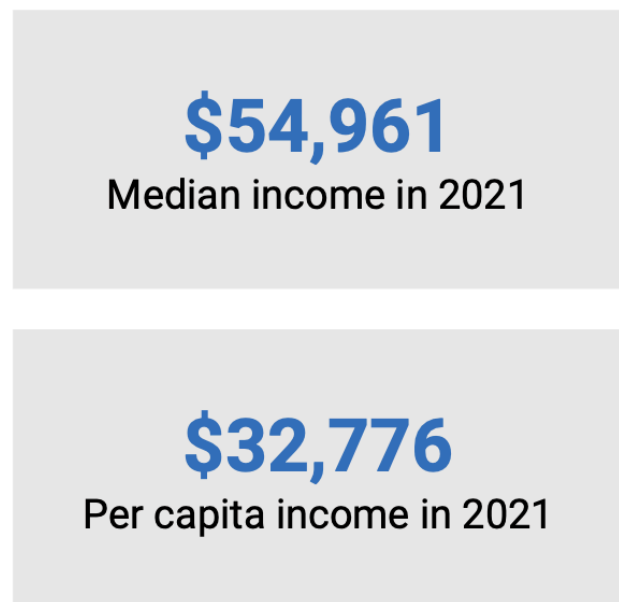
Housing affordability, a crucial aspect of economic stability, has become a pressing concern in Lincoln County. Amidst a backdrop of rising home prices, this analysis seeks to understand how these trends contribute to the growing challenge of homelessness, evaluating the disparity between housing costs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

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.

Figure 5.4



Source: Internal Revenue Service, Census Bureau, Morant McLeod Economics Group analysis

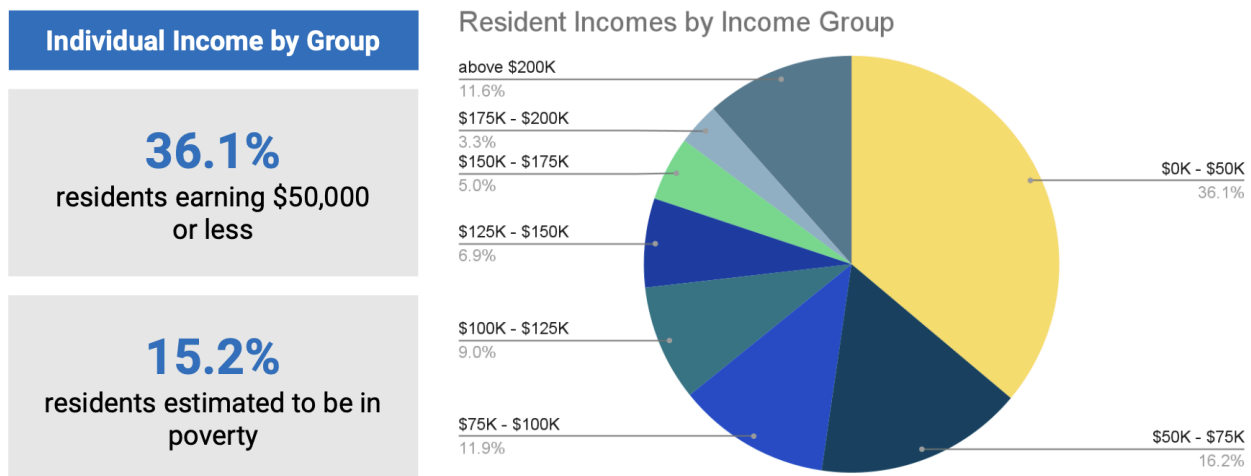


Poverty and Income Distribution in Lincoln County

An additional dimension to the housing affordability problem 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.

Figure 5.5



Source: Internal Revenue Service, Morant McLeod Economics Group analysis

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.

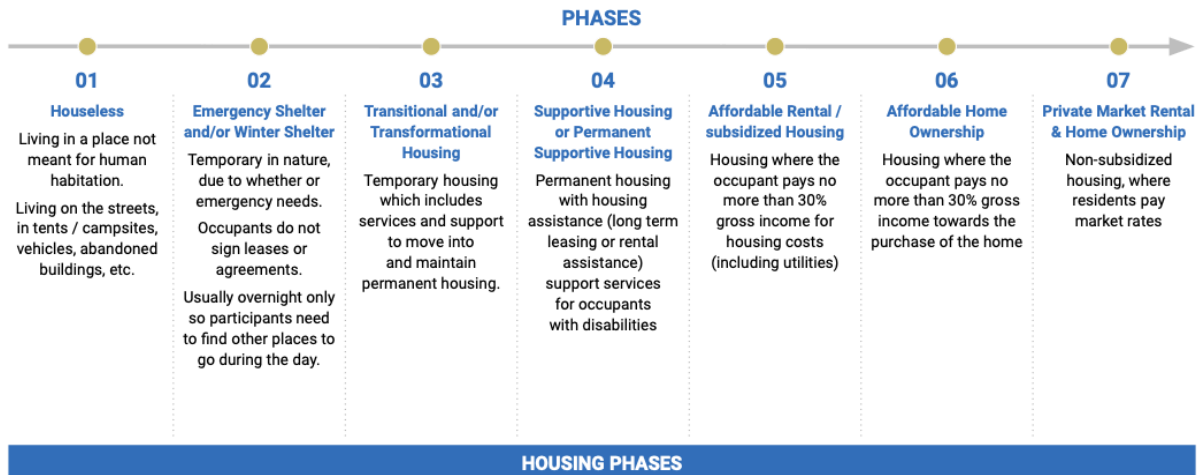
The distribution of housing types in Lincoln County plays a significant role in the context of homelessness and housing affordability. Addressing the imbalance in this distribution is essential for mitigating the risk of homelessness and ensuring that all residents have access to suitable and affordable 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.

Figure 5.6

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



Source: Housing and Urban Development, Morant McLeod Research Group

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

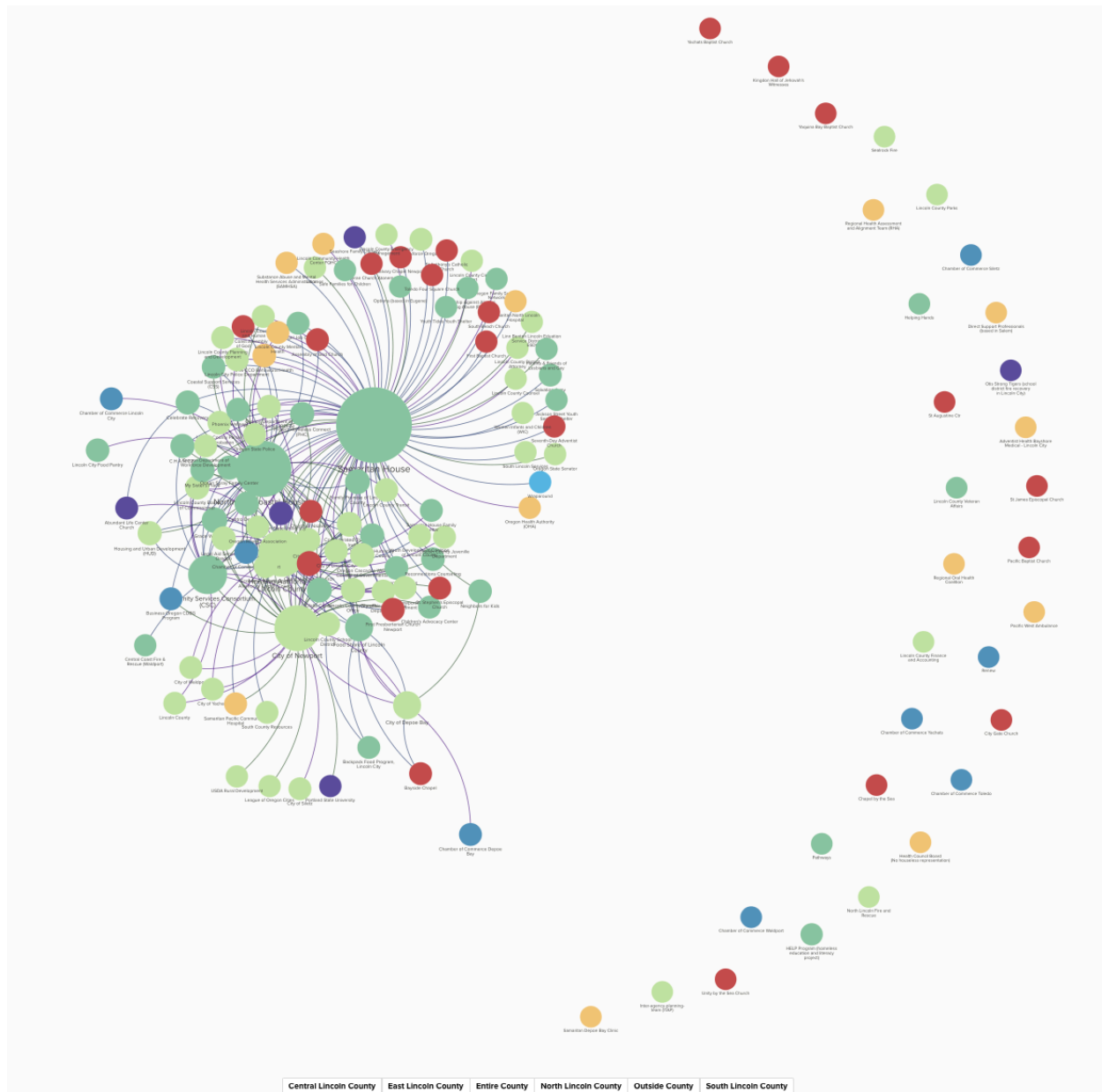
allocation for addressing homelessness. They can implement housing-first initiatives, subsidized housing programs, and other systemic approaches to reduce homelessness.

- **Faith-Based Organizations:** Churches 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.

Figure 5.7



Source: Morant McLeod Research Group

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.

Figure 5.8

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

Source: Morant McLeod Research Group

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.

Figure 5.9

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

Source: Morant McLeod Research Group

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.

Figure 5.10

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

Source: Morant McLeod Research Group

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.

Figure 5.11

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

Source: Morant McLeod Research Group

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.

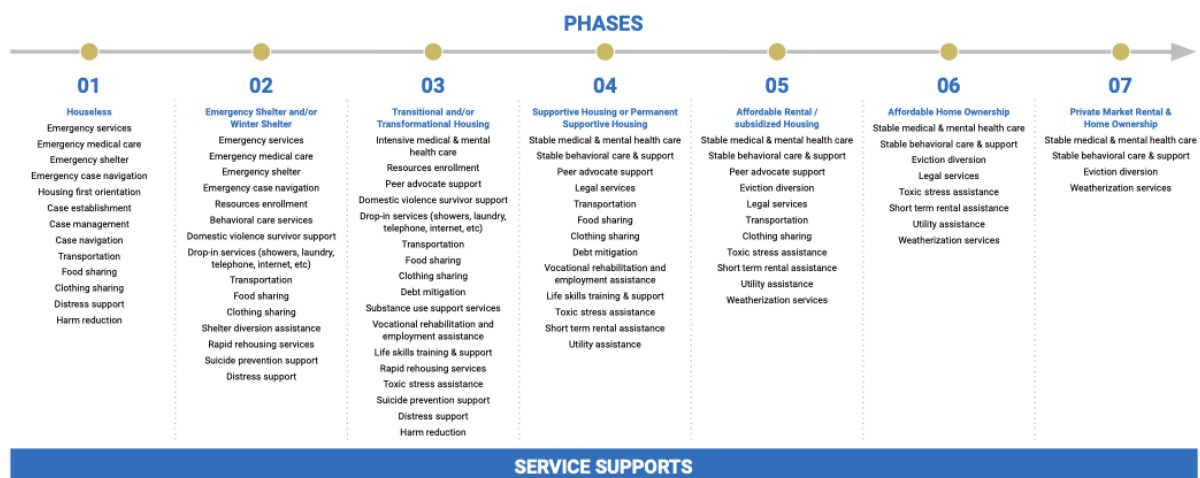
The concept of administrative distance highlights a critical barrier faced by homeless service providers in Lincoln County. Bridging this gap is essential for creating a more equitable and effective network of services. By implementing strategies focused on capacity building, streamlining funding requirements, 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.

Figure 5.12

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.



Source: Housing and Urban Development, Morant McLeod Research Group

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.

Figure 5.13

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



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

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.



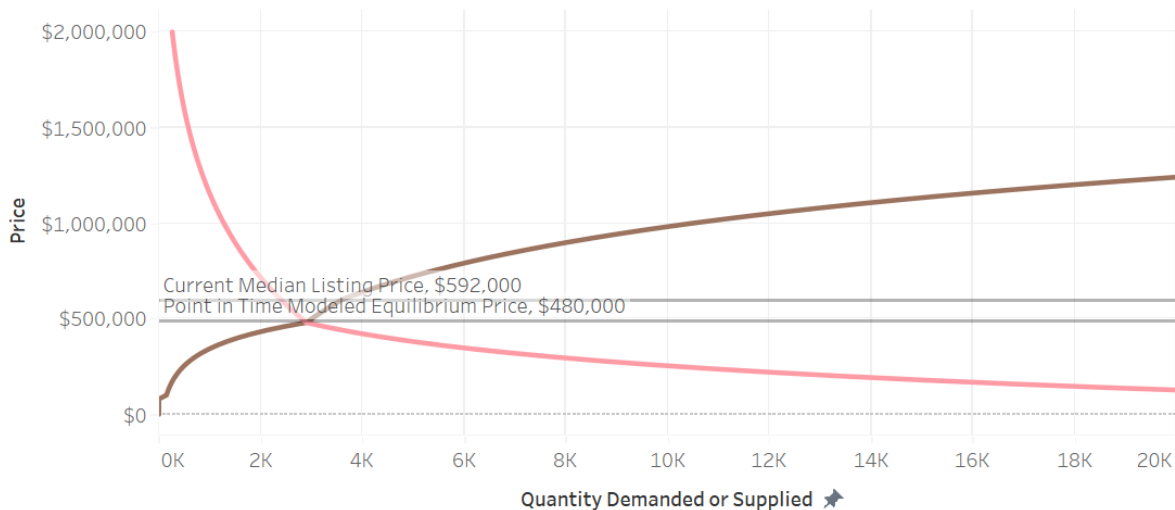
Building Our Way Out of the Homeless Crisis: Modeling to Predict Economic Impacts

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.

Figure 5.14



Sources: Realtor.com, Census Bureau, Federal Reserve

Modeling: Morant McLeod

Measure Names

- Quantity Demanded
- Quantity Supplied

Existing Housing Stock and Its Implications

The housing stock in Lincoln County is predominantly composed 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.

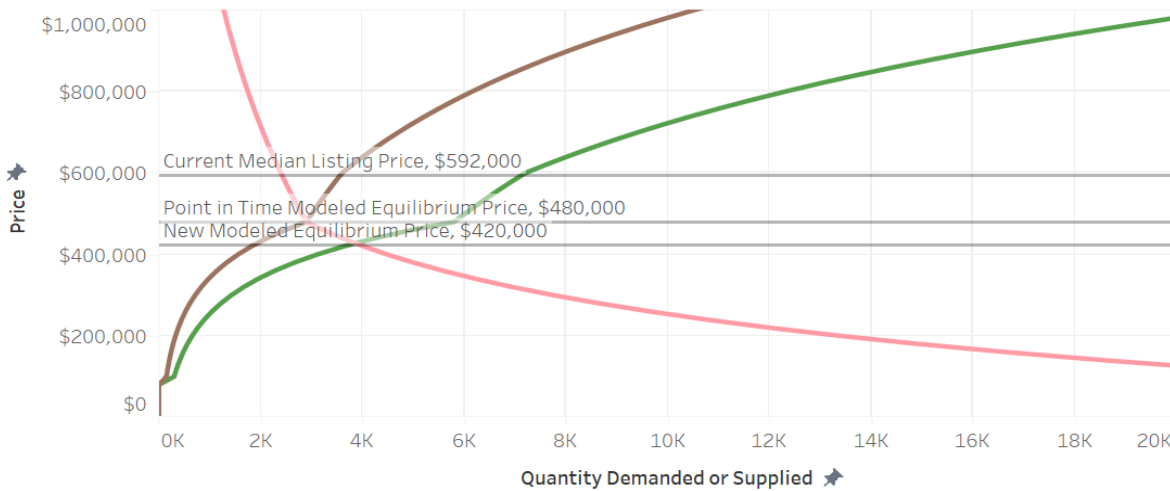
Findings from Model 2 of 3

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.

Figure 5.15



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

Measure Names

- Quantity Demanded
- Quantity Supplied
- Supply Curve Shift

Broader Market Dynamics

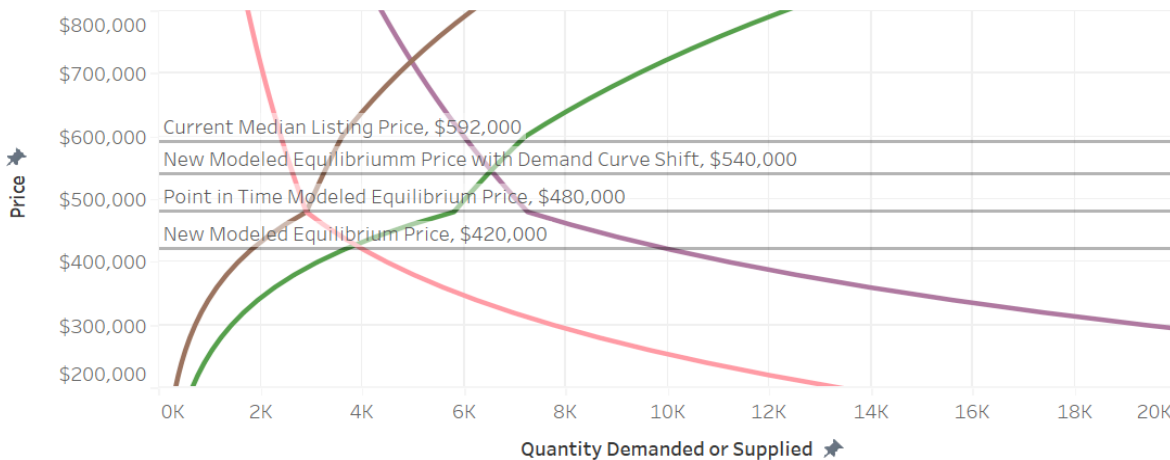
Increasing the housing supply does not occur in isolation and can affect other market dynamics:

- **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.

Figure 5.16



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.

- **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.

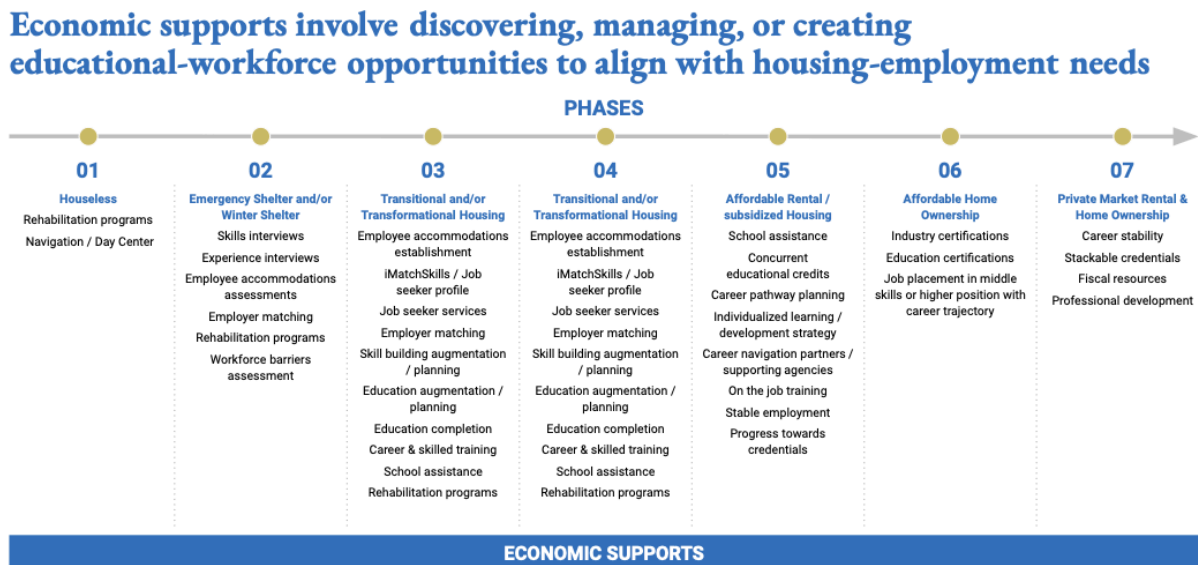
While the second model predicts that increasing the supply of housing in Lincoln County would lower the equilibrium price, the actual impact on the housing market and affordability is influenced by a variety of factors. The type of housing, market dynamics, and broader economic conditions all play a 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.

Figure 5.17



Source: Housing and Urban Development, Morant McLeod Research Group

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.

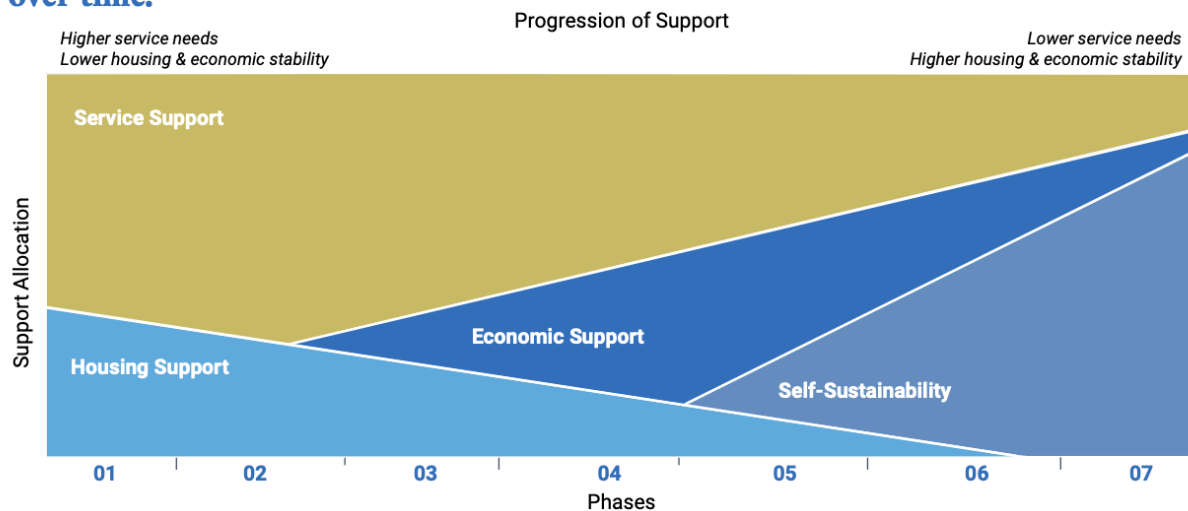
The issue of underemployment among Lincoln County's unhoused population highlights the need for comprehensive employment interventions that go beyond merely providing jobs. These interventions must address the specific challenges faced by underemployed individuals, offering pathways to stable, well-paying 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.

Figure 5.18

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



Source: Morant McLeod Research Group

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

SECTION 6: RECOMMENDATIONS

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.

Figure 6.1

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.



Source: Morant McLeod Strategy Group

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.

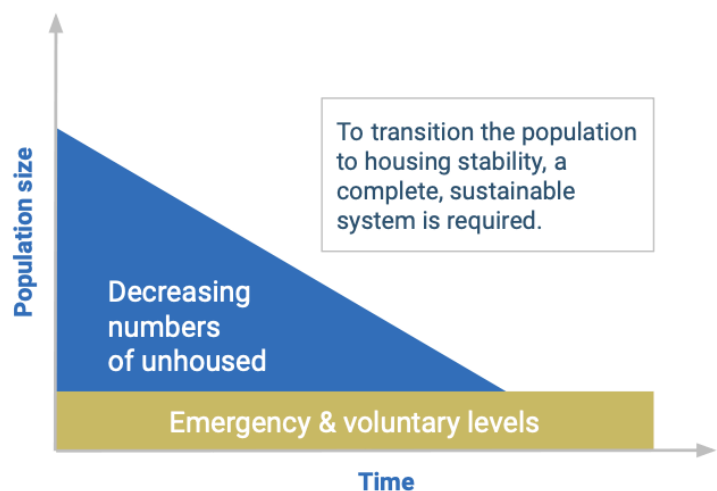
"Adopt the strategic goal to reduce homelessness to emergency & voluntary levels, utilizing the progression of support model."

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.

Figure 6.2



Source: Morant McLeod Strategy Group

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.

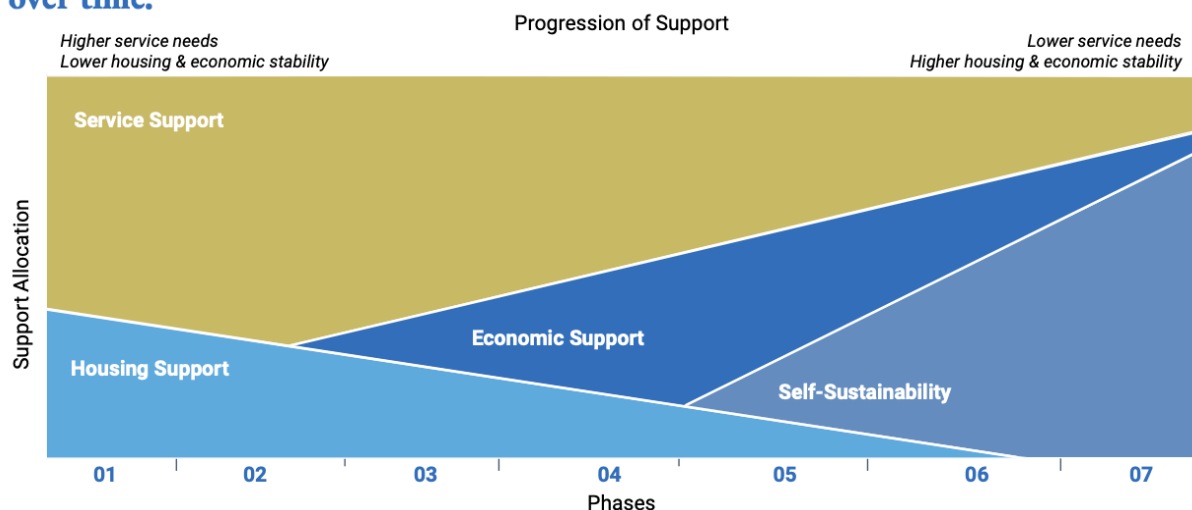
Utilizing the Progression of Support Model

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.

Figure 6.3

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



Source: Morant McLeod Research Group

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.

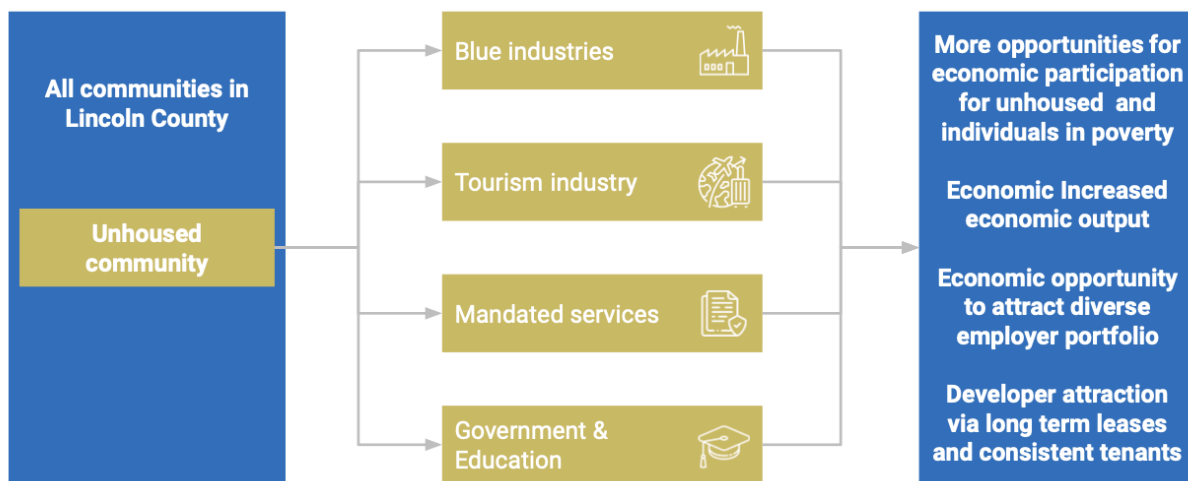
Creating an Attractive Landscape for State and Federal Funding

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.

Figure 6.4

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



Source: Morant McLeod Strategy Group

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.

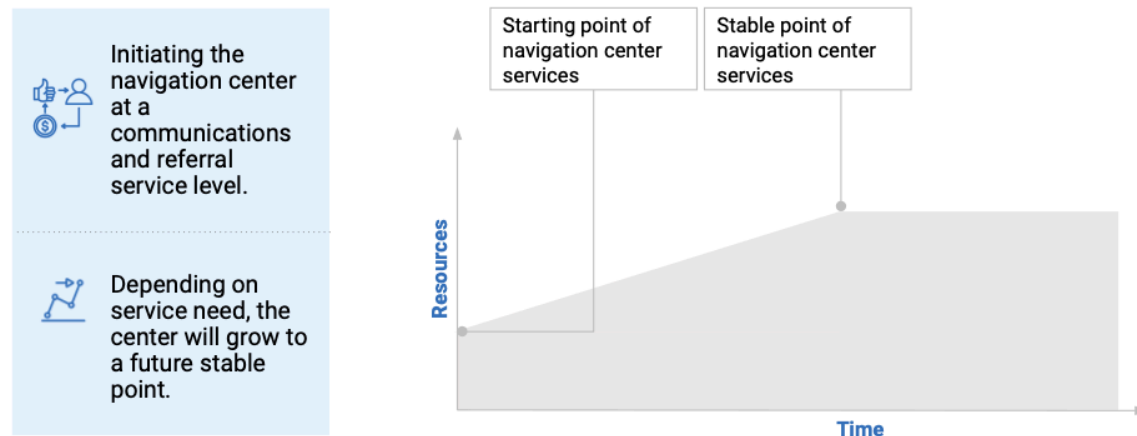
The third strategic goal sets a clear path for Lincoln County, emphasizing the power of collaboration and coordination across all levels of government and organizations. This unified approach is vital for maximizing the impact of efforts to combat homelessness and for elevating the region's profile in 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.

Figure 6.5

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.



Source: Morant McLeod Strategy Group

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."

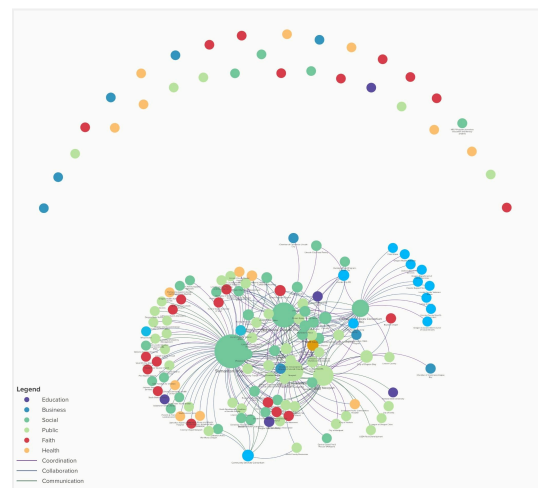
'No Wrong Door' Approach

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.

Figure 6.6



Current image of the service network.
Source: Morant McLeod Research Group

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, 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.

Figure 6.7

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

Source: Morant McLeod Strategy Group

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.

Conclusion: Towards the Adoption of Strategic Recommendations for Addressing Homelessness in Lincoln County

As our comprehensive study on homelessness in Lincoln County draws to a close, the Lincoln County Homeless Advisory Board stands at a pivotal juncture. The board has resolved to focus on the adoption of strategic recommendations derived from this research before proceeding to the next critical phase of implementation planning. This decision underscores the commitment of LCHAB to base its action plans on a solid foundation of evidence and community consensus.

The extensive data collected and analyzed during this study have illuminated the multifaceted nature of homelessness in our community, revealing not just the challenges but also the opportunities for impactful intervention. By prioritizing the adoption of our strategic recommendations, LCHAB is signaling its dedication to a thoughtful, deliberate approach to reducing and ultimately eliminating homelessness in Lincoln County.

Our recommendations, rooted in the realities of the local unhoused population and the broader socio-economic landscape of Lincoln County, offer a roadmap for change. They encompass enhancing housing availability, improving access to comprehensive services, facilitating economic participation, and ensuring reliable transportation. These strategies are not just plans on paper but are envisioned as dynamic, living frameworks that will adapt to the evolving needs of our community.

The next step—implementation planning—will require the same level of meticulous attention and collaborative effort that has characterized our research phase. LCHAB's approach, prioritizing the formal adoption of these recommendations, ensures that all stakeholders are aligned and committed to the strategies that have been developed. This alignment is crucial for the seamless transition from planning to action, enabling the mobilization of resources, the engagement of community partners, and the initiation of programs designed to make a tangible difference in the lives of those experiencing homelessness.

As we conclude this report, we extend our gratitude to all who have contributed their insights, shared their experiences, and participated in this vital work. The journey ahead—to implement these recommendations—will undoubtedly present challenges, but with the foundation laid by this comprehensive study and the collective will of the Lincoln County community, we are poised to make significant strides toward ending homelessness. The focus now on adopting these strategic recommendations is not merely a procedural step but a reaffirmation of our shared commitment to creating a Lincoln County where every individual has access to safe, stable, and affordable housing.

In moving forward, the Lincoln County Homeless Advisory Board remains dedicated to transparency, inclusivity, and action. We invite the entire community to join us in this next phase of implementation planning, as we work together to turn these carefully crafted strategies into realities that will reshape the future of homelessness in Lincoln County. Together, we can build a community that not only meets the basic needs of its most vulnerable members but also supports their dignity, well-being, and right to a place called home.



MORANT MCLEOD

SECTION 7: APPENDICES

Glossary

A

Affordable Housing: Housing deemed affordable to those with a median household income as rated by the national government or a local government by a recognized housing affordability index.

B

Barrier-Free Services: Services that are made accessible to all individuals without prerequisites such as identification, income verification, or sobriety tests, aimed at reducing obstacles to accessing assistance.

Basic Needs: Fundamental requirements for human survival and well-being, including food, shelter, clothing, healthcare, and sanitation, often unmet or at risk in homeless populations.

C

Case Management: A collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy for options and services to meet an individual's comprehensive health needs.

Chronic Homelessness: A condition where an individual has been homeless for a year or more, or has experienced at least four episodes of homelessness in the last three years, often coupled with a disabling condition such as a substance use disorder, serious mental illness, or physical disability.

Chronic Poverty: A state where an individual or family remains below the poverty line for an extended period, often leading to long-term homelessness and exclusion from economic opportunities.

Community-Based Participatory Research (CBPR): A research approach that involves community members as active participants in all phases of the research process, enhancing the relevance and application of the findings to local settings.

Continuum of Care (CoC): A regional or local planning body that coordinates housing and services funding for homeless families and individuals.

Coordinated Entry System (CES): A process designed to coordinate program participant intake, assessment, and provision of referrals. Involves a comprehensive system of emergency, transitional, and permanent housing services and resources.

D

Discharge Planning: A process used in hospitals and other institutions to plan for appropriate follow-up care after patients are discharged, aimed at preventing immediate homelessness among vulnerable populations.

Displacement: The forced movement of people from their locality or environment and occupational activities due to external factors like development projects, social or environmental policy.

Diversión: Strategies aimed at diverting individuals away from emergency shelters and into safe alternatives, focusing on resolving the immediate housing crisis through mediation, reconnecting with family, or identifying safe, temporary housing options.

E

Economic Participation: The involvement of individuals in the labor market, including the capacity to find and maintain gainful employment.

Emergency Housing Vouchers: Short-term housing assistance provided to individuals or families facing immediate homelessness, often used as a stopgap measure to prevent living in uninhabitable conditions.

Emergency Shelter: Temporary housing for homeless individuals intended to provide immediate shelter and basic needs.

Employment Barriers: Challenges faced by individuals in securing employment, including lack of transportation, childcare, work experience, or education, and physical or mental health issues.

Eviction Prevention: Programs and legal services aimed at helping tenants at risk of eviction retain their housing, thereby preventing potential homelessness.

F

Fair Market Rent (FMR): A standard set by HUD that determines the payment standard for the Housing Choice Voucher program, reflecting the cost of housing in a particular area.

Food Insecurity: The state of being without reliable access to a sufficient quantity of affordable, nutritious food, often associated with poverty and unstable housing situations.

H

Homeless Management Information System (HMIS): A local information technology system used to collect data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness.

Homelessness Advocacy: Activities aimed at promoting policies and practices that prevent and reduce homelessness, as well as protect the rights and dignity of people experiencing homelessness.

Homelessness Prevention: Interventions designed to prevent at-risk individuals and families from becoming homeless, including rent assistance, mediation, and legal services.

Housing First: An approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry.

Housing Instability: A situation characterized by frequent moves, inability to pay rent or mortgages, overcrowding, or living in unsuitable housing conditions, which can lead to homelessness.

HUD (U.S. Department of Housing and Urban Development): The federal department responsible for national policies and programs addressing America's housing needs and improving and developing the nation's communities.

I

Income Inequality: The unequal distribution of household or individual income across various participants in an economy, contributing to poverty and homelessness.

Income Support Programs: Government or non-profit programs that provide financial assistance to low-income individuals or families to help them meet their basic needs and maintain housing.

Integrated Healthcare Services: Healthcare services that are coordinated across different sectors and levels of care to provide a comprehensive treatment approach, particularly for individuals with multiple health concerns.

L

LCHAB (Lincoln County Homeless Advisory Board): A proposed permanent body focusing on homelessness issues in Lincoln County.

Living Conditions: The circumstances affecting the way in which people live, especially with regard to their well-being, comfort, and quality of life, often degraded in cases of homelessness.

Living Wage: A wage that is high enough to maintain a normal standard of living, covering not just the bare essentials but also enabling participation in society, the economy, and civic life.

Low Barrier Shelter: Shelters that have few or no requirements for entry, such as ID requirements, sobriety tests, or participation in services.

N

Navigation Center/Day Center: A service center offering multiple resources and services for the homeless in one location.

Navigational Services: Assistance provided to help homeless or at-risk individuals understand and access the variety of available services and resources, from housing to healthcare.

No Wrong Door Approach: A service approach where an individual can receive guidance, information, or services regardless of where they first seek help.

O

Outreach Programs: Initiatives designed to connect with individuals experiencing homelessness or at risk of homelessness, providing them with information and access to services.

P

Permanent Housing: Long-term, stable housing without predetermined limits on the length of stay, critical for ending homelessness.

Permanent Supportive Housing (PSH): Long-term housing for homeless people with mental illness, substance use disorders, or other chronic health conditions, providing ongoing housing assistance and supportive services.

Point-in-Time Count (PIT): A count of sheltered and unsheltered homeless persons carried out on a single night in January. It is used to collect data on the homeless population and inform policy and resource allocation.

Poverty Threshold: The minimum level of income deemed adequate in a particular country or region, with those falling below this threshold often facing a higher risk of homelessness.

Progression of Support Model: A framework outlining the various stages of support from homelessness to stable housing.

Public-Private Partnership (PPP): A collaborative arrangement between government agencies and private sector companies aimed at financing, designing, implementing, and operating services and facilities that were traditionally provided by the public sector.

R

Resiliency: The ability of individuals or communities to recover from or adjust easily to misfortune or change, including homelessness or housing instability.

Rapid Re-Housing: A housing-first approach that helps individuals and families experiencing homelessness to find and secure permanent housing as quickly as possible, often with the help of rental assistance and support services.

Rental Assistance Programs: Government-funded programs designed to help low-income families, seniors, and disabled individuals afford safe and sanitary housing in the private market.

S

Safe Havens: Temporary shelters that provide a safe and supportive environment for individuals with severe mental illness who are homeless and resistant to traditional shelters or services.

Self-Sufficiency: The ability of an individual to support themselves without external assistance.

Service Utilization: The extent to which individuals make use of available community services and resources.

Shelter Standards: Regulations and guidelines that govern the operation of facilities providing temporary shelter to homeless individuals, ensuring safety, hygiene, and basic amenities.

Sheltered Homeless: Individuals who are homeless but are staying in emergency shelters, transitional housing, or safe havens.

Social Safety Net: A collection of services and benefits provided by the government or other institutions to prevent individuals and families from falling into poverty and homelessness.

Street Medicine: Medical care and social services provided directly to individuals living on the streets or in other unsheltered situations, addressing the unique health needs of the homeless population.

Street Outreach: Services provided to unsheltered homeless individuals and families living in places not meant for human habitation, such as streets, parks, alleys, and underpasses.

Subsidized Housing: Housing made available to low-income individuals at reduced costs, with the subsidy typically provided by government or non-profit organizations.

Supportive Housing: A combination of housing and services intended as a cost-effective way to help people live more stable, productive lives. Supportive housing is used for various populations, including the chronically homeless.

T

Transitional Age Youth (TAY): Young adults, typically ages 16-24, transitioning from state custody or foster care systems into independence, who often face a higher risk of homelessness.

Transitional Housing: A type of supportive housing used to facilitate the movement of homeless individuals and families to permanent housing.

Trauma-Informed Care: A framework for human service delivery that recognizes and responds to the symptoms of trauma in clients, staff, and others involved in the system.

U

Underemployment: A condition in which individuals are employed at less than full-time or regular jobs or at jobs inadequate with respect to their training or economic needs.

Unhoused: Refers to individuals or families who lack fixed, regular, and adequate nighttime residence, synonymous with homeless.

Unsheltered Homeless: Individuals who are not staying in emergency shelters but are located in places not meant for human habitation.

V

Vulnerability Index: A tool used to identify and prioritize the homeless population for housing based on the severity of their needs and risks.

Veteran Homelessness: A condition where military veterans experience homelessness, often requiring specialized services and support due to unique experiences and challenges.

W

Workforce Development: Programs and policies that focus on creating, sustaining, and retaining a viable workforce that can support current and future business and industry requirements.

Wraparound Process: A comprehensive, holistic approach to providing individualized care and support services to families and children with complex needs, often used in the context of preventing family homelessness.

Wraparound Services: A holistic approach to providing comprehensive, individualized services and support networks to address various needs, including education, employment, mental health, and other social services.

Y

Youth Homelessness: The condition of being homeless up to the age of 18 years, and sometimes 24 years, often involving distinct challenges and requiring age-specific interventions.

References

A

Abdul Rahman, M., Fidel Turner, J., & Elbedour, S. (2015). The US homeless student population: Homeless youth education, review of research classifications and typologies, and the US federal legislative response. *Child & Youth Care Forum*,

Airgood-Obrycki, W., Hermann, A., & Wedeen, S. (2022). "The Rent Eats First": Rental Housing Unaffordability in the United States. *Housing policy debate*, ahead-of-print(ahead-of-print), 1-21.

<https://doi.org/10.1080/10511482.2021.2020866>

B

Balagot, C., Lemus, H., Hartrick, M., Kohler, T., & Lindsay, S. P. (2019). The homeless Coordinated Entry System: the VI-SPDAT and other predictors of establishing eligibility for services for single homeless adults. *Journal of Social Distress and the Homeless*, 28(2), 149-157.

Baldwin, M. S., Hirano, S. H., Mankoff, J., & Hayes, G. R. (2019). Design in the public square: Supporting assistive technology design through public mixed-ability cooperation. *Proceedings of the ACM on Human-Computer Interaction*, 3(CSCW), 1-22.

Baxter, A. J., Tweed, E. J., Katikireddi, S. V., & Thomson, H. (2019). Effects of Housing First approaches on health and well-being of adults who are homeless or at risk of homelessness: systematic review and meta-analysis of randomised controlled trials. *Journal of epidemiology and community health* (1979), 73(5), 379-387.
<https://doi.org/10.1136/jech-2018-210981>

Belcher, J. R., & DeForge, B. R. (2012). Social stigma and homelessness: The limits of social change. *Journal of Human Behavior in the Social Environment*, 22(8), 929-946.

Berg, S. (2022, December 19). How the Federal Strategic Plan Can Prevent and End Homelessness - National Alliance to End Homelessness. National Alliance to End

Homelessness.

<https://endhomelessness.org/blog/how-the-federal-strategic-plan-can-prevent-and-end-homelessness/>

Bessel, D. R. (2019). Community-Based Strategies to Address Homelessness. Homelessness Prevention and Intervention in Social Work: Policies, Programs, and Practices, 149-169.

Birstow, M. (2018). Navigation Centers: What Do Neighbors Have to Fear? May. hsh.sfgov.
[org/wp-content/uploads/2020/01/Navigation-Center-Neighborhood-Impacts-Final-Report-1.pdf](https://www.hsh.sfgov.org/wp-content/uploads/2020/01/Navigation-Center-Neighborhood-Impacts-Final-Report-1.pdf).

Board of State and Community Corrections. (n.d.). Hayward City of Cohort 2 Local Evaluation Plan Revised. Retrieved from
<https://www.bscc.ca.gov/wp-content/uploads/Hayward-City-of-Cohort-2-Local-Evaluation-Plan-Revised2.pdf>

Bramley, G., & Fitzpatrick, S. (2018). Homelessness in the UK: who is most at risk? Housing Studies, 33(1), 96-116.
<https://doi.org/10.1080/02673037.2017.1344957>

Brown, M., Cummings, C., Lyons, J., Carrión, A., & Watson, D. P. (2018). Reliability and validity of the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT) in real-world implementation. Journal of Social Distress and the Homeless, 27(2), 110-117.

Burkhardt, B. C., & Akins, S. (2022). How should police respond to homelessness? Results from a survey experiment in Portland, Oregon. Criminal justice studies, 35(3), 274-294. <https://doi.org/10.1080/1478601X.2022.2089667>

Burt, M. R. (2001). What will it take to end homelessness?

Burt, M. R. (2010). Strategies for improving homeless people's access to mainstream benefits and services. DIANE Publishing.

C

Campbell, H. G. (2019). Investigating an Asset Based Approach to Housing and Homelessness: A Phenomenological Case Study

- Caton, C. L., Wilkins, C., & Anderson, J. (2007). People who experience long-term homelessness: Characteristics and interventions. National symposium on homelessness research,
- Cebula, R. J., & Saunoris, J. W. (2021). Determinants of homelessness in the U.S.: new hypotheses and evidence. *Applied Economics*, 53(49), 5695-5709.
<https://doi.org/10.1080/00036846.2021.1927970>
- Chelmis, C., Qi, W., Lee, W., & Duncan, S. (2021). Smart Homelessness Service Provision with Machine Learning. *Procedia Computer Science*, 185, 9-18.
<https://doi.org/https://doi.org/10.1016/j.procs.2021.05.002>
- City and County of San Francisco, Office of the Controller. (n.d.). An Assessment of the Navigation Center's First Six Months. Retrieved from
<https://sfcontroller.org/sites/default/files/FileCenter/Documents/6994-An%20Assessment%20of%20the%20Navigation%20Center%27s%20First%20Six%20Months%20-%20Final.pdf>
- City of Garden Grove. (n.d.). Central Cities Navigation Center RFP. Retrieved from
[https://ggcity.org/sites/default/files/Central%20Cities%20Navigation%20Center%20RFP%20\(FINAL%20with%20attach\).pdf](https://ggcity.org/sites/default/files/Central%20Cities%20Navigation%20Center%20RFP%20(FINAL%20with%20attach).pdf)
- City of Garden Grove. (n.d.). MOU Garden Grove-Fountain Valley-Westminster - Navigation Center. Retrieved from
<https://ggcity.org/sites/default/files/MOU%20Garden%20Grove-Fountain%20Valley-Wesminster%20-%20Navigation%20Center.pdf>
- City of Hayward. (n.d.). Navigation Center Presentation. Retrieved from
<https://www.hayward-ca.gov/sites/default/files/documents/190424-navigation-center-presentation.pdf>
- City of Manteca. (n.d.). Navigation Center Document. Retrieved from
https://manteca-ca.granicus.com/DocumentViewer.php?file=manteca-ca_30bcd52e5771b2359ad6f7f5b3205889.pdf&view=1
- City of Salem. (n.d.). Learn About Salem Navigation Center. Retrieved from
<https://www.cityofsalem.net/government/shaping-salem-s-future/housing-shelter/learn-about-city-efforts-to-address-homelessness/learn-about-salem-navigation-center>

- City of Spokane. (n.d.). 2020-2025 Strategic Plan to Prevent and End Homelessness. Retrieved from <https://static.spokanecity.org/documents/ending-homelessness/about/2020-2025-strategic-plan-to-prevent-and-end-homelessness.pdf>
- Congress, U. (2009). Homeless emergency assistance and rapid transition to housing act of 2009. Definition of homelessness. 111th Congress. PL,
- County of San Bernardino. (n.d.). Homeless Strategic Action Plan. Retrieved from https://www.sbcounty.gov/uploads/CAO/homeless2home/N2355%20Homeless%20Strategic%20Action%20Plan_rev.pdf
- Cox, C. H., & Hernandez, A. (2023). 16 Homelessness and Affordable Housing in the Urban Areas. Local Government Management, 59.
- Cronley, C. (2022). Invisible intersectionality in measuring vulnerability among individuals experiencing homelessness—critically appraising the VI-SPDAT. *Journal of Social Distress and Homelessness*, 31(1), 23-33.
- Culhane, D. (2016). The potential of linked administrative data for advancing homelessness research and policy. *European Journal of Homelessness*, 10(3).
- Culhane, D. P. (2008). The cost of homelessness: A perspective from the United States. *European Journal of Homelessness*, 97.
- Culhane, D. P., Metraux, S., & Hadley, T. (2002). Public service reductions associated with placement of homeless persons with severe mental illness in supportive housing. *Housing policy debate*, 13(1), 107-163.
- Curtis, M. A., Corman, H., Noonan, K., & Reichman, N. E. (2013). Life shocks and homelessness. *Demography*, 50(6), 2227-2253.
- CVillacorte. (2023, January 11). Federal Plan on Homelessness – Homeless Initiative. Homeless Initiative. <https://homeless.lacounty.gov/news/federal-plan-on-homelessness/>

D

- Diller, P. A., & Sullivan, E. J. (2018). The Challenge of Housing Affordability in Oregon. *Journal of Affordable Housing & Community Development Law*, 27(1), 183-232.

Donovan, S. (2011). Ending Homelessness in Our Time: Why Smart Government Is Key. *Public Manager*, 40(4), 23.

E

Evans, E. J. (2022). US Department of Housing and Urban Development–Veterans Affairs Supportive Housing Program: Bring All Homeless Veterans Home. *Health & social work*, 47(3), 161-164.

F

Fazel, S., Geddes, J. R., & Kushel, M. (2014). The health of homeless people in high-income countries: descriptive epidemiology, health consequences, and clinical and policy recommendations. *The Lancet*, 384(9953), 1529-1540.

Fitzpatrick-Lewis, D., Ganann, R., Krishnaratne, S., Ciliska, D., Kouyoumdjian, F., & Hwang, S. W. (2011). Effectiveness of interventions to improve the health and housing status of homeless people: a rapid systematic review. *BMC Public Health*, 11(1), 638. <https://doi.org/10.1186/1471-2458-11-638>

Flatau, P., Zaretsky, K., Brady, M., & Haigh, Y. (2008). The cost-effectiveness of homelessness programs: a first assessment.

Florida Department of Health in Pasco County. (n.d.). Navigation Center Homeless Shelter Pasco County. Retrieved from https://pasco.floridahealth.gov/programs-and-services/community-health-planning-and-statistics/collective-impact/_documents/Navigation%20Center%20Homeless%20Shelter%20Pasco%20County.pdf

Fritsch, A., Hiler, H., Mueller, B., Wu, M., & Wustmann, J. (2017). The vulnerability of assessments, A qualitative analysis of housing professionals' experiences with the VI-SPDAT in Minnesota and a comparative review of alternative housing triage assessments.

G

Gao, Y., Das, S., & Fowler, P. (2017). Homelessness service provision: a data science perspective. Workshops at the thirty-first AAAI conference on artificial intelligence,

H

Hamilton, J. E., Suchting, R., Thomas, T. E., & Buck, D. S. (2022). Risk factor assessment of homelessness at psychiatric hospital admission: a machine learning approach. *Journal of Social Distress and Homelessness*, 31(1), 81-95.
<https://doi.org/10.1080/10530789.2021.1892930>

Hodgson, K. J., Shelton, K. H., Van Den Bree, M. B. M., & Los, F. J. (2013). Psychopathology in young people experiencing homelessness: A systematic review. *American journal of public health* (1971), 103(6), e24-e37.
<https://doi.org/10.2105/AJPH.2013.301318>

Hong, B., Malik, A., Lundquist, J., Bellach, I., & Kontokosta, C. E. (2018). Applications of Machine Learning Methods to Predict Readmission and Length-of-Stay for Homeless Families: The Case of Win Shelters in New York City. *Journal of Technology in Human Services*, 36(1), 89-104.
<https://doi.org/10.1080/15228835.2017.1418703>

Hwang, S. W., Tolomiczenko, G., Kouyoumdjian, F. G., & Garner, R. E. (2005). Interventions to Improve the Health of the Homeless: A Systematic Review. *American Journal of Preventive Medicine*, 29(4), 311-311.e375.
<https://doi.org/https://doi.org/10.1016/j.amepre.2005.06.017>

K

Kapadia, F. (2022). Ending homelessness and advancing health equity: a public health of consequence, March 2022. In (Vol. 112, pp. 372-373): American Public Health Association.

Kithulgoda, C. I., Vaithianathan, R., & Culhane, D. P. (2022). Predictive risk modeling to identify homeless clients at risk for prioritizing services using routinely collected data. *Journal of Technology in Human Services*, 40(2), 134-156.

L

- League of Oregon Cities. (n.d.). Shelter Funding Needs Survey. Retrieved from <https://www.orcities.org/resources/communications/bulletin/shelter-funding-needs-survey>
- Lee, A., & Lee, A. K. (1993). Making do in the city [University of Oxford].
- Lee, D., McGuire, M., & Kim, J.-H. (2022). Collaboration, strategic plans, and government performance: The case of efforts to reduce homelessness. In *Toward a More Strategic View of Strategic Planning Research* (pp. 51-67). Routledge.
- Luong, L., Lachaud, J., Kouyoumdjian, F. G., Hwang, S. W., & Mejia-Lancheros, C. (2021). The impact of a Housing First intervention and health-related risk factors on incarceration among people with experiences of homelessness and mental illness in Canada. *Canadian journal of public health*, 112(2), 270-279. <https://doi.org/10.17269/s41997-020-00433-z>

M

- Mid-Willamette Valley Community Action Agency. (n.d.). The Arches Project Reports. Retrieved from <https://mwvcaa.org/programs/the-arches-project/reports/>
- Mitchell, M. S., León, C. L., Byrne, T. H., Lin, W.-C., & Bharel, M. (2017). Cost of health care utilization among homeless frequent emergency department users. *Psychological Services*, 14(2), 193.
- Munthe-Kaas, H. M., Berg, R. C., & Blaasvær, N. (2018). Effectiveness of interventions to reduce homelessness: a systematic review and meta-analysis. *Campbell systematic review*, 14(1), 1-281. <https://doi.org/10.4073/csr.2018.3>

N

- National Alliance to End Homelessness. (n.d.). How the Federal Strategic Plan Can Prevent and End Homelessness. Retrieved from <https://endhomelessness.org/blog/how-the-federal-strategic-plan-can-prevent-and-end-homelessness/>

Nilsson, S. F., Nordentoft, M., & Hjorthøj, C. (2019). Individual-Level Predictors for Becoming Homeless and Exiting Homelessness: a Systematic Review and Meta-analysis. *Journal of urban health*, 96(5), 741-750.

<https://doi.org/10.1007/s11524-019-00377-x>

Northwest Oregon Works. (n.d.). Business Investments. Retrieved from <https://www.nworegonworks.org/business-investments/>

O

O’Flaherty, B., Scutella, R., & Tseng, Y.-P. (2018). Using Private Information to Predict Homelessness Entries: Evidence and Prospects. *Housing policy debate*, 28(3), 368-392. <https://doi.org/10.1080/10511482.2017.1367318>

Oregon Housing and Community Services. (2022). Navigation Center Funding Timeline. Retrieved from <https://www.oregon.gov/ohcs/for-providers/Documents/updates/Nav-Ctr-Funding-Timeline-09-14-22.pdf>

Oregon Housing and Community Services. (n.d.). Navigation Center SIOP Manual. Retrieved from <https://www.oregon.gov/ohcs/for-providers/Documents/manuals/Nav-Ctr-SIOP-Manual.pdf>

Q

Quigley, J. M., Raphael, S., & Smolensky, E. (2001). Homeless in America, homeless in California. *Review of Economics and Statistics*, 83(1), 37-51.

R

Ravenhill, M. (2016). *The culture of homelessness*. Routledge.

Roberts, A. S. a. G. a. N. B. (2013a, May 9). Family Promise of Lincoln County - nonprofit explorer. ProPublica. <https://projects.propublica.org/nonprofits/organizations/460650800>

- Roberts, A. S. a. G. a. N. B. (2013b, May 9). Northwest Coastal Housing - Nonprofit Explorer. ProPublica.
<https://projects.propublica.org/nonprofits/organizations/943141603>
- Representative Gerry Connolly. (n.d.). Homeless Navigation Center. Retrieved from
https://connolly.house.gov/uploadedfiles/homesless_navigation_center.pdf
- Richard, M. K., Dworkin, J., Rule, K. G., Farooqui, S., Glendening, Z., & Carlson, S. (2022). Quantifying doubled-up homelessness: presenting a new measure using US Census microdata. *Housing policy debate*, 1-22.
- Rountree, J., Hess, N., & Lyke, A. (2019). Health conditions among unsheltered adults in the US.
- Roy Evan, A., Burns, C., & Subrahmanyam, S. (2022). Addressing homelessness with the “human ecology economics” framework: the role of the business community in California. *International Journal of Social Economics*, 49(9), 1368-1386.
<https://doi.org/https://doi.org/10.1108/IJSE-08-2021-0490>

S

- Samaritan House | Newport, OR | Cause IQ. (n.d.).
<https://www.causeiq.com/organizations/samaritan-house,930986696/>
- San Diego Housing Commission. (2019). Housing Navigation Center. Retrieved from
https://www.sdhc.org/wp-content/uploads/2019/11/112_Housing-Navigation-Center.pdf
- San Francisco Department of Homelessness and Supportive Housing. (2022). Informal Solicitation Baldwin SAFE Navigation Center. Retrieved from
<https://hsh.sfgov.org/wp-content/uploads/2022/01/Informal-Solicitation-Baldwin-SAFE-Navigation-Center-FINAL-2.9.2022.pdf>
- Shah, O. R., Willoughby, L., & Bowersox, N. (2021). Tackling homelessness through AI powered social innovations: A novel and ground-breaking assessment of criminal victimization of homeless populations in los angeles employing predictive analytics and machine learning models such as ARIMA and LSTM. *Issues in Information Systems*, 22(3).

Shelton, K. H., Taylor, P. J., Bonner, A., & Van Den Bree, M. (2009). Risk factors for homelessness: Evidence from a population-based study. *Psychiatric Services*, 60(4), 465-472.

Somerville, P. (2013). Understanding Homelessness. *Housing, Theory and Society*, 30(4), 384-415. <https://doi.org/10.1080/14036096.2012.756096>

State Strategic Plan, annual report and audits. (n.d.). Washington State Department of Commerce.
<https://www.commerce.wa.gov/serving-communities/homelessness/state-strategic-plan-annual-report-and-audits/>

Statesman Journal. (2023). Salem's first-ever homeless navigation center opens doors. Retrieved from
<https://www.statesmanjournal.com/story/news/local/2023/04/14/salems-first-ever-homeless-navigation-center-opens-doors/70112188007/>

T

Tan, J. (2020). Using machine learning to identify populations at high risk for eviction as an indicator of homelessness [Massachusetts Institute of Technology].

Thomas, I., & Mackie, P. (2020). The principles of an ideal homelessness administrative data system: lessons from global practice. *European Journal of Homelessness*, 14(3), 63-85.

Tipple, G., & Speak, S. (2009). *The hidden millions: Homelessness in developing countries*. Routledge.

Tsai, J., Szymkowiak, D., & Jutkowitz, E. (2022). Developing an operational definition of housing instability and homelessness in Veterans Health Administration's medical records. *Plos one*, 17(12), e0279973.

Tumin, M. M. (1953). Some principles of stratification: A critical analysis. *American sociological review*, 18(4), 387-394.

U

United States Interagency Council on Homelessness. (n.d.). All In: The Federal Strategic Plan to Prevent and End Homelessness. Retrieved from

https://www.usich.gov/All_In_The_Federal_Strategic_Plan_to_Prevent_and_End_Homelessness.pdf

V

Van den Bree, M. B., Shelton, K., Bonner, A., Moss, S., Thomas, H., & Taylor, P. J. (2009). A longitudinal population-based study of factors in adolescence predicting homelessness in young adulthood. *Journal of Adolescent Health*, 45(6), 571-578.

VanBerlo, B., Ross, M. A. S., Rivard, J., & Booker, R. (2021). Interpretable machine learning approaches to prediction of chronic homelessness. *Engineering Applications of Artificial Intelligence*, 102, 104243.
<https://doi.org/https://doi.org/10.1016/j.engappai.2021.104243>

W

Washington State Department of Commerce. (2019). Homeless Housing Strategic Plan 2019-2024. Retrieved from
<http://www.commerce.wa.gov/wp-content/uploads/2019/11/Homeless-Housing-Strategic-Plan-2019-2024.pdf>

Wood, D., Valdez, R. B., Hayashi, T., & Shen, A. (1990). Homeless and housed families in Los Angeles: a study comparing demographic, economic, and family function characteristics. *American journal of public health*, 80(9), 1049-1052.
<https://doi.org/10.2105/AJPH.80.9.1049>

Y

Yoder Clark, A., Blumenfeld, N., Lal, E., Darbari, S., Northwood, S., & Wadpey, A. (2021). Using K-means cluster analysis and decision trees to highlight significant factors leading to homelessness. *Mathematics*, 9(17), 2045.

Yousey, A., & Samudra, R. (2018). Defining homelessness in the rural United States. *Online Journal of Rural Research & Policy*, 13(4), 1.

Yue, D., Pourat, N., Chen, X., O'Masta, B., Huynh, M., & Xin, K. (2020). How to Identify Homelessness Using Administrative Data. *Health Services Research*, 55, 139-140.

Z

Zapata, M., Liu, J. H., Everett, L. E. M., Hulseman, P., Potiowsky, T., & Willingham, E. (2019). Governance, costs, and revenue raising to address and prevent homelessness in the portland tri-county region.

Zaretsky, K., Flatau, P., & Brady, M. (2008). What is the (net) cost to government of homelessness programs? *Australian Journal of Social Issues*, 43(2), 231-254.

Table of Figures

Section 2: Executive Summary

Figure 2.1: Cost of Housing for 3 Bedroom Homes	17
Figure 2.2: Progression of support model	18
Figure 2.3: Percentage of Gross Income Devoted to Monthly Mortgage	18
Figure 2.4: Summary of Recommendations	21

Section 3: Research Structure

Figure 3.1: Lincoln County Homeless Advisory Board website	27
Figure 3.2: Serious health concerns	31
Figure 3.3: Workgroup facts	32

Section 4: Lived Experience

Figure 4.1: Distribution of Homeless Students by Housing Status	51
Figure 4.2: Distribution of Students Across Different Grades	53
Figure 4.3: Distribution of Homeless Students by Ethnicity / Race	56
Figure 4.4: Geographical Distribution of Students by Zip Code	57
Figure 4.5: Heatmap of Homeless Students Housing Status by Zip Code	58
Figure 4.6: Months Since Most Recent Date of Work	63
Figure 4.7: Months Since Most Recent Date of Housing	65
Figure 4.8: Serious health concerns experienced	69
Figure 4.9: Unhoused Community: Highest Level of Education	72
Figure 4.10: Percentages of Unhoused Community Experiences	73

Section 5: Research Findings

Figure 5.1: Tax Assessed Value & Units	80
Figure 5.2: Monthly Mortgage Payment and Gross Incomes	83

Figure 5.3: Cost of Housing in All Selected Counties (Median)	84
Figure 5.4: Lincoln County Median and Per capita Income	85
Figure 5.5: Resident Incomes by Income Group	87
Figure 5.6: Housing Phases	90
Figure 5.7: Lincoln County Service Community Map	99
Figure 5.8: High Degree Centrality Analysis	101
Figure 5.9: Betweenness Centrality Analysis	102
Figure 5.10: Closeness Centrality Analysis	103
Figure 5.11: Eigenvector Centrality Analysis	104
Figure 5.12: Service Supports	108
Figure 5.13: Percentage of Gross Income Devoted to Mortgage	111
Figure 5.14: Lincoln County Housing Supply and Demand Model 1	116
Figure 5.15: Lincoln County Housing Supply and Demand Model 2	119
Figure 5.16: Lincoln County Housing Supply and Demand Model 3	120
Figure 5.17: Economic Support	123
Figure 5.18: Progression of Support Model	129

Section 6: Recommendations

Figure 6.1: Summary of Recommendations	137
Figure 6.2: Emergency & voluntary levels	141
Figure 6.3: Progression of Support Model	142
Figure 6.4: Industry Pipelines	146
Figure 6.5: Navigation Center Timeline	147
Figure 6.6: Current image of the service network	148
Figure 6.7: Navigation System and Four Networks	152



**CITY OF YACHATS
RESOLUTION NO. 2024-229
A RESOLUTION HOMELESS STRATEGIC PLAN**

WHEREAS, the CITY OF YACHATS has completed a review of the countywide Five Year 2022-2027 Homeless Strategic Plan.

WHEREAS, the countywide Five Year 2022-2027 Homeless Strategic Plan incorporates a mission statement and goals for the CITY OF YACHATS to use with its partner cities involved through the Lincoln County Homeless Advisory Board to provide a framework to reduce homelessness countywide.

WHEREAS, the CITY OF YACHATS as a member of the Lincoln County Homeless Response Advisory Board through an intergovernmental agreement approves and adopts the countywide Five Year 2022-2027 Homeless Strategic Plan.

NOW THEREFORE, BE IT RESOLVED THAT: The CITY OF YACHATS hereby supports this strategy in alignment with State House Bill 4123.

BE IT FURTHER RESOLVED THAT: The CITY OF YACHATS grants authority for the Lincoln County Homeless Response Advisory Board to execute continued project administration for this strategy.

Adopted this 20TH day of March, 2024

Passed and adopted March 20, 2024. This Resolution is effective upon adoption.

Attest:

Craig Berdie, Mayor

Bobbi Price, City Manager



2024 City Council Goals & Objective

Achieve water sustainability

2024 Objectives Workplan

Schedule and attend regular meetings with SWLCPUD during 2024-2025:

- Establish a long-term (10-year minimum) agreement for drought-related emergency supply
- Cost and resource-sharing arrangements
- Continuous water-sharing arrangements at reasonable prices

Invest in a property that:

- Provides potential locations for water storage and improves water quality in our facilities
- Establishes safe boundaries around water facilities

Budget

- Infrastructure for networking systems- CIP planning
- Personnel time
- Property purchase

Provide safe access to and use of city infrastructure, trails, and parks

2024 Objectives Workplan

Identified public safety items considered in the CIP process- Public restrooms, commons north entry, sidewalk curbs

Implement security systems and safety measures plans in City Hall and the Commons

Complete the 101 delineators and replace Oceanview delineators

Improve crosswalk safety

Decide on a plan to utilize and enhance the green open space behind City Hall

Ensure a safety plan for Oceanview Drive from Beach St. to Highway 101—examine ways to alert people to the hazards

Budget

CIP Budget- Budgeting for listed projects

Materials and services budget: ADA audit, materials for projects, consultants

Environmentally responsible in all that we do

2024 Objectives Workplan

Develop Master Parks/Civic Campus plan, including distributed open spaces

Finalize the wetlands assessment

Provide education on Wetlands Pond

Develop a policy for low-maintenance, long-life materials

Develop effective controls for city-owned amenities (e.g., brush box)

Budget

CIP Budget- Budgeting for projects that come out of the master planning

Materials and services budget: materials for projects, consultants

Personnel time

Deliver efficient, effective, transparent municipal services

2024 Objectives Workplan

Ensuring documents are publicly available and searchable per Oregon Public Record requirements

Surveying the community for overall performance and service request satisfaction

Summary meeting minutes that include the conversation topics, why the decision was made, and other key discussion points

Budget

Personnel time

Effectively manage and plan for the city's financial needs

2024 Objectives Workplan

Identify strategies for the city to encourage the development of workforce housing

Explore administrative overhead allocations to fund budgets

Budget

Personnel time

Synchronize and update city policies and administrative rules

2024 Objectives Workplan

Review and update Council Rules pages 1 – 15 by September 2024 (Last Amended 2018). City Councilors

Develop recommendations for equitably distributing Beautification and Community Support Funds: August 2024 City Manager and Councilors

Review and revise, if appropriate, the Food and Beverage Penalty Rate and Occupancy Tax: Ordinance 3.12.060 and 3.08:080 by November 2024.

Review and Revise, if appropriate, Water Shortage Emergency Regulations. Specifically: the determination standards and Phase 1 and 2 restrictions. City Manager and Counselors, July 2024.

Budget

Personnel time

Additional Goals

2024 Objectives Workplan

Develop a Diversity, Equity, and Inclusion Strategy

Develop an ADA Transition Plan

Budget

Personnel time

Consultant