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**MID-WILLAMETTE VALLEY  
HOMELESS ALLIANCE**

**MOVING TO END AND  
PREVENT HOMELESSNESS**

# **STRATEGIC PLAN**

**COLLABORATIVE COMMITTEE REVIEW OF GOAL 1  
2021-22 ACTION PLANS  
APRIL 2022**

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

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## ***A Regional Plan***

*The Mid-Willamette Valley Homeless Alliance is the Continuum of Care for the Marion-Polk region of Oregon. This Strategic Plan is both a result of and a catalyst for region-wide planning and coordination of programs and services for people who are at risk of or are experiencing homelessness.*

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# Mid-Willamette Valley Homeless Alliance 5-Year Strategic Plan ~ A Living Document

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## *MWVHA Mission:*

*To develop an evidence-based system of services, including stable housing, designed to meet the unique and complex needs of adults, youth, children, and families in Marion and Polk counties who are at risk of or are experiencing homelessness.*

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## Goal 1 Objectives

### Goal 1: HOMELESS SERVICES SYSTEM.

*Develop a robust, responsive, coordinated and client-focused system of services to engage and support individuals and families experiencing homelessness to achieve housing stability.*

OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
<b>1.1. Fulfill the functions of a Continuum of Care, as noted in the MWVHA Charter</b>	1.1.1. Execute a Coordinated Entry System that assures existing services are prioritized for people with the greatest needs	Continue current Coordinated Entry (CE) model	December - Completed annual CE System evaluation	Implement the 13 priority system-improvement recommendations
	1.1.2. Gather and analyze data to determine local needs of and resources available to people experiencing homelessness	Update Gaps Analysis		Update Gaps Analysis in May to inform revisions to Strategic Plan
	1.1.3. Develop and prioritize a menu of strategic responses	Update Strategic Plan	Planning committee work for May	Update Strategic Plan in May/June/July
	1.1.4. Collaboratively implement a strategic plan	Continue current practices to implement strategic plan through Alliance board, staff, committees, workgroups, and partners	Implementing strategic plan through Alliance board, staff, committees, workgroups, and partners	
	1.1.5. Promote service coordination	Continue current practices through Collaborative Committee, Coordinated	<ul style="list-style-type: none"> <li>Monthly Collaborative Committee meetings have included an average of 60 participants</li> </ul>	

OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
		Outreach, ESG-CV2 grant, etc.	<ul style="list-style-type: none"> <li>• Outreach provider collaboration has increased the time and geographic range of outreach (e.g., West Valley, Santiam Canyon, Woodburn, Gervais, Silverton)</li> </ul>	
	1.1.6. Educate the public on homeless issues	<ul style="list-style-type: none"> <li>• Maintain website</li> <li>• Continue newsletter</li> <li>• Update <i>Fast Facts</i> document</li> <li>• Present to various groups</li> <li>• Work with OHCS to develop “data dashboard”</li> <li>• Work with City of Salem PIO and Capital Community Media to intentionally communicate homeless issues</li> </ul>	<ul style="list-style-type: none"> <li>• Produced newsletters</li> <li>• Presented to Polk County Board of Commissioners, Independence City Council, and Rotary Club of Salem</li> <li>• Contracted with WordsOut PR for communications services (website improvements, Facebook, media relations)</li> </ul>	<ul style="list-style-type: none"> <li>• Update <i>Fast Facts</i></li> <li>• Develop data dashboard</li> </ul>
	1.1.7. Provide advice and input on homeless services operations	Advance best practices in Street Outreach, Emergency Shelters, RRH and PSH through Collaborative Committee presentations and joint training sessions	Outreach Managers’ joint training sessions began in August; have hosted up to 50 people in training events on topics such as safety in the field, de-escalation, and trauma-informed practices	Next training is being provided by the Center for Hope & Safety (Domestic Violence 101) on March 9

OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
	1.1.8. Leverage resources for maximum impact	<ul style="list-style-type: none"> <li>• Continue board contributions model</li> <li>• Continue in-kind HMIS and Coordinated Entry staff</li> <li>• Receive HUD CoC Planning Grant</li> <li>• Respond to HUD Youth Homeless Demonstration Project, July 2021</li> <li>• Respond to HUD CoC NOFA in 2021</li> <li>• Explore billing Medicaid for supportive housing services</li> <li>• Explore sustainable revenue sources</li> </ul>	<ul style="list-style-type: none"> <li>• Board contributions</li> <li>• In-kind HMIS and Coordinated Entry staff from MWVCAA</li> <li>• HUD CoC Planning Grant</li> <li>• HUD Youth Homeless Demonstration Project grant</li> <li>• Responded to HUD CoC NOFA</li> <li>• Church at the Park has begun billing Medicaid for medical outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Explore sustainable revenue sources</li> </ul>
	1.1.9. Measure and promote strong program performance	<p>Continue current practices, including</p> <ul style="list-style-type: none"> <li>• Performance &amp; Evaluation Committee conducted monitoring <ul style="list-style-type: none"> <li>○ CoC-funded programs</li> <li>○ ESG-funded programs</li> </ul> </li> <li>• Submitted data to HUD <ul style="list-style-type: none"> <li>○ System Performance Measures (SPM)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	

OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
		<ul style="list-style-type: none"> <li>○ Longitudinal Systems Analysis (LSA)</li> </ul> Use 2020 LSA data as baseline and conduct 2021 data analyses		
<b>1.2. Execute a Coordinated Entry System that assures existing services are prioritized for people with the greatest needs (1.1.1.)</b>	1.2.1. Update and maintain CE Practices & Procedures Manual, including appropriate youth assessments	Update and maintain CE Policies & Procedures Manual	Draft of new CE Policies & Procedures Manual created and being finalized by Coordinated Entry Committee	Board approval of CE Policies & Procedures Manual, June, 2022
	1.2.2. Train agencies on how to effectively use the Coordinated Entry System	<ul style="list-style-type: none"> <li>● Explore with each agency how to increase their connections to and use of Coordinated Entry</li> <li>● Explore video voice-over and other technology to establish web-based training library</li> </ul>	MWVCAA provided training for more than 150 individuals on the use of Coordinated Entry	
	1.2.3. Expand the number of agencies using Coordinated Entry and entering assessment data into HMIS	<ul style="list-style-type: none"> <li>● Conduct CE Assessment training for new agencies/staff</li> <li>● Monitor quality and data completion; provide technical assistance</li> </ul> Develop additional sites throughout the region	<ul style="list-style-type: none"> <li>● MWVCAA conducts CE Assessment training, monitors quality, and provides technical assistance</li> <li>● Additional sites created</li> </ul>	Expand access sites in rural communities

OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
	1.2.4. Expand the Coordinated Entry System to include youth/unaccompanied minors	Analyze experience with TAY-SPDAT; review components of CES with a “youth lens”		
	1.2.5. Develop and strengthen best practices in population-specific Coordinated Entry strategies and processes to ensure that practices effectively engage people in both urban and rural areas with varied experiences of homelessness, diverse service needs, and differing eligibility for programs and services	Gather feedback from those conducting assessments, as well as clients to assess and improve the experience	Piloted new client feedback tool	<ul style="list-style-type: none"> <li>• Finalize client feedback tool</li> <li>• Create agency feedback tool</li> <li>• Create CE assessor’s feedback tool</li> </ul>
	1.2.6. Monitor and trouble-shoot agencies’ use of CE; provide technical assistance	Continue current model (CAA MOU), with assistance of MWVCAA’s new 1.00 FTE CoC Data Systems Analyst position and Coordinated Entry staff		
<b>1.3. Gather and analyze data to determine local needs of and resources available to people experiencing homelessness (1.1.2.)</b>	1.3.1. Work with Oregon Housing and Community Services (OHCS) to develop a “data dashboard”	Work with OHCS to develop “data dashboard”		Develop data dashboard
	1.3.2. Include zip code level data in HMIS to identify geographic areas of 1) people experiencing homelessness, and 2) services provided	Work with OHCS to determine data protocols		
	1.3.3. Glean information from the client assessments entered in the Homeless Management Information System (HMIS)	Update Fast Facts, and use HMIS data to populate a new “data dashboard”		<ul style="list-style-type: none"> <li>• Update Fast Facts</li> <li>• Develop data dashboard</li> </ul>



OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
	1.3.4. Expand the number of agencies using the Homeless Management Information System (HMIS)	<ul style="list-style-type: none"> <li>Expand use of HMIS through ESG-CV2 grant</li> <li>Onboard UGM Men's Mission</li> </ul>	<ul style="list-style-type: none"> <li>Expanded use of HMIS through ESG-CV2 grant</li> </ul>	
	1.3.5. Maintain Mid-Valley Resources 1.800.560.5535   <a href="https://www.midvalleyresources.org/">https://www.midvalleyresources.org/</a> as a common database of community resources	NWHS maintains the Mid-Valley Resources website	NWHS continues to maintain the Mid-Valley Resources website	
	1.3.6. Conduct an annual Point-In-Time Count of both sheltered and unsheltered individuals; include focused efforts to engage/count youth, including unaccompanied minors; ensure outreach covers two-county geographic area	Develop a procedures template and conduct 2022 PIT Count	Conducted 2022 PIT Count	Finalize 2022 data
	1.3.7. Analyze PIT Count and McKinney-Vento data	Explore working with McKinney-Vento liaisons from all school districts to analyze data; anticipate including equity data on disparities for students experiencing homelessness		
	1.3.8. Update the Housing Inventory Count (HIC) annually, using common, agreed-upon definitions for the types of shelters/housing; promote a general understanding of these definitions among stakeholders	Update the Housing Inventory Count (HIC) annually		Update the Housing Inventory Count (HIC) by April 29, 2022

OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
	1.3.9. Produce/maintain a quality “By-Name List” of Veterans and chronically homeless individuals for use in Collaborative Case Conferencing; use the Built For Zero (BFZ) Scorecard to determine quality of the “By-Name List”	Work with OHCS to develop HMIS reports that will generate By-Name Lists for case conferencing, freeing up time to invest in monitoring and supporting the new CE Access and Assessment sites	Created HMIS reports for By-Name Lists, October 2021	
<b>1.4. Develop and prioritize a menu of strategic responses to local homeless needs (1.1.3.)</b>	1.4.1. Create an over-arching Logic Model that identifies priorities to address local homeless needs	Update Logic Model in alignment with annual update of Strategic Plan	Updated Logic Model, July 2021	Update Logic Model in alignment with 2022 update of Strategic Plan
	1.4.2. Create a Five-Year Strategic Plan that includes tasks, timelines, and assignments	Update Strategic Plan annually	Updated Strategic Plan, July 2021	Update Strategic Plan
	1.4.3. Increase training for and use of peer support to assist individuals to navigate services and integrate into more stable housing situations	Assess current use of peer support when conducting the Case Management Survey		Case Management Survey
	1.4.4. Identify services to respond to needs of local youth experiencing homelessness	Charter a Youth Action Board	<ul style="list-style-type: none"> <li>• Chartered YAB and appointed 18 members</li> <li>• Conducted YHDP planning process</li> <li>• Completed Coordinated Community Plan (CCP) to End Youth Homelessness</li> </ul>	Implement Coordinated Community Plan to End Youth Homelessness
	1.4.5. Identify services to respond to local behavioral health needs of people	Charter a Health & Safety Subcommittee	Chartered Health & Safety Subcommittee,	

OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
	experiencing homelessness (e.g.; after hours resources, a mental health stabilization center)		September 2021; first meeting was held in November	
<b>1.5. Collaboratively implement a strategic plan (1.1.4.)</b>	1.5.1. Coordinate and track implementation of assigned tasks	Continue to coordinate and track implementation of assigned tasks	coordinating and tracking implementation of assigned tasks	
	1.5.2. Document progress related to the goals, objectives, and tasks in the Strategic Plan	Continue to document progress related to the goals, objectives, and tasks in the Strategic Plan	<ul style="list-style-type: none"> <li>• Updated Strategic Plan, July 2021</li> <li>• Reviewed Status with Collaborative Committee, April 2022</li> </ul>	Update Strategic Plan, July 2022
	1.5.3. Conduct an annual review of the strategic plan and make necessary adjustments, based on current data, issues and trends	Continue to conduct annual review of the strategic plan and make necessary adjustments, based on current data, issues and trends		Annual review of Strategic Plan, April-June 2022
<b>1.6. Promote service coordination among providers and systems related to housing and other needs of people experiencing or at risk of experiencing</b>	1.6.1. Facilitate communication, cooperation, coordination, and collaboration through structured meetings, discussions and other forms of deliberation, action-planning, and project implementation.	Continue current organizational structure; explore ways to strengthen subcommittee communications and operations	Willamette Health Council and PacificSource stepped forward to staff the Health & Safety Subcommittee	
	1.6.2. Engage a broad cross-section of stakeholders in an organizational structure that includes a governing board, executive committee, and standing committees/workgroups	Expand capacity to adequately support the broad cross-section of stakeholders interested in engaging on this topic	City of Salem provided one year of funding to support DEI work	Begin providing staff support to the DEI Subcommittee in Fall 2022

OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
<b>homelessness (e.g., food, health, wraparound services, self- sufficiency) (1.1.5.)</b>	described in the CoC Governance Charter, as well as ad hoc groups where relationships can be fostered			
	1.6.3. Increase cross-agency referrals to meet needs of people experiencing homelessness (e.g.; food, health, wraparound services, self-sufficiency)	Add a question about tribal affiliation to CE assessment in order to connect tribal members to services		
	1.6.4. Continue collaborative case conferencing for Veterans and for chronically homeless individuals	Continue the Built for Zero collaborative case conferencing model for Veterans and for chronically homeless individuals	The Alliance signed an agreement to participate in Built for Zero through 2025	
	1.6.5. Implement case conferencing for youth	Explore case conferencing model to meet youth needs		
	1.6.6. Utilize the Basecamp platform for select project management and real-time communication (see 9.2.)	Continue use of the Basecamp platform for real-time communications for coordinated outreach and youth services partners	Salem Health renewed funding to cover the annual license for Basecamp  Partners continue to use Basecamp for real-time communications	
	1.6.7. Coordinate with the CoC and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of being homeless. (HUD requirement)	Identify mechanisms to ensure coordination between the Alliance and the City of Salem and Marion County (CDBG Entitlement Areas) to address the needs of homeless		

OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
		persons and persons at risk of being homeless		
	1.6.8. Consult with the CoC in determining how to allocate ESG funds (CDBG/HOME requirement – City of Salem and Marion County, and ESG-funded agency, MWVCAA)	Identify mechanism to ensure coordination between the Alliance, MWVCAA, City of Salem, and Marion County on how to allocate ESG funds	MWVCAA presented to the Alliance board on use of ESG funds in March 2022	
	1.6.9. Develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds (CDBG/HOME requirement – City of Salem and Marion County, CoC, and ESG-funded agency, MWVCAA)	Identify mechanism to develop performance standards for and evaluate outcomes of projects and activities assisted by (regular) ESG funds		
	1.6.10. Develop funding, policies and procedures for the operation and administration of HMIS (CDBG/HOME requirement – City of Salem and Marion County, CoC, and ESG-funded agency, MWVCAA)	Develop funding, policies and procedures for the operation and administration of HMIS with CDBG/HOME funds		
	1.6.11. Play an integral role in Consolidated Plan planning process. Provide the City of Salem with the information necessary to complete the Con Plan for homeless assistance, including data on system performance measures. (CoC responsibility)	Identify mechanism to ensure coordination in Consolidated Plan planning processes between the Alliance, MWVCAA, City of Salem, and Marion County	City of Salem used CoC information to shape its Consolidated Plan  Marion County sought input from the CoC to shape its Consolidated Plan	
	1.6.12. Develop and maintain a collaborative model for implementing Street	Continue Outreach Managers meetings;	Joint outreach training began August 2021	

OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
	Outreach services throughout the region	develop and deliver joint training		
<b>1.7. Educate the public on homeless issues (1.1.6.)</b>	1.7.1. Gauge community perceptions and attitudes about homelessness, and better understand the needs of local people who are homeless	Support cities and communities to survey, assess, and explore community perceptions and attitudes about homelessness and better understand the local needs of people who are homeless		
	1.7.2. Conduct outreach at least semi-annually with business organizations, such as economic development forums, chambers of commerce, and Rotary clubs, to inform business leaders about current issues surrounding homelessness and gather information from a business perspective (See 9.1.)	Work with partners in interested communities to inform business leaders about current issues in Monmouth, Independence, Woodburn, Silverton, Dallas, and other cities		
	1.7.3. Host mini summits on various topics to get input from and education to the public	Develop plans for mini summits		
	1.7.4. Share information through partner agencies' board meetings, City Councils, neighborhood associations – educate about the fact that 70% of adults previously experienced homelessness as youth	Continue to provide presentations with each board-represented agency/entity	Provided presentations to most board-represented organizations	
<b>1.8. Ensure geographic coverage and</b>	1.8.1. Expand avenues whereby individuals and families experiencing or at-risk of	Train and monitor new assessors and create CE Access & Assessment	Created Access Site MOUs	

OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
<b>equitable access to the homeless services system</b>	homelessness can access the homeless services system	MOU with individual agencies		
	1.8.2. Educate providers of homeless services about the Coordinated Entry System and how to connect various populations to CE Access and Assessment site	Educate all service providers on how to request a CE Assessment, and inform them of new CE Access and Assessment sites as they become available	MWVCAA trained more than 150 individuals on Coordinated Entry	
	1.8.3. Secure agency commitments regarding the role each will play in the Coordinated Coverage Plan	Develop a Coordinated Entry System agency agreement, similar to the HMIS Agency Agreement, outlining roles and responsibilities		Develop CE Agency Agreement
	1.8.4. Identify diversity, equity, and inclusion (DEI) goals to address racial and ethnic disparities in the homeless services system; establish mechanisms to evaluate progress	Hold discussions in each CoC group (board, committees, workgroups) to identify DEI goals for each group; highlight DEI at the Alliance Summit	Highlighted DEI at Alliance Summit	
	1.8.5. Increase street outreach efforts and documentation in HMIS, including: <ul style="list-style-type: none"> <li>• Partner with HIV Alliance and the new syringe exchange program to engage high risk individuals with peer support and service navigation</li> <li>• Develop a pilot project to bring a 24/7 mobile crisis assistance unit to the Salem-Keizer area,</li> </ul>	<ul style="list-style-type: none"> <li>• Provide HMIS training for new outreach staff and monitor data quality</li> <li>• Continue to deliver specialized training, <i>CE and Street Outreach</i>, and invite HIV Alliance and other programs to participate</li> </ul>	Initial HMIS training provided to outreach staff in Fall 2021; follow-up training provided in March 2022	

OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
	<p>modeled on Eugene’s CAHOOTS (Crisis Assistance Helping Out On the Streets) program</p> <ul style="list-style-type: none"> <li>• Ensure all outreach workers know about and are able to make referrals to all services</li> </ul>	<ul style="list-style-type: none"> <li>• Identify funding for a CAHOOTS-type program in the Salem area</li> <li>• Implement joint “Basics of Street Outreach” training</li> </ul>		
<b>1.9. Provide advice and input on homeless services operations (1.1.7.)</b>	1.9.1. Develop local program improvement recommendations, based on Annual Performance Reports	Continue review process through Performance and Evaluation Committee	Conducting reviews through Performance and Evaluation Committee	
	1.9.2. Share local information, experiences, and recommendations with State agencies		Sharing information with State Homeless Response Network monthly	
	1.9.3. Share local information, experiences, and recommendations with federal agencies	Develop talking points on community needs for jurisdictions and organizations that have connections with federal agencies	Alliance board members communicating with federal representatives	
<b>1.10. Leverage diverse local, state, and federal resources in support of a coordinated homeless service system (1.1.8.)</b>	1.10.1. Support community partners to create a one-stop resource center with centralized and coordinated case management	Track and learn from the implementation of the new Navigation Center; assess impact on homeless issues, and, if beneficial, identify opportunities to sustain and/or replicate services		City of Salem and MWVCAA opening Navigation Center at 1185 22 <sup>nd</sup> St. SE in Salem
	1.10.2. Conduct feasibility study on creating a consortium of housing authorities to increase regional planning and	Establish timeline to conduct feasibility study on creating a consortium		



OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
	leverage federal funding for affordable housing (following the Portland Housing Bureau model).	of housing authorities to increase regional planning and leverage federal funding for affordable housing		
	1.10.3. Increase gifts of time, talent, and treasure to not-for-profit organizations that participate in and support the Mid-Willamette Valley Homeless Alliance	Continue to provide support to partner agencies by sharing opportunities	Produced Alliance “holiday giving” newsletter Dec., 2021  Facilitated media coverage of opportunities	
	1.10.4. Explore options for billing Medicaid for supportive housing services	Explore options for billing Medicaid for supportive housing services		
	1.10.5. Submit a Request for Federal Assistance (RFA) in response to HUD’s Notice of Funding Opportunity (NOFO) for the Youth Homeless Demonstration Program	<ul style="list-style-type: none"> <li>• Pending board approval, submit response to NOFO in July 2021</li> </ul> If awarded, the YHDP grant would support development of a CoC plan for youth services	Submitted response to YHDP NOFO; awarded \$3.7M	
	1.10.6. Submit a Request for Federal Assistance (RFA) in response to HUD’s Notice of Funding Availability (NOFA) for the CoC Program	Submit response to NOFA in 2021; estimated Annual Renewal Demand (ARD) of \$1,045,186	Submitted response to CoC NOFA	
<b>1.11. Measure and promote strong</b>	1.11.1. Use Annual Performance Reports (APRs) to identify recommendations for program improvements.	<ul style="list-style-type: none"> <li>• Continue P&amp;E review process</li> </ul>	<ul style="list-style-type: none"> <li>• P&amp;E Committee training on APRs, CAPERs and SPMs</li> </ul>	

OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
<p><b>program and system performance (1.1.9.)</b></p>		<ul style="list-style-type: none"> <li>• Incorporate methods for assessing efforts to address racial and ethnic disparities</li> </ul>		
	<p>1.11.2. Use HMIS Data Quality (DQ) Reports to identify actions for system improvements</p>	<p>Continue current practice with HMIS Data System Administrator conducting monthly reviews of DQ reports and works with each agency to rectify any deficiencies</p>		
	<p>1.11.3. Develop the skill of staff to utilize all facets of the HMIS/Service Point</p>	<p>Develop the skill of staff to utilize all facets of the HMIS/Service Point</p>	<p>One-on-one support, and monthly HMIS Administrators mtg.</p>	
	<p>1.11.4. Create a clearinghouse for diversity, equity, and inclusion (DEI) information and professional services, such as language translation and interpreter services; DEI trainers, technical assistance, and auditors; model policies and position descriptions</p>	<ul style="list-style-type: none"> <li>• Identify regional partners interested in co-developing a DEI clearinghouse</li> <li>• Charter a workgroup to design the clearinghouse format and content</li> </ul>	<p>Chartered the DEI Subcommittee</p>	
	<p>1.11.5. Develop the skills of staff to implement essential best practices, such as trauma-informed care, motivational interviewing, and critical-time intervention, as well as other skills, such as open communication, cultural responsiveness, mental health first</p>	<ul style="list-style-type: none"> <li>• Survey case managers and program administrators about desired areas for professional development; incorporating recommendations from Equity Study</li> </ul>		

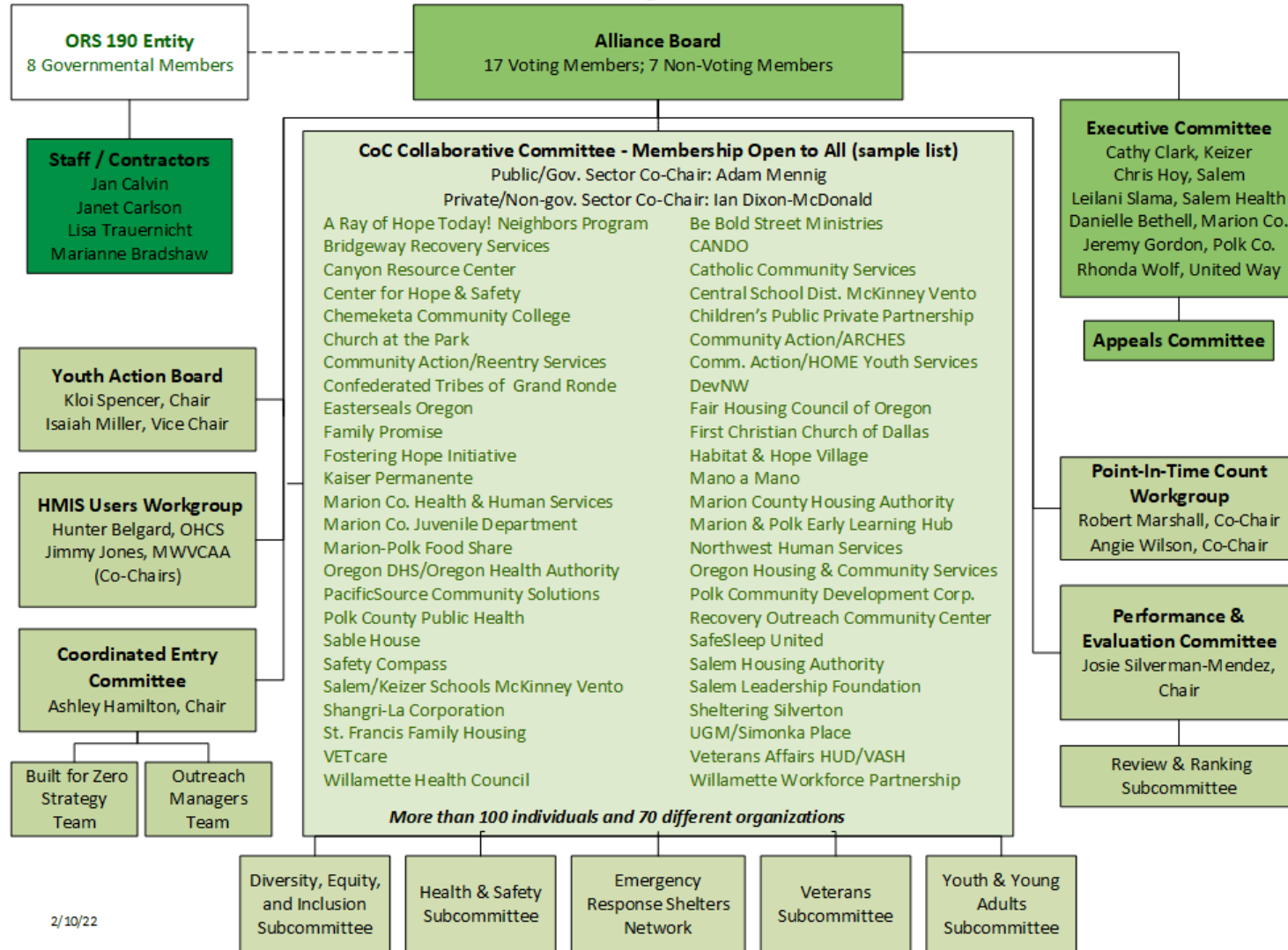
OBJECTIVE	TASK	2021-22 PLAN	PROGRESS	NEXT STEPS
	aid, staff care, and recognizing patterns of interaction	<ul style="list-style-type: none"> <li>Analyze and discuss results with agencies that employ case managers; develop plans to address priorities</li> </ul>		
	1.11.6. Expand the case management capacity of existing agencies serving individuals and families experiencing homelessness (e.g.; housing authorities, LEAD, UGM, Shangri-La, all school district McKinney-Vento Liaisons, and others)	<ul style="list-style-type: none"> <li>Monitor agencies' capacity to sustain new positions past ESG-CV2 funding</li> </ul> Develop plans to address professional development priorities	Conducted Mid-year review with ESG-CV programs in February	Develop plans to address professional development priorities

## APPENDICES

- A. MWVHA Organizational Structure
- B. Marion and Polk Counties Community Health Improvement Plan (CHIP) – Housing Priority Area
- C. Acronyms
- D. Definitions

# MWVHA Organizational Structure

## Mid-Willamette Valley Homeless Alliance (“Alliance”) Governance and Organizational Structure



2/10/22

## Marion and Polk Counties Community Health Improvement Plan (excerpt)

### Priority Area: Housing

#### Population Outcome Measures and Goals:

- Decrease the rate of homelessness per 100,000 people by 10% by 2025.
  - Baseline: Marion 280.0 per 100,000, Polk 140.6 per 100,000 (2019)
  - Target: Marion 252.0 per 100,000, Polk 126.5 per 100,000
  - Data Source: US Census Bureau American Community Survey (ACS) and Oregon Housing and Community Services
  
- Decrease the percentage of renters who pay 30% or more of household income on rent in Marion and Polk Counties by 7% by 2025.
  - Baseline: Marion 49.3%, Polk 50.5% (2015-2019)
  - Target: Marion 42.3%, Polk 43.5%
  - Data Source: US Census Bureau American Community Survey (ACS)

#### **Aim (G): Align the community health system with efforts to address health and safety issues relating to homelessness.**

##### Strategies:

1. Align the local health system to support implementing the Mid-Willamette Valley Homeless Alliance Strategic Plan for Marion and Polk Counties.
2. Build relationships with the local health system and the Continuum of Care Collaborative Committee through establishing a Health and Safety Subcommittee.
3. Mitigate health safety issues associated with encampments.
4. Strengthen collaboration between the health system and street medical outreach teams that provide health assessments, vaccinations, TB testing, mental health assistances, and referrals.
5. Increase health care provider participation in Continuum of Care activities.
6. Improve data sharing to support ongoing health and safety as it relates to housing in future Community Health Assessment activities.

**Aim (H): Reduce the risk of Marion and Polk County residents becoming homeless or returning to homelessness.**

Strategies:

1. Improve community relationships with landlords and property managers to improve their ability to accept and retain tenants.
2. Promote housing and employment resources during health services (e.g. WIC).
3. Collaborate with senior and disability service organizations to identify actions to increase screening for housing accessibility, safety, and insecurity.
4. Support local health organizations, including physical, oral, and behavioral health providers to co-locate services and/or bring mobile services on-site to affordable housing complexes, senior care homes, recovery centers, and community centers.

**Aim (I): Advocate for increasing the housing supply.**

Strategies:

1. Support advocacy efforts to keep people housed during and after the COVID-19 pandemic.
2. Educate policy makers about housing as a social determinant of health and factors that impact the health and safety of the local housing supply.

## Acronyms

	Acronym	Meaning
A	ACYF	Administration on Children, Youth and Families (part of U.S. Department of HHS)
	ARCHES	Homeless services program of Mid-Willamette Valley Community Action Agency
	APR	Annual Performance Report (required by HUD)
	ARRA	American Recovery and Re-Investment Act
	AWFHTC	Agricultural Workforce Housing Tax Credit
B	BCP	Basic Center Program
	BFZ	Built For Zero (initiative to end Veteran and chronic homelessness)
	BJA	U.S. Bureau of Justice Assistance
	BOC	Board of Commissioners (county government)
C	CA	Collaborative Applicant (legal entity representing the CoC)
	CAA	Mid-Willamette Valley Community Action Agency (local agency)
	CANDO	Central Area Neighborhood Development Association (downtown Salem)
	CAPER	Consolidated Annual Performance and Evaluation Report (for CDBG funds)
	CARES	Coronavirus Aid, Relief, and Economic Security (CARES) Act (federal)
	CBEL	Community, Business, and Education Leaders (local consortium)
	CCO	Coordinated Care Organization (locally is PacificSource)
	CDBG	Community Development Block Grant (HUD funds)
	CDC	Community Development Corporation
	CE / CES	Coordinated Entry / Coordinated Entry System
	CFR	Code of Federal Regulations
	CH	Chronically Homeless
	CHIP	Community Health Improvement Plan
	CHS	Center for Hope and Safety (local agency)
	CoC	Continuum of Care
	CP (Con Plan)	Consolidated Plan (required for CDBG and HOME; City of Salem and Marion County each have a Consolidated Plan)
	CRT	Community Resource Trust (local entity)
	CSD	Central School District (Monmouth-Independence area)
	CSS	Catholic Community Services (local agency)
D	DHS	Department of Human Services (Oregon)



	Acronym	Meaning
	DOC	Department of Corrections (Oregon)
	DOE	U.S. Department of Education
	DOJ	U.S. Department of Justice
	DOL	U.S. Department of Labor
E	ES	Emergency Shelter
	ESG	Emergency Services Grant (HUD funds)
	ESG-CV	Emergency Services Grant – Coronavirus
	ESG-CV2	Emergency Services Grant – Coronavirus, second round of funding
F	FHCO	Fair Housing Council of Oregon
	FHDC	Farmworker Housing Development Corporation (local agency)
	FMR	Fair Market Rent
	FQCHC	Federally Qualified Community Health Center
	FYSB	Family and Youth Services Bureau (part of ACYF within HHS)
H	HEARTH	Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act
	HCH	Health Care for the Homeless
	HF	Housing First
	HHS	U.S. Department of Health and Human Services
	HIC	Housing Inventory Count
	HIPAA	Health Insurance Portability and Accountability Act
	HMIS	Homeless Management Information System (cross-agency database)
	HOME	Home Investment Partnerships Program (HUD funds)
	HOME	HOME Youth Services (a program of MWVCAA)
	HPRP	Homeless Prevention and Rapid Re-housing Program
	HOAP	Homeless Outreach and Advocacy Project (a program of Northwest Human Services)
	HOST	Homeless Outreach Serving Teens (a program of Northwest Human Services)
	HRSA	Health Resources and Services Administration
	HTF	Housing Trust Fund
	HUD	U.S. Department of Housing and Urban Development
I	ILP	Independent Living Program (for youth aged out of foster care )
J	JJ	Juvenile Justice
K	KP	Kaiser Permanente

	Acronym	Meaning
L	LEAD	Law Enforcement Assisted Diversion
	LGBTQ	Lesbian, Gay, Bisexual, Transgender and Questioning
	LIFT	Local Innovation and Fast Track (funding for housing development)
	LIHTC	Low-Income Housing Tax Credit
M	MCHA	Marion County Housing Authority
	MCHHS	Marion County Health and Human Services
	MCSO	Marion County Sheriff's Office
	MPFS	Marion-Polk Food Share (local agency)
	MVA	McKinney-Vento Act
	MVIPA	Mid-Valley Independent Physicians' Association
	MVP	McKinney-Vento Program (S-K School District homeless services program)
	MWVCAA	Mid-Willamette Valley Community Action Agency
	MWVCOG	Mid-Willamette Valley Council of Governments
	MWVHA	Mid-Willamette Valley Homeless Alliance (the CoC for Marion-Polk region)
N	NAEH	National Alliance to End Homelessness
	NOFA	Notice of Funding Availability
	NOFO	Notice of Funding Opportunity
	NWFS	Northwest Family Services (local agency)
	NWHS	Northwest Human Services (local agency)
	NWSDS	Northwest Senior and Disability Services (local agency)
O	OAHTC	Oregon Affordable Housing Tax Credit
	OCDC	Oregon Child Development Coalition (local agency / migrant services)
	ODE	Oregon Department of Education
	OHCS	Oregon Housing and Community Services (MWVHA's HMIS Lead Agency)
	OPH	Other Permanent Housing
P	PBRA	Property-Based Rental Assistance
	PCBH	Polk County Behavioral Health
	PCSO	Polk County Sheriff's Office
	PCFCS	Polk County Family and Community Services
	PCPH	Polk County Public Health
	PCVSO	Polk County Veteran Services Office

	Acronym	Meaning
	PH	Permanent Housing (includes RRH, PSH, and OPH)
	PHA	Public Housing Agency / Public Housing Authority (three locally: Salem, Marion County, and West Valley)
	PHB	Portland Housing Bureau (is MWVHA's current HMIS vendor)
	PIT	Point in Time Count (conducted annually; required by HUD every two years)
	PSH	Permanent Supportive Housing
R	RHY	Runaway and Homeless Youth
	RHYA	Runaway and Homeless Youth Act
	ROCC	Recovery Outreach Community Center (local agency)
	ROCC	Rural Oregon Continuum of Care (Oregon Balance of State, 26-county CoC)
	RRH	Rapid Re-housing
S	SAMHSA	Substance Abuse and Mental Health Services Administration (federal)
	SFS	St. Francis Shelter (local program)
	SH	Shelter Housing
	SHA	Salem Housing Authority
	SHP	Supportive Housing Programs
	SI	Service Integration (a program of Polk County Family and Community Services)
	SIT	Service Integration Team (community-driven groups)
	SKSD	Salem-Keizer School District (24j)
	SLF	Salem Leadership Foundation (local organization)
	SO	Street Outreach
	SOAR	SSI/SSDI Outreach, Access and Recovery
	SPM	System Performance Measure(s)
	SSDI	Social Security Disability Income
	SSI	Supplemental Security Income
	SSO	Support Services Only
	SSS	Silverton Sheltering Services (local agency)
	SSVF	Social Services to Veterans and Families
	SVDP	St. Vincent de Paul
T	TAY	Transition-Age Youth: ages 18 – 24
	TANF	Temporary Assistance to Needy Families
	TBRA	Tenant-Based Rental Assistance

	Acronym	Meaning
	TH	Transitional Housing
	TIP	Transition In Place
	TLP	Transitional Living Program
	TSA	The Salvation Army (operates Lighthouse Shelter)
U	UGM	Union Gospel Mission of Salem
	USICH	U.S. Interagency Council on Homelessness
V	VA	Veterans Affairs / Veterans Administration
	VASH	Veterans Administration Supportive Housing
W	WESD	Willamette Education Service District
	WIOA/WIA	Workforce Investment Opportunity Act / Workforce Investment Act
	WSD	Woodburn School District
	WVHA	West Valley Housing Authority (in Polk County)
	WWP	Willamette Workforce Partnership (local agency)
Y	YHDP	Youth Homeless Demonstration Program (HUD funding)

## Definitions

### **The Four Categories of Homeless (stated in the HEARTH Act)**

1. Individuals and families who lack a fixed, regular, and adequate nighttime residence and includes a subset for an individual who resided in an emergency shelter or a place not meant for human habitation and who is exiting an institution where he or she temporarily resided;
2. individuals and families who will imminently lose their primary nighttime residence;
3. unaccompanied youth and families with children and youth who are defined as homeless under other federal statutes who do not otherwise qualify as homeless under this definition; and
4. individuals and families who are fleeing, or are attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member.

### **Chronic Homelessness (HUD definition)**

An unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or more OR has had at least four (4) episodes of homelessness\* in the past three (3) years. Families meet the definition of being chronically homeless based on the status of the head of the household.

To be considered chronically homeless, persons must have been sleeping in a place not meant for human habitation (e.g., living on the streets) and/or in emergency shelter during that time

AND

have a disabling condition, defined as follows: A diagnosable substance use disorder, serious mental illness, developmental disability, or chronic physical illness or disability, including the co-occurrence of two or more of these conditions. A disabling condition limits an individual's ability to work or perform one or more activities of daily living.

\*A separate, distinct, and sustained stay on the streets and/or in an emergency homeless shelter.

## Types of Housing

Emergency Shelter (ES)	Transitional Housing (TH)	Rapid Re-housing (RRH)	Permanent Supportive Housing (PSH)
<p><i>Any facility, the primary purpose of which is to provide temporary or transitional shelter for the homeless in general or for specific populations of the homeless.</i></p>	<p><i>A project that has as its purpose facilitating the movement of homeless individuals and families to permanent housing within a reasonable amount of time (usually 24 months). Transitional housing includes housing primarily designed to serve deinstitutionalized homeless individuals and other homeless individuals with mental or physical disabilities and homeless families with children.</i></p>	<p><i>An intervention, informed by a Housing First approach that is a critical part of a community's effective homeless crisis response system. It may include the use of time-limited financial assistance and targeted supportive services.</i></p>	<p><i>An intervention that combines affordable housing assistance with voluntary support services to address the needs of chronically homeless people. It pairs housing with case management and supportive services.</i></p>

**AFFORDABLE HOUSING:** In general, housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities. Please note that some jurisdictions may define affordable housing based on other, locally determined criteria, and that this definition is intended solely as an approximate guideline or general rule of thumb.

Types of shelter/housing

**CODE OF FEDERAL REGULATIONS (CFR):** The Code of Federal Regulations (CFR) is the codification of the general and permanent rules published in the Federal Register by the executive departments and agencies of the federal government. It is divided into 50 titles that represent broad areas subject to federal regulation. Each volume of the CFR is updated once each calendar year and is issued on a quarterly basis.

**COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (CDBG):** Created under the Housing and Community Development Act of 1974, this program provides grant funds to local and state governments to develop viable urban communities by providing decent housing with a suitable living environment and expanding economic opportunities to assist low- and moderate-income residents. CDBG replaced several categorical grant programs, such as the Model Cities program, the Urban Renewal program, and the Housing Rehabilitation Loan and Grant program.

**COMMUNITY PLANNING AND DEVELOPMENT (CPD):** HUD's Office of Community Planning and Development seeks to develop viable communities by promoting integrated approaches that provide decent housing, a suitable living environment, and expand economic opportunities for low- and moderate-income persons. The primary means toward this end is the development of partnerships among all levels of government and the private sector, including for-profit and nonprofit organizations.

**CONSOLIDATED PLAN:** A document written by a state or local government describing the housing needs of the low- and moderate-income residents, outlining strategies to meet these needs, and listing all resources available to implement the strategies. This document is required in order to receive HUD Community Planning and Development funds.

**EMERGENCY SHELTER** any facility, the primary purpose of which is to provide temporary or transitional shelter for the homeless in general or for specific populations of the homeless.

**EMERGENCY SHELTER GRANT (ESG) PROGRAM:** A federal CPD program grant designed to help improve the quality of existing emergency shelters for the homeless, to make additional shelters available, to meet the costs of operating shelters, to provide essential social services to homeless individuals, and to help prevent homelessness. ESG also provides short-term homeless prevention assistance to persons at imminent risk of losing their own housing due to eviction, foreclosure, or utility shutoffs.

**FAIR MARKET RENT (FMR):** Primarily used to determine payment standard amounts for the Housing Choice Voucher program, to determine initial renewal rents for some expiring project-based Section 8 contracts, to determine initial rents for housing assistance payment contracts in the Moderate Rehabilitation Single Room Occupancy program, and to serve as a rent ceiling in the [HOME](#) rental assistance program.

**HOME (HOME INVESTMENT PARTNERSHIPS PROGRAM):** Provides formula grants to states and localities that communities use — often in partnership with local nonprofit groups — to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership, or to provide direct rental assistance to low-income people.

**HOUSING FINANCE AGENCY (HFA):** State or local agencies responsible for financing and preserving low- and moderate-income housing within a state.

**HUD USER:** An information resource from [HUD's Office of Policy Development and Research](#) offering a wide range of low- and no-cost content of interest to housing and community development researchers, government officials, academics, policymakers, and the American public. HUD USER is the primary source for federal government reports and information on housing policy and programs, building technology, economic development, urban planning, and other housing-related topics.

**LOW-INCOME HOUSING TAX CREDIT (LIHTC):** A tax incentive intended to increase the availability of low-income housing. The program provides an income tax credit to owners of newly constructed or substantially rehabilitated low-income rental housing projects.

**MODERATE INCOME:** Households whose incomes are between 81 percent and 95 percent of the median income for the area, as determined by HUD, with adjustments for smaller or larger families. HUD may establish income ceilings higher or lower than 95 percent of the median for the

area on the basis of HUD's findings that such variations are necessary because of prevailing levels of construction costs, fair market rents, or unusually high or low family incomes.

**SECTION 202:** Provides capital advances to finance the construction, rehabilitation or acquisition (with or without rehabilitation) of structures that will serve as supportive housing for very-low-income elderly persons, including the frail elderly, and provides rent subsidies for the projects to help make them affordable.

**SECTION 8 EXISTING RENTAL ASSISTANCE:** Provides rental assistance to low-income families who are unable to afford market rents. Assistance may be in the form of vouchers or certificates.

**SECTION 8 HOMEOWNERSHIP PROGRAM:** Allows low-income families who qualify for Section 8 rental assistance to use their certificates or vouchers to pay for homeownership costs under a mortgage.

**SUPPORTIVE HOUSING PROGRAM:** This program is authorized by title IV of the Stewart B. McKinney Homeless Assistance Act (the McKinney Act) (42 U.S.C. 11381–11389). The program is designed to promote the development of supportive housing and supportive services, including innovative approaches to assist homeless persons in the transition from homelessness, and to promote the provision of supportive housing to homeless persons to enable them to live as independently as possible.

**SUPPORTIVE HOUSING FOR THE ELDERLY:** Housing that is designed to meet the special physical needs of elderly persons and to accommodate the provision of supportive services that are expected to be needed, either initially or over the useful life of the housing, by the category or categories of elderly persons that the housing is intended to serve.

**TENANT-BASED RENTAL ASSISTANCE (TBRA):** HUD assists low- and very low-income families in obtaining decent, safe, and sanitary housing in private accommodations by making up the difference between what they can afford and the approved rent for an adequate housing unit.

**TRANSITIONAL HOUSING:** A project that has as its purpose facilitating the movement of homeless individuals and families to permanent housing within a reasonable amount of time (usually 24 months). Transitional housing includes housing primarily designed to serve deinstitutionalized homeless individuals and other homeless individuals with mental or physical disabilities and homeless families with children.

**VERY LOW-INCOME:** Households whose incomes do not exceed 50 percent of the median area income for the area, as determined by HUD, with adjustments for smaller and larger families and for areas with unusually high or low incomes or where needed because of facility, college, or other training facility; prevailing levels of construction costs; or fair market rents.

*For more information, see Glossary of HUD Terms: [https://archives.huduser.gov/portal/glossary/glossary\\_all.html](https://archives.huduser.gov/portal/glossary/glossary_all.html)*

*MWWHomelessAlliance.org*





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**MID-WILLAMETTE VALLEY  
HOMELESS ALLIANCE**

**MOVING TO END AND  
PREVENT HOMELESSNESS**

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