

# THE ROAD TO HOME

JOSEPHINE COUNTY'S  
10 YEAR PLAN TO END  
HOMELESSNESS



JOSEPHINE COUNTY HOMELESS TASK FORCE

2010-2011

# TABLE OF CONTENTS

Coalition Members and Community Stakeholders ..... 3

*Sponsors* ..... 3

*Production*..... 3

*Coalition Members*..... 3

Introduction ..... 4

Homelessness Defined ..... 5

National and State Efforts to End Homelessness ..... 6

The Four Key Elements in Ending Homelessness .....7

Homelessness in Josephine County ..... 8

The Plan: Ten Strategies to End Homelessness ..... 9

    1. CREATE AND IMPLIMENT A 10- YEAR PLAN TO END HOMELESSNESS .....10

    2. ADOPT A UNIFORM DATA MANAGEMENT SYSTEM ..... 11

    3. ESTABLISH A SYSTEM OF HOMELESSNESS PREVENTION PROGRAMS.....12

    4. INTEGRATE SYSTEMIC CHANGES TO PREVENT HOMELESSNESS AND SUPPORT THE RE-HOUSED...13

    5. DEVELOP TARGETING AND EFFECTIVE OUTREACH PROGRAMS .....14

    6.REDUCING THE DURATION OF HOMELESSNESS ..... 15

    7. UTILIZE COMMUNITY RESOURCES TO QUICKLY RE-HOUSE THE HOMELESS .....16

    8.COORDINATE AND IMPROVE ACCESS TO NECESSARY DOCUMENTATION AND SERVICES ..... 17

    9. CREATE AND ENSURE AN ADEQUATE SUPPLY OF PERMANENT AFFORDABLE HOUSING.....18

    10.OBTAINING INCOME TO ATTAIN OR MAINTAIN HOUSING.....19

Additional Resources ..... 20

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## COALITION MEMBERS AND COMMUNITY STAKEHOLDERS

Josephine County's Ten-Year Plan is the result of the time, knowledge, resources, and collaboration between the individuals and organizations of our community.

### SPONSORS

Among the plan's first action steps is to engage individual and organizational sponsors within the community.

### PRODUCTION

The discussion, planning, and composition of this plan were completed by the Josephine County Homeless Task Force (JCHTF).

### COALITION MEMBERS

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- Connie Saldana, Rogue Valley Council of Governments (RVCOG)

The Josephine County Homeless Task Force acknowledge and appreciate the contributions of our partners for supplying data regarding demographics, unemployment, SNAP (Food Stamp) benefit utilization, and homeless trends in Josephine County.

- United Community Action Network
- EHAC Oregon
- The National Alliance to End Homelessness
- The New York Times

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## INTRODUCTION

On any given night in Josephine County, over one thousand people lack a place to call home. They sleep in cars, in shelters, on the street, or more commonly in sheds without running water or electricity. There is no single face of homelessness, all races, ethnicities, genders, ages, and family types are represented within its ranks. The underlying constant of homelessness in all cases is the inability to acquire and maintain permanent housing. The Josephine County Homeless Task Force has authored the following plan to effectively end homelessness by enabling people in our community to attain and remain in permanent housing.

The Josephine County Homeless Task Force (JCHTF) is collaboration between individuals and organizations dedicated to ending homelessness in our community. With the creation of this Ten-Year Plan, JCHTF becomes part of a national movement committed to ending homelessness. Josephine County's Ten-Year Plan is modeled after the national 10-Year Plan to End Homelessness. The national plan identifies the following four elements as essential to ending homelessness:

- *Planning for Outcomes:* JCHTF, through its member agencies and organizations, will collect necessary data, evaluate community needs, and identify the varied populations who are experiencing homelessness: individuals, families, veterans, youth, teens, seniors, etc. JCHTF will work with all interested parties who work with the different populations to develop strategies and mechanisms for success unique to their differing needs.
- *Closing the Front Door:* JCHTF will take a leading role in Josephine County in preventing homelessness by utilizing existing resources whenever possible to maintain families and individuals in safe, habitable housing situations. JCHTF will also encourage community members and participating programs to intervene to prevent homelessness through available channels and resources.
- *Opening the Back Door:* JCHTF will work with participating agencies and organizations in Josephine County to house those who are homeless or in unstable or unsafe living arrangements. This is dependent upon developing adequate permanent and affordable long-term housing and the utilization of other Housing First programs to move people permanently out of homelessness.
- *Building the Infrastructure:* Ending homelessness is not simply a matter of building more housing units or extending the operating hours of services. Ending homelessness requires comprehensive systemic changes to deal effectively with the problems facing the homeless community including low or non-existent incomes, lack of appropriate available services, and a lack of affordable permanent housing. JCHTF will lead Josephine County in working to make changes and address the pertinent issues.

This plan and these strategies are not without costs. However, the costs of the homeless utilizing emergency services regularly without a path out of homelessness will cost far more. Taking into account the emergency shelter costs, health and hospitalization costs, public safety costs, incarceration costs, and the cost to the City and County in public opinion, the cost of homelessness is extremely high with most of the costs are covered by the taxpayers and municipal accounts. Josephine County pays far more in providing for the homeless than we would pay to implement the steps in this plan to prevent and provide a path out of homelessness.

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## HOMELESSNESS DEFINED

The Josephine County Homeless Task Force defines homelessness using the same definition provided by Oregon's Ending Homelessness Advisory Council (EHAC). This defines homelessness as being without a decent, safe, stable, and permanent place to live that is fit for human habitation.

People experiencing homelessness\*, under this EHAC definition, include more than just the visible homeless residing on the street. They also include those who:

- Share the housing of others persons due to loss of housing, economic hardship, personal safety, or a similar reason
- Live in motels, hotels, trailer parks, or camping grounds because they lack adequate alternative housing
- Live in emergency or transitional shelters
- Have been abandoned in hospitals
- Await foster care placement
- Sleep in a public or private place not designed for or ordinarily used as a regular sleeping place for human beings
- Live in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings
- Face impending eviction from a private dwelling unit and have not found a subsequent residence and the person lacks the resources and support networks needed to obtain housing
- Face discharge within a week from an institution in which the person has been a resident for 30 or more consecutive days and for whom no subsequent residence has been identified and s/he lacks the resources and support networks needed to obtain housing

\*Migrant children between the ages of 3 and 21 qualify as homeless when they live in the circumstances described.

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## NATIONAL AND STATE EFFORTS TO END HOMELESSNESS

With the release of the National Alliance to End Homelessness's plan, first published in 2000, a push has been seen in communities nationwide to author, utilize recommendations, and implement ten-year plans. Oregon has also seen a similar drive with regards to homeless plans being written, debated, and implemented statewide. In 2005, Multnomah County released and implemented Oregon's first ten-year plan to end homelessness based on the national model. Following Governor Kulongoski's creation by executive order of the Oregon Ending Homelessness Advisory Council in 2006, an additional twelve counties have released ten-year plans to end homelessness. Nationwide, two-thirds of the plans focused on eliminating all homelessness while the remained focused exclusively on ending chronic homelessness. Additionally, all of the plans have additional strategies targeting specific homeless population including seniors, veterans, and youth. Lastly, in June 2010, the United States Interagency Council on Homelessness (USICH) released the *Federal Strategic Plan to Prevent and End Homelessness*, giving federal direction and sanction to the various grassroots efforts currently in effect.

According to the 2008 Annual Homeless Assessment Report (AHAR), 664,000 people nationwide were considered to be homeless and approximately 1.6 million utilized shelters or other forms of transitional housing. The 2010 One Night Shelter Count covering all of Oregon revealed that 19,208 people met the EHAC definition of homelessness. These numbers are likely an undercounting of the true size of the homeless population with shame, fear, unwillingness to use services, or to self-identify as homeless ensuring that some individuals remain statistically invisible and removed from services.

A common feature of most plans is an emphasis on the need for and lack of affordable permanent housing. The details vary from plan to plan, but all stress the need to increase the supply of permanent housing while removing barriers to access for the homeless community. In addition, all plans stress the need to offer integrated services to all experiencing homelessness while increasing the accountability of mainstream supports and services to prevent homelessness from occurring.

Nationwide, there has been a strong emphasis on the "Housing First" model. Housing First is a program describing a set of tools and interventions to help people either in shelters or on the street transition quickly into permanent housing so services can be provided on an as needed basis. As of January 2010, Oregon is a "Housing First" state and plans for ending homelessness must utilize this model as a basis for short and long term strategies.

A majority of plans include at least one prevention component, analogous to "closing the front door" either through increased accountability to mainstream systems to prevent at risk clients from becoming homeless or through emergency preventative measures such as rental arrears or utility assistance. The plans hope to increase collaboration and partnership between government entities, non-profits, faith-based groups, and private entities to coordinate services effectively and ensure access to individuals at risk for homelessness.

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## THE FOUR KEY ELEMENTS IN ENDING HOMELESSNESS

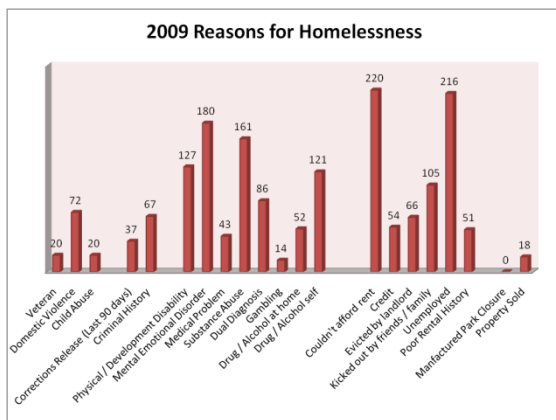
The National Alliance to End Homelessness lists four key elements that are necessary for an effective homeless plan:

1. **Planning for Outcomes:** Currently, homelessness is treated as an acute disease. When an actual symptom arises, a service, program, or organization can step in and treat the current symptom without giving much thought to the underlying disease. To successfully end the issue of homelessness, programs and systems must be designed with that end in mind. With the adoption of the Housing First paradigm, services, agencies, and programs must plan for the outcome of that person remaining housed permanently and structure services and assistance to support and maintain the re-housed individual. And the Continuum of Care providers must also tailor their services to represent and support the long term goal of permanent housing and ending homelessness.
2. **Closing the Front Door:** To end homelessness, it is essential to focus on preventing those at risk of homelessness from becoming homeless. Programs must be streamlined and information more widely distributed regarding tools available to help individuals and families maintain their housing. Outreach is also an essential tool to making sure that barriers to information and access are removed.
3. **Opening the Back Door:** For those who have lost housing, it is essential that they be re-housed rapidly. The longer a person remains homeless, the greater their need for services and the greater the likelihood that they will cease to be a transitionally or episodically homeless person and become chronically homeless.
4. **Building the Infrastructure:** The purposeful dismantling of the system of institutions and services which supported the poor has led to the rise of homelessness as an issue today. To successfully end homelessness, something approximating this system must be recreated at a community level with innovative and flexible partnerships between public, private, non-profit, and faith-based entities to prevent homelessness among the at-risk currently housed as well as re-housing those experiencing homelessness and offer the support and services necessary for them to maintain their housing.

## HOMELESSNESS IN JOSEPHINE COUNTY

Josephine County is a small, mainly rural community in southwestern Oregon. Bordering Douglas, Jackson, and Curry Counties, as well as California, Josephine County's 1,642 square miles hold a population of 75,726 according to the 2000 Census. Nearly half of the county's population resides in Grants Pass, the county seat, with the remainder in several smaller towns in the outlying rural areas. Due to the rural nature of the county and concentration of services in Grants Pass and Cave Junction, many of the rural residents and homeless have restricted access to shelters and transitional housing as well as government and community services.

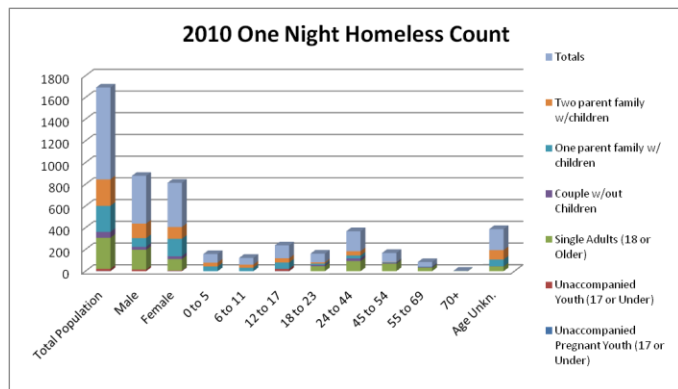
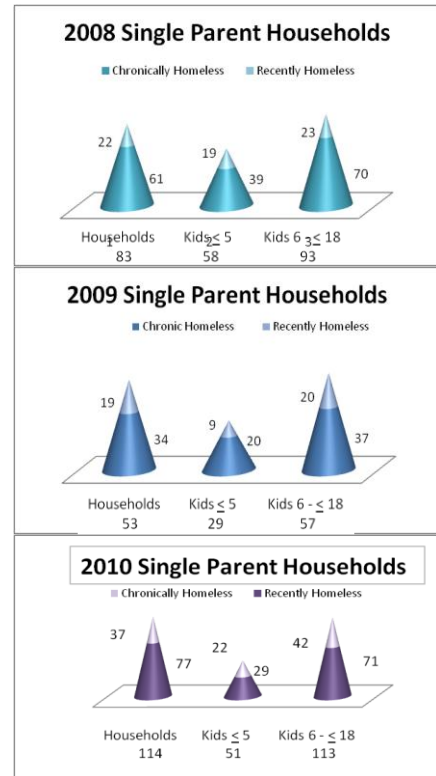
Josephine County is economically depressed with the economy historically relying upon natural resource



extraction. This was necessary since a majority of land within the county is owned by the Federal Government, through the Bureau of Land Management and the Forest Service. The loss of revenue generated by timber mining on these lands has been a severe blow to government and service providers throughout the county. It has also led to a mass shedding of forest jobs and consequently, the unemployment rate is very high at 14.1% (April

2010, seasonally unadjusted).

The January 2010 One Night Homeless Count revealed that Josephine County had a total homeless population of 846 persons. The number of single parent homeless households for 2008, 2009, and 2010 are pictured in the above graphs. The two largest age brackets represented were the 24-44 age bracket and those who did not identify an age. Of those giving an age, approximately 31% were under the age of 18 while 5% were over the age of 55. These numbers are only approximations of the numbers of homeless families and individuals in Josephine County with the true numbers likely to be higher.



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## THE PLAN: TEN STRATEGIES TO END HOMELESSNESS

The plan for Josephine County lays out 10 interconnected strategies designed to end homelessness within ten years. This plan and its strategies are drawn from The National Alliance to End Homelessness found in the *Toolkit for Ending Homelessness* (The National Alliance to End Homelessness, 2003). Additional information was drawn from the work of Amara Thelen, *Options for Southern Oregon* and *A Plan: Not a Dream, How to End Homelessness in Ten Years* (The National Alliance to End Homelessness, 2000).

The plan incorporates both existing entities and services, while acknowledging the need for new proposals requiring additional federal or state funding along with private donations. The utilization of current agencies and programs with the addition of new resources and programs will establish a comprehensive and flexible system capable of enhancing and sustaining our strategy to eliminate homelessness in our community.

### The Strategies:

1. Create and implement a Plan to End Homelessness
2. Adopt a uniform data management system
3. Establish an integrated system of homelessness prevention programs
4. Integrate systemic changes to prevent homelessness and support re-housed individuals
5. Develop targeted and effective outreach programs
6. Reducing the duration of homelessness for affected individuals
7. Utilize community resources to quickly re-house the homeless.
8. Coordinate and improve access to necessary services
9. Create and ensure an adequate supply of permanent supportive affordable housing
10. Assist and Support homeless or re-housed individuals in obtaining and/or increasing income

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## 1. CREATE AND IMPLIMENT A 10-YEAR PLAN TO END HOMELESSNESS

The first essential step towards ending homelessness in Josephine County is the creation and adoption of a 10-Year Plan. With the creation of this plan, the Josephine County Homeless Task Force (JCHTF) is initializing the strategies and processes outlined to end homelessness. Acknowledging the continuously altering circumstances regarding both the homeless community and housing/service providers, this plan is presented as a living document, able to adapt, alter, and evolve as circumstances require. The JCHTF will take the following steps to create and implement Josephine County's 10-Year Plan to End Homelessness

1. Develop draft 10-year homeless plan
2. Solicit opinion and information from community members regarding ten-year plan
3. Hold public meeting to discuss ten-year plan
4. Network with government agencies, non-profits, and service providers to implement strategies outlined in plan
5. Seek community endorsements for ten-year plan
6. Present plan for approval to Josephine County authorities
7. Commit to evaluations and updates of the plan as needed

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## 2. ADOPT A UNIFORM DATA MANAGEMENT SYSTEM

An essential component of effective implementation of the 10-Year Plan is the adoption of a uniform integrated system to effectively track data regarding the homeless population. Implementation of the system will allow use of the gathered data to improve the services offered to the homeless community. The system will be used to coordinate care, gather data and track the utilization of services of the sheltered, housed, and the unsheltered homeless populations.

Currently, there is a lack of uniform adoption of HMIS (Homeless Management Information System) within the agencies and non-profit community servicing the Josephine County homeless population. Several steps are necessary to ensure uniform adoption of HMIS:

1. Research available homeless management information systems.
2. Contact neighboring communities and counties to research their HMIS systems and the effects upon their homeless community and service providers.
3. Hold a meeting with current users and non-users of HMIS to discuss research findings and decide which HMIS is best suited to the needs of Josephine County.
4. Research available funding sources and develop a strategy for initial funding of an HMIS
5. Educate the community regarding the benefits of HMIS and encourage collaboration and additional use of HMIS.
6. Design and implement a cross-agency training plan to train agencies, non-profits, service providers, and community members how to properly utilize HMIS.
7. Implement and launch HMIS across a single platform to encourage cross collaboration across the continuum of care.
8. Initiate data collection on the homeless populations as a precursor to developing community wide tracking mechanisms to improve access to services and minimize gaps.
9. Assess effectiveness of the HMIS on at least an annual basis and discuss and implement any necessary changes to the plan or system.
10. Utilize the data to create a Community Housing and Service Needs Assessment to better address the issues of the homeless community.

What is a Homeless Management Information System?

A Homeless Management Information System or HMIS is a tool agencies and communities can use to collect data on homeless individuals who utilize services. Many types of HMIS programs are available and can be designed to meet the unique needs of the communities utilizing them. An HMIS is usually a web-based system or suite of applications used by homeless assistance providers to coordinate care, manage their operations, and better serve their clients.

As an additional form of data collection, Josephine County will continue to participate in the One Night Homeless Count mandated and submitted to the State of Oregon. The JCHTF will also continue to partner with other community agencies to produce the annual Homeless Street Count.

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### 3. ESTABLISH A SYSTEM OF HOMELESSNESS PREVENTION PROGRAMS

Preventing homelessness is as important as providing housing and services to those who are homeless and is a key component to reducing homelessness overall. A key part of this plan is the creation of an integrated network of homelessness prevention services and assistance to maintain housing and services for families and individuals. Establishing or funding programs for rent, mortgage, utility, and healthcare assistance can sufficiently reduce the financial burden to enable those with short-term unemployment, financial, or other barriers to maintain housing and reduce the demand on the limited emergency resources available to assist the homeless.

In order to ensure a functioning system of homeless prevention programs, the following steps should be taken:

1. Locate and secure funding sources for rent/mortgage assistance, utility assistance, and resources for rental arrears/mortgage payments to prevent eviction or foreclosure.
2. Create necessary organizations to fill existing resource gaps in the homelessness prevention program system.
3. Establish an easily accessible comprehensive network of services to provide needed service in a rapid, time-efficient manner.
4. Create a single intake referral center or resource.
5. Utilize case-managers to create plans with landlords, mortgage companies, and/or utility providers regarding payment to prevent foreclosures, evictions, or shut-offs.
6. Implement strategies to maintain housing for further at-risk households.

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#### 4. INTEGRATE SYSTEMIC CHANGES TO PREVENT HOMELESSNESS AND SUPPORT THE RE-HOUSED

Systems and institutions such as prisons, hospitals, child services, mental health, and foster care often release individuals from their care without sufficient resources to prevent homelessness. In many cases, lack of access or ability to afford housing may lead to a pattern of institutional re-admittance, over-use of expensive emergency services, and relapses.

Additionally, individuals and previously housed families within managed care systems may have additional issues with functionality once placed in independent housing arrangements. Failure to adequately support these individuals and families can lead to loss of housing and perpetuate the destructive cycle of incarceration and release to an untenable housing situation.

In order to institute systemic changes the following steps should be taken:

1. Create a comprehensive release/transition plan which allows individuals to move to appropriate permanent housing while ensuring that particular needs are met to enable them to remain housed.
2. Agencies, Organizations, and Providers optimize networking to ensure minimal gaps in provided services to the re-housed.
3. Identify and/or create permanent supportive housing units for individuals on parole, recently released or with long term physical and mental health issues.
4. Develop a comprehensive strategy and service network for homeless youth and youths aging out of the Foster Care System.
5. Ensure transitional and permanent housing support to individuals released from residential addiction and dependency treatment programs, while encouraging responsible use of treatment based programs as an alternative to incarceration.
6. Review existing protocols and establish a system of referrals, housing services, and housing for those released from prison, jail, hospitals, or other facilities to prevent their direct release into homelessness.

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## 5. DEVELOP TARGETING AND EFFECTIVE OUTREACH PROGRAMS

Community outreach organizations and programs play a vital role in not only identifying the homeless community, but also in identifying their needs, barriers to access, locations, and other necessary data regarding themselves and their families. Mistrust of organizations or previous unsatisfactory experiences or outcomes may limit members of the homeless community from seeking the support or services they require. Utilizing outreach programs and individual care providers allows organizations to create an atmosphere of trust, support, and respect which can empower previously wary homeless individuals to remove barriers to access and success. Outreach can also be utilized by agencies and organizations to provide supplies, referrals and mobile access to services to those who are currently homeless.

To ensure those in need are reached and served, the following steps are necessary:

1. Research and analyze current agency/organizational outreach effort and techniques.
2. Determine if current efforts could be consolidated or merged for greater effectiveness or if a new outreach program is needed.
3. If needed, create a new outreach program targeting the homeless in both the urban and rural areas in Josephine County.
4. To ensure effective outreach, essential agencies and organizations need to collaborate to provide transportation and qualified personnel to deliver supplies and services to the homeless.
5. Establish an automated 24-hour help and referral line for human services programs, such as 211.
  - To ensure accurate information, resource information directories should be improved and updated to ensure accurate information.
6. Link the 24-hour helpline and referral service to a centralized system allowing homeless individuals and families' access to services and housing.
7. Establish a resource/service center for those experiencing homelessness to secure access to phones and computers as necessary.

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## 6. REDUCING THE DURATION OF HOMELESSNESS

Individuals and families experiencing homelessness often turn to shelters and other temporary housing situations for housing. Shelters and temporary housing situations perform an important role in the housing process, allowing agencies and organizations needed time to find permanent, affordable housing situations. This is at best a stop-gap solution, however, as shelters and other arrangements often lack sufficient capacity and resources to remove the obstacles keeping them in homelessness. Extended stays in shelters or other housing situations can also contribute to a feeling of powerlessness with restrictive limits on length of stays, rules, and regulations while sheltered.

This can be partially remedied by adopting the Housing First model. This model holds that homeless persons must be housed before services can be effectively delivered and the obstacles preventing permanent housing can be overcome.

To reduce the duration of homeless periods, the following steps should be implemented:

1. Josephine County should adopt Housing First as the basis for homeless services and outreach as it has been shown to reduce the time that individuals and families spend homeless.
2. Analyze existing homeless shelter providers and determine if gaps exist in coverage.
3. Allow and encourage community temporary-shelter providers to network with other providers within the community.
  - a. Encourage similarly minded groups of providers to create coalitions or other functioning institutions to encourage the widening of services and streamlining of delivery.
  - b. Open public buildings to meet particular and/or season needs of the homeless community, i.e., warming and cooling centers.
  - c. Reach an accommodation to allow homeless individuals to camp or park in community designated areas.
4. Create opportunities and infrastructure to allow homeless individuals and families to quickly transition to temporary, transitional, or permanent housing.
5. Encourage interagency cooperation to reduce barriers to access for the homeless community in housing and essential services.

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## 7. UTILIZE COMMUNITY RESOURCES TO QUICKLY RE-HOUSE THE HOMELESS

Instituting a system to rapidly re-house individuals and families is a key component in reducing the number of chronically homeless in a community. The chronically homeless often face multiple barriers to achieving permanent housing and ending the cycle of homelessness. Though the chronically homeless make up a minority of the homeless population, they are often the largest consumers of services. Utilizing a rapid re-housing format both reduces the number of individual homeless and families while removing the barriers to permanent housing formed by prolonged periods of homelessness.

The following steps should be taken to ensure access to rapid re-housing programs is available to those in need:

1. Utilize a variety of media and organizational sources to inform homeless individuals and families of the available programs, requirements, and how to apply for assistance.
2. Remove barriers for homeless individuals and families to ensure access to programs such as Homelessness Prevention and Rapid Re-Housing (HPRP) and other Housing First Resources.
3. Research and secure funding sources to allow Housing First resources to continue to serve homeless individuals and families, support those already housed, and expand as necessary to serve additional individuals and families.
  - Funding also needs to be secured for case managers to both transition and maintain people in permanent housing.
4. Develop relationships with those working in the local real estate markets to reduce access barriers for individuals and families seeking to be rapidly re-housed.
5. Ensure availability of training programs on housing and financial maintenance to those utilizing HPRP or other Housing First programs to increase the likelihood of remaining housed and reducing future periods of homelessness.
6. Assist clients in mending or removing additional non-tenancy barriers which can negatively impact opportunities to obtaining permanent housing.
  - Criminal Records
  - Mental Illness
  - Health Concerns
  - Abusive or Unhealthy Relationship Issues
  - Substance Abuse
  - Credit Issues/Repair
7. Encourage cross-County and agency communication and cooperation regarding Housing-First Programs.

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## 8. COORDINATE AND IMPROVE ACCESS TO NECESSARY DOCUMENTATION AND SERVICES

As an issue, homelessness has many causes and factors which impact it. A lack of treatment for physical and mental illness coupled with difficulty in obtaining the necessary documents to successfully obtain housing are factors strongly influencing both the chronic and transitionally homeless. These obstacles can make it difficult to obtain housing and are a leading factor in individuals or families being evicted, forced to move, or otherwise unable to maintain permanent housing. Reducing later occurring issues with effective and comprehensive case management will help more members of the homeless community effectively utilize Homelessness Prevention and Rapid Re-Housing (HPRP) and other Housing First programs and maintain permanent housing.

1. On a case-by-case basis, determine each individual or families obstacles to obtaining and maintaining long-term housing.
2. Distribute a guide to community resources to all community partners.
3. Utilize community resources and partners to create a network where the homeless community can seek assistance for all service and documentation needs.
  - a. Within this system, a simplified and universal referral process should be implemented to reduce confusion and aid the community in the quickest, most efficient way possible.
    - i. System Partners could include:
      1. Employers and Employment Agencies
      2. Josephine County Public Health
      3. Federal & State Support Programs (DHS, etc.)
      4. Substance Abuse Treatment Programs and Facilities
      5. Oregon Law Center and other Legal Aid providers
      6. Public Safety/Sheriff's Office/Oregon State Police
      7. Corrections/Juvenile Justice
      8. Josephine County Food Bank
      9. Crisis Resolution/Counseling/Mediation services
      10. Community Organizations (UCAN, RSVP, Salvation Army)
      11. Gospel Rescue Mission
4. Try to bolster community support for programs which engage and assist the homeless community through education regarding the causes and effects of homelessness on individuals and the community at large.
5. Maintain outreach case-management and support for the homeless community in all aspects of the process to address barriers and issues as they arise while maintaining permanent housing.

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## 9. CREATE AND ENSURE AN ADEQUATE SUPPLY OF PERMANENT AFFORDABLE HOUSING

Access, services, and support are essential for members of the homeless community, but the issue of homelessness cannot be ended without an adequate supply of affordable, permanent housing. Rental, utility, and other forms of housing assistance focus on reducing the costs of maintaining housing once it is achieved, but do little to address the underlying housing shortage. Additionally, the assistance provided by these programs may not sufficiently reduce the costs of maintaining permanent housing for the homeless community. These costs are a major obstacle to obtaining and maintaining permanent housing.

Josephine County lacks both access to and a supply of permanent affordable housing. It is estimated that by 2015, the City of Grants Pass and Josephine County would need to create approximately 500 permanent supportive housing units for individuals, families, and members of the homeless community with special needs. Actively working to meet this goal would reduce the number of homeless individuals and families in Josephine County. It would enable greater use of Housing-First and HPRP programs as well as allowing those with partial incomes or other transitional issues to quickly shift to affordable housing in keeping with their financial situation.

The following steps are necessary to ensure a supply of permanent, affordable, support housing is available to homeless individuals and families in Josephine County:

1. Identify potential community partners.
2. Identify and research potential donors and funding sources.
3. Build a coalition of community partners willing to engage the issue of building and maintaining permanent housing.
4. Identify potential building sites in Josephine County.
5. Identify and engage local property developers and owners to work with the coalition of community partners, agencies, and organizations to build permanent and affordable housing within the financial constraints of Josephine County.
6. Identify or create an organization to manage the supply of housing to benefit the homeless community as well as Josephine County.

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## 10. OBTAINING INCOME TO ATTAIN OR MAINTAIN HOUSING

Once homeless families and individuals have attained housing, the issue of the long term costs of maintaining that housing must be raised. Rental, utility, and other assistance is not designed to be a permanent subsidy, and is often given without considering the long term financial viability of maintaining the housing permanently, potentially setting up the re-housed families or individuals for failure. Re-housed individuals or families require additional resources or services to assist them with meeting the financial obligations of being housed.

In addition to resources and services, the re-housed homeless often need some skills training to gain employment to help them remain sustainably housed.

The follow steps are necessary to ensure that re-housed homeless individuals have sufficient income to maintain their housing:

1. Utilizing available information, determine if the individuals or families are eligible for any kind of non-employment monetary assistance, i.e. Social Security, Social Security Disability, or Unemployment Benefits.
2. Determine if individuals are capable of employment without training or re-education and have no outstanding treatable issues preventing employment.
3. Determine if individuals could be employed with re-training or re-education.
4. Determine if individuals could be employed following necessary treatment for behavior, mental, physical, or substance abuse issues.
5. Utilizing network of agencies and service providers, make referrals as necessary for issue resolution.
6. Ensure re-housed individuals are aware of non-rent or utility assistance programs and assist them in applying for available and applicable programs, such as LIEAP, Weatherization, SNAP, etc.
7. Connect individuals with appropriate reeducation, retraining, and job placement programs.
8. Connect individuals with available affordable child care and after-school programs.

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## ADDITIONAL RESOURCES

### Websites

- [www.nationalhomeless.org](http://www.nationalhomeless.org) - The homepage for the National Coalition for the Homeless.
- [www.endhomelessness.org](http://www.endhomelessness.org) - The homepage for the National Alliance to End Homelessness. The original 10-Year Plan to End Homelessness can be downloaded here.
- [www.ehac.oregon.gov](http://www.ehac.oregon.gov) - The homepage for the Ending Homelessness Advisory Council of Oregon. Oregon's state 10-Year plan, along with all current county 10-year plans may be downloaded here.
- [www.mentalhealth.samhsa.gov/cmhs/homelessness](http://www.mentalhealth.samhsa.gov/cmhs/homelessness) - SAMHSA's Mental Health Information Center definition and information on homelessness.
- [www.nrchmi.samhsa.gov](http://www.nrchmi.samhsa.gov) - SAMHSA's Homelessness Resource Center.
- [www.prainc.com/soar/](http://www.prainc.com/soar/) - SSI/SSDI Outreach, Access, and Recovery, a site helping the homeless to gain income due to them to attain housing and other needed services to break the cycle of homelessness.
- [www.ochh.org](http://www.ochh.org) - Oregon Coalition on Housing and Homelessness Homepage.
- [www.hud.gov/homeless/index.cfm](http://www.hud.gov/homeless/index.cfm) - The HUD (Housing and Urban Development) Homelessness website.
- [www.ich.gov](http://www.ich.gov) - Homepage for the United States Interagency Council on Homelessness. The federal 10-Year Plan to End Homelessness and the 10-Year Plan planning process document can be downloaded from this site.
- [www.hhs.gov/homeless/](http://www.hhs.gov/homeless/) - The HHS (Health and Human Services) Homelessness website.