MID-WILLAMETTE VALLEY HOMELESS ALLIANCE
BOARD OF DIRECTORS

	Organization (in alpha order)	Delegate	Role
VOTING MEMBERS	Backbone Youth Action Board*	Vacant	
	City of Independence	Kathy Martin-Willis	City Councilor
	City of Keizer	Soraida Cross	City Councilor
	City of Monmouth	Christopher Lopez	City Councilor
	City of Salem	Julie Hoy	Mayor
	City of Salem	Shane Matthews	City Councilor
	CoC Collaborative Committee*	David Zepeda	Subject Matter Expert
	CoC Collaborative Committee*	Vacant	
	Confederated Tribes of Grand Ronde	Lisa Leno	Tribal Council Member
	Law Enforcement Assisted Diversion*	Renee Pfeffer	LEAD Navigator
	Marion County	Danielle Bethell	Commissioner
	PacificSource Community Solutions	Zaira Flores Marin	Director, Marion & Polk Counties CCO
	Polk County	Jeremy Gordon, *Chair*	Commissioner
	Salem Health	Leilani Slama	Chief Communications and Community Relations Officer
	Salem-Keizer School District 24J	Christy Perry	Former Superintendent
	Union Gospel Mission	Dan Clem	Executive Director
	United Way of the Mid-Willamette Valley	Rhonda Wolf	CEO
	Willamette Health Council	Josie Silverman-Méndez	Deputy Director
EX OFFICIO (NON-VOTING) MEMBERS	CoC Collaborative Committee	Christine Sommer	Co-Chair
	CoC Collaborative Committee	Sarah White	Co-Chair
	Marion County Housing Authority	Jason Icenbice	Executive Director
	Mid-Willamette Valley Community Action Agency	Ashley Hamilton	Deputy Executive Director
	Polk County Veteran Services	Eric Enderle	Veteran Services Officer
	Salem Housing Authority	Nicole Utz	Housing Administrator
	West Valley Housing Authority	Christian Edelblute	Executive Director

** Representing individuals who are homeless or formerly homeless*

ORS 190 ENTITY BOARD OF DIRECTORS

Organization (in alpha order)	Delegate	Elected or Staff Role
City of Independence	Kathy Martin-Willis	City Councilor
City of Keizer	Soraida Cross	City Councilor
City of Monmouth	Christopher Lopez	City Councilor
City of Salem	Julie Hoy	Mayor
Confederated Tribes of Grand Ronde	Lisa Leno	Tribal Council Member
Marion County	Danielle Bethell	Commissioner
Polk County	Jeremy Gordon, *President*	Commissioner
Salem-Keizer School District 24J	Christy Perry	Former Superintendent

Last update – January 31, 2025

Joint meeting of the
Mid-Willamette Valley Homeless Alliance and ORS 190 Entity Board of Directors

Thursday, February 13, 2025
3:00 P.M.-5:00 P.M.

Mid-Willamette Valley Council of Governments Conference Room A
100 High Street SE, Suite 200, Salem, Oregon
Virtual meeting connection information provided on **page 4**.

A. (3:00) WELCOME & INTRODUCTIONS ..... Chair Gordon
If you are virtually attending, please type your name and affiliation in the chat.

B. (3:10) ALLIANCE BOARD CONSENT AGENDA ..... Chair Gordon
Action: Approval of:

1. 2/13/25 Agenda;
2. 1/09/25 joint MWVHA-ORS 190 Entity Board of Directors mtg. minutes (**pages 5-12**);
3. Resignation of Dominique Schoessler (Shangri-La) from HMIS Users Workgroup;
4. Appointment of Erika Bush (Shangri-La) to HMIS Users Workgroup;
5. Letter of support for WestCare SSVF program grant application (**page 13**);
6. Letter of support for WestCare GPD-CM CTI program grant application (**page 14**); and
7. Appointment of Danielle Bethell to MWVHA Vice-Chair officer position by Chair Gordon.

C. (3:10) ORS 190 ENTITY CONSENT AGENDA ..... Chair Gordon
Action: Approve

1. 1/30/25 joint CoC Executive Committee-ORS 190 Entity minutes (**pages 15-17**); and

D. (3:15) PUBLIC COMMENT ..... Chair Gordon
Opportunity for members of the public to share their thoughts with the Alliance and ORS 190 Entity Board of Directors. Comments will be limited to three minutes.

E. (3:20) LTRA Housing & Supportive Services (pages 18-19) ..... Calvin
Calvin will provide background and recommend approval of revised LTRA policies (E.1) Supportive Services contract template (E.2), Supportive Services providers and contract caps (E.3), and MWVCAA contract amendment (E.4) to increase funding and change the start date.

Alliance Board Actions:

1. Approve revised LTRA Policies.
2. Approve Supportive Services providers and contract caps.
3. Approve Supportive Services contract template.
4. Approve MWVCAA contract amendment to increase funding to not to exceed amount of $2,556.456.79 and change the start date to June 1, 2024.

ORS 190 Entity Board Actions:

1. Approve Supportive Services providers and contract caps.
2. Approve Supportive Services contract template.
3. Approve MWVCAA contract amendment to increase funding and change the start date

F. (3:35) TRAINING & TECHNICAL ASSISTANCE RFP (pages 20-21)..... Calvin
Calvin will present information and recommend appointment of Review & Recommendations (R&R) Committee members (applicant surveys **F.1**), revision to the required number of R&R Committee members, and appointment of the CoC Executive Committee as the Appeals Committee for this process.

Alliance Board Actions:

1. Appoint Hannah Shooting Bear, Brianna Hatchell, Megan Perez, Luis Nunez, Jackie Leung, Dolores Segura, and Helena Jones to the Training & Technical Assistance Review & Recommendations Committee.
2. Revise the number of required R&R Committee members for this process to a minimum of four members.
3. Appoint the CoC Executive Committee as the Appeals Committee for this process.

G. (3:45) LTRA-FUNDED EQUITY ANALYSIS (pages 22-23)..... Calvin
Calvin will present information and recommend the board create an Ad hoc Equity Workgroup and approve the proposed group Charter (**G.1**).

Alliance Board Action: Create an Ad hoc Equity Workgroup and approve the proposed Charter

H. (3:55) 5-YEAR STRATEGIC PLAN (pages 24-57) ..... Chair Gordon/Dickinson
Dickinson will present the Mid-Willamette Valley Homeless Alliance 5-Year Strategic Plan and lead discussion about recent updates and any potential changes (**H.1**)

I. (4:25) DATA RELATED TO THE STRATEGIC PLAN (Page 58)..... Calvin
Calvin will present system performance data from the Preliminary 2024 LSA (Longitudinal Systems Analysis) via the online HUD Data Visualization Tool. See **I.1** for a glossary of terms and link to a 9-minute introductory video.

J. (4:30) ORS 190 ELECTION OF VICE PRESIDENT..... Chair Gordon
The board will accept nominations and elect a vice president.

K. (4:40) BOARD ADMINISTRATOR ROLE..... Chair Gordon
Recommendation: Gordon will provide information on the Board Administrator role and the recommendation of appointing Misty Sorte as Board Administrator for ORS 190 Entity.
Action: Remove Jeremy Gordon as Board Administrator for the ORS 190 Entity.
Action: Appoint Misty Sorte as Board Administrator for the ORS 190 Entity.

L. (4:45) GOVERNOR'S EMERGENCY ORDER UPDATES..... Chair Gordon
Click **here** to see materials.

M. (4:50) JURISDICTION/ORGANIZATION UPDATES..... Chair Gordon
Discussion: Opportunity to share good news, hot topics, recent events, and any identified needs or resources.

N. (5:00) ADJOURNMENT.....Chair Gordon

Supplemental information:

- Governor's Emergency Order materials (LTRA Update, New Shelters, Households Housed To-Date, Report to OEM, Report to the Governor's Office) *(*click ***here****)*
- HUD Grant Awards (click **here**)
- 2025 Board and Executive Committee Meeting Schedule (**page 59**)
- Contractor timesheets and invoices (**pages 60+**)

Zoom Link:

https://wesd.zoom.us/j/95458332303?pwd=bk7d9HC6q2aIWtydTcho84DrC5nsPX.1

Meeting ID: 954 5833 2303
Passcode: 673610
One tap mobile
+16694449171,,95458332303#,,,,*673610# US

Contact the MWVHA staff at 503.540.1627 if you are experiencing difficulties in connecting to the meeting.

Staff Contacts:

Questions & inquiries: Cassie Bay – 503.540.1627,
cassandra.bay@mwvhomelessalliance.org

The Mid-Willamette Valley Homeless Alliance (MWVHA) is pleased to comply with the Americans with Disabilities Act. If you need special accommodations to attend this meeting, please contact MWVHA staff at 503-540-1602 at least 48 hours prior to the meeting. Hearing impaired, please call Oregon Telecommunications Relay Service, 7-1-1

Meeting Minutes of:

JOINT MID-WILLAMETTE VALLEY HOMELESS ALLIANCE (MWVHA) BOARD OF DIRECTORS;
ORS 190 ENTITY BOARD OF DIRECTORS

AND

ORS 190 ENTITY EXECUTIVE SESSION

Meeting Location(s):
January 9, 2025
Mid-Willamette Valley Council of Government
100 High St SE, Salem, OR 97301
And
Via teleconference (Zoom)

MWVHA BOARD OF DIRECTORS

MEMBERS PRESENT

CHAIR: Polk County, Commissioner, Jeremy Gordon
City of Independence, Councilor, Kathy Martin-Willis (Designated Alternate – Shannon Corr)
City of Keizer, Mayor, Cathy Clark
City of Monmouth, Councilor, Christopher Lopez (Designated Alternate – John Oberst)
CoC Collaborative Committee, Co-Chair, MCHA, Christine Sommer
CoC Collaborative Committee, Co-Chair, Sheltering Silverton, Sarah White
Confederated Tribes of Grand Ronde, Tribal Councilwoman, Lisa Leno
Law Enforcement Assisted Diversion (LEAD), Navigator, Renee Pfeffer *
Marion County, Commissioner, Danielle Bethell
Marion County Housing Authority, Executive Director, Jason Icenbice
Mid-Willamette Valley Community Action, Deputy Executive Director, Ashley Hamilton
Salem Housing Authority, Housing Administrator, Nicole Utz
Salem-Keizer School District 24J, Former Superintendent, Christy Perry
Union Gospel Mission, Executive Director, Dan Clem
United Way of the Mid-Willamette Valley, CEO, Rhonda Wolf
Willamette Health Council, Deputy Director, Josie Silverman-Méndez

MEMBERS ABSENT

VICE CHAIR: City of Salem, Mayor, Chris Hoy
City of Independence, Councilor, Kathy Martin-Willis
City of Salem, Councilor, Micky Varney
CoC Collaborative Committee Member, Subject Matter Expert, David Zepeda*
Marion & Polk Counties CCO, Director, Zaira Flores Marin
Polk County Veteran Services, Veteran Services Officer, Eric Enderle
Salem Health, Chief Comms. & Cmty. Relat. Officer, Leilani Slama

Draft

* lived experience with homelessness

West Valley Housing Authority, Executive Director, Christian Edelblute

ORS 190 ENTITY BOARD OF DIRECTORS

MEMBERS PRESENT

PRESIDENT: Polk County, Commissioner, Jeremy Gordon
City of Independence, Councilor, Kathy Martin-Willis (Designated Alternate – Shannon Corr)
City of Keizer, Mayor, Cathy Clark
City of Monmouth, Councilor, Christopher Lopez
Confederated Tribes of Grand Ronde, Tribal Councilwoman, Lisa Leno
Marion County, Commissioner, Danielle Bethell
Salem-Keizer School District 24J, Former Superintendent, Christy Perry

MEMBERS ABSENT

VICE-PRESIDENT: City of Salem, Mayor, Chris Hoy
City of Independence, Councilor, Kathy Martin-Willis

STAFF AND GUESTS PRESENT

City of Silverton, Mayor, Jason Freilinger
Fortaleza Atravez Barreras, Lucy Mendoza
MWVCAA, Breezy Poynor
MWVHA, Administrations and Communications Specialist, Cassie Bay *
MWVHA, Consultant, Jan Calvin
MWVHA, Consultant, Joy Dickinson
Oregon Travel Information Council, Cheryl Gribskov
Salem Health, Tricia Frizzel
Unaffiliated, Elliott Lapinel
Unidentified virtual participant

WELCOME

Chair Gordon called the joint meeting to order at 3:03 p.m . The presence of a quorum for the MWVHA and ORS 190 Board was noted.

ALLIANCE BOARD CONSENT AGENDA

CONSENT AGENDA ITEMS

1. Agenda;
2. 12/12//2024 joint board meeting minutes;
3. Accept the resignation of Jayne Downing (Center for Hope and Safety) from Health & Safety and Collaborative Committees;
4. Appoint Ashley Carson (Center for Hope and Safety) to the Health and Safety and Collaborative Committees;

* lived experience with homelessness

Draft

5. Letter of support for Easter Seals SSVF program;
6. Acceptance of 2024 Housing Inventory Count (HIC);
7. Acceptance of 2024 Point in Time Count (PIT); and
8. Summary 2020-2024 PIT & HIC Data.

DISCUSSION:

Chair Gordon explained the need to modify the order of the agenda.

MOTION TO PULL ITEM 1 FROM THE ALLIANCE CONSENT AGENDA AND APPROVE THE MODIFIED CONSENT AGENDA BY **BETHELL**.

AMENDED MOTION TO PULL ITEMS 1 & 4 FROM THE ALLIANCE CONSENT AGENDA AND APPROVE THE MODIFIED CONSENT AGENDA BY **CLARK**.

Seconded by: Bethell
In favor: Unanimous
Opposed: None
Abstentions: None

DISCUSSION:

Chair Gordon explained the need to move the Executive Session to the beginning of the meeting.

MOTION TO MOVE THE EXECUTIVE SESSION TO THE BEGINNING OF THE AGENDA BY **BETHELL**
Seconded by: Clark
In favor: Unanimous
Opposed: None
Abstentions: None

DISCUSSION:

Clark inquired about the missing surname of Ashley Carson, a new appointment on the agenda for the Health and Safety Committee. The group agreed that the surname on the agenda was accurate as presented.

MOTION TO MOVE APPROVAL OF APPOINTING ASHLEY CARSON TO THE HEALTH AND SAFETY COMMITTEE BY **CLARK**.

Seconded by: Bethell
In favor: Unanimous
Opposed: None
Abstentions: None

DISCUSSION:

Draft

* lived experience with homelessness

Calvin informed the group that the board does not appoint members to the Collaborative Committee.

MOTION TO REMOVE THE COLLABORATIVE COMMITTEE APPOINTMENT AND RESIGNATION LANGUAGE FROM THE ALLIANCE CONSENT AGENDA ITEMS 3 AND 4 BY **CLARK**.

Seconded by: Bethell
In favor: Unanimous
Opposed: None
Abstentions: None

EXECUTIVE SESSION

President Gordon moved to Executive Session at 3:16 p.m.

ORS 190 MEMBERS

PRESIDENT: Polk County, Commissioner, Jeremy Gordon
City of Independence, Councilor, Kathy Martin-Willis (Designated Alternate – Shannon Corr)
City of Keizer, Mayor, Cathy Clark
City of Monmouth, Councilor, Christopher Lopez (Designated Alternate – John Oberst)
Confederated Tribes of Grand Ronde, Tribal Councilwoman, Lisa Leno
Marion County, Commissioner, Danielle Bethell
Salem-Keizer School District 24J, Former Superintendent, Christy Perry

ALLIANCE MEMBERS

CHAIR: Polk County, Commissioner, Jeremy Gordon
City of Independence, Councilor, Kathy Martin-Willis (Designated Alternate – Shannon Corr)
City of Keizer, Mayor, Cathy Clark
City of Monmouth, Councilor, Christopher Lopez (Designated Alternate – John Oberst)
CoC Collaborative Committee, Co-Chair, MCHA, Christine Sommer
CoC Collaborative Committee, Co-Chair, Sheltering Silverton, Sarah White
Confederated Tribes of Grand Ronde, Tribal Councilwoman, Lisa Leno
Law Enforcement Assisted Diversion (LEAD), Navigator, Renee Pfeffer *
Marion County, Commissioner, Danielle Bethell
Marion County Housing Authority, Executive Director, Jason Icenbice
Mid-Willamette Valley Community Action, Deputy Executive Director, Ashley Hamilton
Salem Housing Authority, Housing Administrator, Nicole Utz
Salem-Keizer School District 24J, Former Superintendent, Christy Perry
Union Gospel Mission, Executive Director, Dan Clem
United Way of the Mid-Willamette Valley, CEO, Rhonda Wolf
Willamette Health Council, Deputy Director, Josie Silverman-Méndez

EXECUTIVE SESSION LEGAL DISCLOSURE

Draft

* lived experience with homelessness

Pursuant to ORS 192.660(2)(a), the Mid-Willamette Valley Homeless Alliance/ORS 190 Entity Executive Director Hiring Committee will meet in executive session to consider the employment of a public officer, employee, staff member, or individual agent.

The purpose of this executive session is to conduct an interview with the leading candidate for the position of Executive Director.

Executive sessions are not open to the public.

However, representatives of the news media may attend pursuant to ORS192.660(4), with the understanding that confidential information discussed in the session shall not be disclosed.

EXECUTIVE SESSION ADJOURNMENT

President Gordon adjourned the Executive Session at 3:57 p.m. and the Board of Directors continued its order of business.

MOTION TO APPROVE CONTRACT NEGOTIATIONS WITH PREFERRED CANDIDATE AT THIS POINT AND FOR CHAIR GORDON TO INITIATE WORK WITH LEGAL COUNSEL TO START WORKING CONTRACT NEGOTIATIONS MADE BY **PERRY**.

Seconded by: Bethell
In favor: Unanimous
Opposed: None
Abstentions: None

ORS 190 CONSENT AGENDA

CONSENT AGENDA ITEM

1. 12/23/2024 ORS 190 Entity/Hiring Committee meeting minutes;
2. LTRA Contract with MWVCAA for Housing Voucher Administrator Role;
3. Jan Calvin contract amendment to include participating in data needs and other input related to COC's Strategic Planning project; and
4. Joy Dickinson contract amendment to include strategic planning and charter support for respective committees as needed.

DISCUSSION

President Gordon pulled ORS 190 Consent agenda item 2 to be considered separately. He further indicated that Jan Calvin has more to present on the matter.

MOTION TO PULL ITEM 2 FROM THE ORS 190 CONSENT AGENDA AND APPROVE THE MODIFIED CONSENT AGENDA BY **BETHELL**.

Seconded by: Clark
In favor: Unanimous
Opposed: None

* lived experience with homelessness

Draft

Abstentions: None

DISCUSSION

None

PUBLIC COMMENT

Mid-Willamette Valley Community Action Agency Executive Director, Jimmy Jones shared positive comments in response to the Housing Inventory Count reports provided in the preliminary agenda packet.

Marion County Housing Authority, Jason Icenbice, added that the housing authority was awarded five additional VASH vouchers and Salem Housing Authority, Nicole Ute shared that they were awarded 24 VASH vouchers.

Ashley Hamilton invited the board to the grand opening of the Arches Nest Family Shelter on January 24th and acknowledged the Alliance's support through the emergency order work in making the shelter possible.

LTRA CONTRACT WITH MWVCAA FOR HOSUING VOUCHER ADMINSITRATOR ROLE

Calvin shared details regarding the budget for the six-month LTRA contract with MWVCAA for the Housing Voucher Administrator Role.

MOTION TO APPROVE THE LTRA CONTRACT WITH MWVCAA FOR HOUSING VOUCHER ADMINISTRATOR ROLE MADE BY **CLARK**.

Seconded by: Oberst
In favor: Unanimous
Opposed: None
Abstentions: None

TRAINING AND TECHNICAL ASSISTANCE

PRELIMINARY RFP

Jan Calvin presented the preliminary Request for Proposal (RFP) for training and technical assistance related to the LTRA program. She explained that the RFP aims to equip culturally specific organizations with a better understanding of the housing and homelessness system through a 3-month training program. The RFP allows proposers flexibility in how they deliver the objectives. Jan noted that the number of organizations participating was still being determined, which affected the final budget amount.

Jan outlined the timeline for the RFP process, including its release on January 17th, office hours for questions, and the formation of a review and recommendations committee. She highlighted that both profit and non-profit organizations could apply, with a focus on gathering input from culturally specific organizations to improve the system.

* lived experience with homelessness

Draft

REVIEW AND RECOMMENDATION PROCESS

Jan Calvin presented the review and recommendations process document, explaining that it largely contained boilerplate language with some additions specific to this RFP. The committee would look for expertise in equity and adult learning styles, in addition to the usual criteria. She highlighted the conflict of interest rules and the scoring process.

SCORING TOOL

Jan Calvin presented the scoring tool, which now includes the application questions embedded within it for easier reference. She explained the point values assigned to different sections, with higher weights given to objectives and activities, and lower weights to budget and narrative aspects that could be more easily modified.

Board members asked clarifying questions about the number of organizations to be awarded and the purpose of the training. Jan and Chair Gordon explained that one training and technical assistance provider would be selected to work with multiple culturally specific organizations, with the goal of breaking down barriers and increasing diversity in the homeless services system.

MOTION TO APPROVE THE RFP, REVIEW AND RECOMMENDATION PROCESS AND THE TRAINING AND TECHNICAL ASSISTANCE SCORING TOOL MADE BY **CLARK**.

Seconded by: Leno
In favor: Unanimous
Opposed: None
Abstentions: None

OFFICER ELECTIONS

MID-WILLAMETTE VALLEY HOMELESS ALLIANCE BOARD CHAIR POSITION

Chair Gordon opened nominations for the Mid-Willamette Valley Homeless Alliance Board Chair position. Rhonda nominated Jeremy Gordon, citing the need for consistency during the current transition period.

With no other nominations, the board voted unanimously (with Gordon abstaining) to elect Jeremy Gordon as Chair.

MID-WILLAMETTE VALLEY HOMELESS ALLIANCE BOARD PRESIDENT POSITION

President Gordon opened nominations for the Mid-Willamette Valley Homeless Alliance Board Chair position. Mayor Clark nominated Jeremy Gordon.

MOTION TO COMPEL COMMISSIONER GORDON TO VOTE FOR THE ORS 190 PRESIDENT POSITION MADE BY **LOPEZ**.

Seconded by: Clark

* lived experience with homelessness

Draft

In favor: Unanimous
Opposed: None
Abstentions: Gordon

With no other nominations, the board voted unanimously to elect Jeremy Gordon as President.

DISCUSSION

Chair Gordon announced that he would delay the selection of a vice chair and vice president until the next month's meeting to allow time for consideration and discussion with potential candidates.

ZOOM CHAT MESSAGES

01:33:26 Lisa Leno Confederated Tribes of Grand Ronde ❤️: jan, please contact me , would love to discuss 9712393511

01:42:49 Jan Calvin: Will do, Lisa

01:47:21 Lisa Leno Confederated Tribes of Grand Ronde ❤️: Reacted to "Will do, Lisa" with ❤️

01:50:03 Josie Silverman-Mendez (she/her), Willamette Health Council: My apologies; I need to jump off a bit early today. Thanks, all!

01:59:03 Lisa Leno Confederated Tribes of Grand Ronde ❤️: hayu masi Commissioner Gordon for serving in these roles!

02:00:01 Jan Calvin: Was it announced here that the governor extended the executive order another year?k

ADJOURNMENT

Chair Gordon adjourned the board meeting at 4:49 p.m.

Draft

* lived experience with homelessness

MID-WILLAMETTE VALLEY HOMELESS ALLIANCE
THE CONTINUUM OF CARE FOR THE MARION-POLK COUNTY REGION OF OREGON

BOARD OF DIRECTORS

Jeremy Gordon, Commissioner, Polk County, Chair
Christopher Lopez, Councilor, City of Monmouth
Christy Perry, Former Superintendent, Salem-Keizer School District
Dan Clem, Executive Director, Union Gospel Mission
Danielle Bethell, Commissioner, Marion County
David Zepeda, Subject Matter Expert
Josie Silverman-Méndez, Deputy Director, Willamette Health Council
Julie Hoy, Mayor, City of Salem,
Kathy Martin-Willis, Councilor, City of Independence
Leilani Slama, Chief Communications & Community Relations Officer, Salem Health
Lisa Leno, Tribal Councilwoman, The Confederated Tribes of Grand Ronde
Renee Pfeffer, Navigator, Law Enforcement Assisted Diversion
Rhonda Wolf, CEO, United Way of the Mid-Willamette Valley
Shane Matthews, Councilor, City of Salem,
Soraida Cross, Councilor, City of Keizer
Zaira Flores Marin, Director, Marion-Polk CCO, PacificSource Community Solutions

EX-OFFICIO BOARD MEMBERS

Christian Edelblute, Executive Director, West Valley Housing Authority
Christine Sommer, Co-chair, CoC Collaborative Committee
Eric Enderle, Veteran Services Officer, Polk County Veteran Services
Jason Icenbice, Executive Director, Marion County Housing Authority
Ashley Hamilton, Deputy Executive Director, Mid-Willamette Valley Community Action Agency
Nicole Utz, Administrator, Salem Housing Authority

February 13, 2025

RE: Westcare Oregon, DBA VETcare Oregon – SSVF Grant Application Letter of Support

To Whom it May Concern:

The **Mid-Willamette Valley Homeless Alliance**, the Continuum of Care for the Marion-Polk region, offers full support of **Vetcare's application for the Supportive Services for Veteran Families (SSVF) Grant.** As a partner in our CoC's efforts to end veteran homelessness in our region, VETcare has been actively engaged in building local capacity and coordinating services for homeless veterans.

VETcare's ongoing collaboration with the CoC has been invaluable in strengthening our **Coordinated Entry System (CES),** which ensures that veterans and other vulnerable populations are quickly and effectively connected with the services they need. Through their involvement, VETcare has provided assistance in both direct funding and staffing to support the development of CES, including facilitating coordinated screening, assessment, and referral processes for veterans in need of housing assistance and supportive services.

Their staff works closely with our CoC to ensure that the referral process is seamless and efficient, allowing for timely and appropriate interventions for veterans at risk of homelessness. The expertise VETcare has brought to CES has allowed us to better serve our veteran population, offering more effective support through shared resources and enhanced service coordination. In particular, VETcare's case management and mental health services have been integral to addressing the complex needs of veterans as they navigate the housing and services landscape.

Additionally, VETcare has been an active participant in our CoC's community planning efforts. They have attended regular CoC meetings, collaborated with fellow service providers, and contributed to the development of strategies that enhance our collective efforts to prevent and end veteran homelessness. Their engagement in planning processes has ensured that the unique needs of veterans are considered in our broader community initiatives.

Given VETcare's critical role in helping strengthen our CES, their proven track record of providing comprehensive services to veterans, and their ongoing partnership with our CoC, we wholeheartedly support their application for the SSVF Grant. The resources provided through this grant would significantly enhance their ability to continue supporting veterans and contributing to our broader community goals of ending homelessness.

If you have any questions or concerns, please contact us at: chair@mwvhomelessalliance.org

Sincerely,

Commissioner Jeremy Gordon
Chair, Mid-Willamette Valley Homeless Alliance President
OR-504 – Salem, Marion/Polk Continuum of Care
mwvhomelessalliance.org

BOARD OF DIRECTORS

Jeremy Gordon, Commissioner, Polk County, Chair
Christopher Lopez, Councilor, City of Monmouth
Christy Perry, Former Superintendent, Salem-Keizer School District
Dan Clem, Executive Director, Union Gospel Mission
Danielle Bethell, Commissioner, Marion County
David Zepeda, Subject Matter Expert
Josie Silverman-Méndez, Deputy Director, Willamette Health Council
Julie Hoy, Mayor, City of Salem,
Kathy Martin-Willis, Councilor, City of Independence
Leilani Slama, Chief Communications & Community Relations Officer, Salem Health
Lisa Leno, Tribal Councilwoman, The Confederated Tribes of Grand Ronde
Renee Pfeffer, Navigator, Law Enforcement Assisted Diversion
Rhonda Wolf, CEO, United Way of the Mid-Willamette Valley
Shane Matthews, Councilor, City of Salem,
Soraida Cross, Councilor, City of Keizer
Zaira Flores Marin, Director, Marion-Polk CCO, PacificSource Community Solutions

EX-OFFICIO BOARD MEMBERS

Christian Edelblute, Executive Director, West Valley Housing Authority
Christine Sommer, Co-chair, CoC Collaborative Committee
Eric Enderle, Veteran Services Officer, Polk County Veteran Services
Jason Icenbice, Executive Director, Marion County Housing Authority
Ashley Hamilton, Deputy Executive Director, Mid-Willamette Valley Community Action Agency
Nicole Utz, Administrator, Salem Housing Authority

February 13, 2025

RE: Westcare Oregon, DBA VETcare Oregon – GPD-CM CTI Grant Renewal Letter of Support

To Whom it May Concern:

On behalf of the **Mid-Willamette Valley Homeless Alliance,** the Continuum of Care for the Marion -Polk region, offers our strong support for **VETcare's renewal application for the Critical Time Intervention (CTI) Grant**. VETcare has been a dedicated partner in our CoC's efforts to support veterans and prevent homelessness, and their CTI program has been an invaluable resource for veterans transitioning from homelessness to stable housing.

The CTI model employed by VETcare has proven to be an essential component in ensuring that veterans not only secure housing but also retain it over the long term. VETcare's case management team provides individualized, intensive support to veterans at a critical point in their transition, offering assistance with housing stability, mental health support, employment readiness, and other critical needs. By addressing these issues in a holistic manner, VETcare helps veterans establish a foundation for long-term self-sufficiency.

As part of our CoC's efforts to reduce veteran homelessness, we have seen how VETcare's CTI program directly contributes to our shared goals. Their ability to engage veterans during the critical period after they are placed in permanent housing ensures that veterans are not only supported during their transition but also empowered to maintain housing stability. VETcare's collaboration with our CoC has facilitated seamless service delivery and improved outcomes for the veterans we collectively serve.

We also appreciate VETcare's ongoing commitment to strengthening the Coordinated Entry System (CES) within our CoC. Their involvement in coordinating referrals, assessments, and case management for veterans has been instrumental in ensuring that our resources are directed where they are needed most. This collaborative approach ensures that veterans in our community are connected to the most appropriate services in a timely manner, improving both short- and long-term outcomes.

The CTI program's success is a testament to the effectiveness of the comprehensive, individualized approach VETcare takes in supporting veterans. We are confident that the renewal of the CTI grant will continue to benefit our community and enable VETcare to further expand and enhance their services to veterans in need.

If you have any questions or concerns, please contact us at: chair@mwvhomelessalliance.org

Sincerely,

Commissioner Jeremy Gordon
Chair, Mid-Willamette Valley Homeless Alliance President
OR-504 – Salem, Marion/Polk Continuum of Care
mwvhomelessalliance.org

Meeting Minutes of:

MID-WILLAMETTE VALLEY HOMELESS ALLIANCE (MWVHA)
ORS 190 ENTITY

Meeting Time & Location(s):
January 30, 2025
Via teleconference (Zoom)

ORS-190 MEMBERS PRESENT

President, Polk County Commissioner, Jeremy Gordon
City of Keizer, Councilor, Soraida Cross
City of Salem Mayor, Julie Hoy
City of Monmouth, Councilor, Christopher Lopez
Marion County Commissioner, Danielle Bethell
Salem-Keizer School District 24J, Former Superintendent, Christy Perry

ORS-190 MEMBERS ABSENT

City of Independence, Councilor, Kathy Martin Willis
Confederated Tribes of Grand Ronde, Tribal Councilwoman, Lisa Leno

EXECUTIVE COMMITTEE MEMBERS PRESENT

President, Polk County Commissioner, Jeremy Gordon
City of Keizer, Councilor, Soraida Cross
City of Salem Mayor, Julie Hoy
Marion County Commissioner, Danielle Bethell

EXECUTIVE COMMITTEE MEMBERS ABSENT

United way of Mid-Willamette Valley, CEO, Rhonda Wolf
Salem Health, Leilani Slama

MWVHA STAFF & GUESTS

City of Keizer, Mayor, Cathy Clark
City of Salem, Councilor, Shane Matthews
MWVHA, Administrations and Communications, Cassie Bay
MWVHA Consultant, Jan Calvin

WELCOME

The meeting was called to order by President Gordon at 12:05 pm with a quorum established for the ORS 190 Entity and Executive Committee.

AGENDA

President Gordon requested to pull item d.1 (approval of contract amendment for Marianne Bradshaw for additional PIT Count support) from the agenda to have it considered separately under ORS 190 Entity only business.

MOTION TO APPROVE THE AMENDED AGENDA MADE BY: **BETHELL.**
Seconded by: Lopez
Discussion: None

Draft

In Favor: Unanimous
Abstentions: None

REINSTATE APPROVAL OF MEETING MINUTES

PURSUANT TO ORS 192.680(1), **BETHELL** MOVED THAT THE EXECUTIVE COMMITTEE REINSTATE ITS DECISION ON DECEMBER 3, 2024, TO APPROVE THE AMENDED MINUTES FROM 9/10/2024 AND 10/8/2024 EFFECTIVE DECEMBER 3, 2024."

Seconded by: Lopez
Discussion: None
In Favor: Unanimous
Abstentions: None

CONSENT AGENDA/REINSTATE DECISIONS MADE 12/3

PURSUANT TO ORS 192.680(1), **BETHELL** MOVED THAT THE EXECUTIVE COMMITTEE/ORS 190 ENTITY REINSTATE DECISIONS (ITEMS D.2, D.3, D.4 & D.5) MADE ON DECEMBER 3, 2024 AS OUTLINED IN THE CONSENT AGENDA, EFFECTIVE DECEMBER 3, 2024.

Seconded by: Hoy
Discussion: None
In Favor: Unanimous
Abstentions: None

REINSTATE MARIANNE BRADSHAW CONTRACT AMENDMENT

PURSUANT TO ORS 192.680(1), **BETHELL** MOVED THAT THE EXECUTIVE ORS 190 ENTITY REINSTATE DECISION D.1 AS OUTLINED ABOVE EFFECTIVE DECEMBER 3, 2024.

Seconded by: Hoy
Discussion: None
In Favor: Unanimous
Abstentions: None

INTERIM EXECUTIVE DIRECTOR CONTRACT

Gordon expressed his optimism with the hiring selection made for the Interim Executive Director. He also shared the process that was taken to determine the salary range for the new director.

MOTION TO APPROVE CONTRACT TO HIRE MISTY SORTE AS INTERIM DIRECTOR FOR MID-WILLAMETTE VALLEY HOMELESS ALLIANCE MADE BY: **BETHELL**

Seconded by: Hoy
Discussion: None
In Favor: Unanimous

Draft

Abstentions: None

JAN CALVIN CONTRACT AMENDMENT (A4)

Gordon explained an amendment is needed to correct technical errors on the contract for Jan Calvin.

MOTION TO APPROVE TECHNICAL CORRECTIONS TO JAN CALVIN'S CONTRACT MADE BY: **BETHELL**

Seconded by: Lopez
Discussion: None
In Favor: Unanimous
Abstentions: None

CHAT

None

ADJOURNMENT

The meeting was adjourned at 12:25 pm.

Draft

BOARD MTG. DATE: **2/13/25**

AGENDA TOPIC: **E. LTRA Housing & Supportive Services**

RECOMMENDATIONS:
1. Approve Revised LTRA Policies
2. Approve LTRA Supportive Services Providers and Funding Caps
3. Approve LTRA Supportive Services Contract Template
4. Approve MWVCAA Contract Amendment

BACKGROUND: In June 2024 the Alliance submitted to Oregon Housing and Community Services (OHCS) its 2024-25 Community Plan for launching a Long-Term Rent Assistance (LTRA) program.

1. Approve Revised LTRA Policies (Link E.1.)

The Alliance board approved the initial set of eleven LTRA Policies on June 13, 2024. Four policies require revision in preparation to fully implement the 2024-25 LTRA Program.

a. Utility Allowance Schedule – to incorporate the schedules of all three of the region's housing authorities.
b. Unit Habitability Inspections – to allow either HUD's Housing Quality Standards (HQS) or NSPIRE to document completion of unit inspections.
c. Household Composition – to clarify timing of re-evaluation of income and eligibility when members are added to the household.
d. Intake Process – to specify roles and responsibilities related to the intake process.

2. Approve LTRA Supportive Services Providers and Funding Caps

In the initial implementation phase, the Alliance and ORS 190 Entity boards approved a contract for Mid-Willamette Valley Community Action Agency (MWVCAA) to provide housing and supportive services for 100 households originally housed through EO-RRH.

In January 2025, the Alliance and ORS 190 Entity boards approved the Mid-Willamette Valley Community Action Agency (MWVCAA) contract to provide LTRA Housing Voucher Administration for additional clients who will be provided supportive services by the organizations currently supporting them. Based on assessment of clients who are currently housed and the capacity of existing providers to extend services, the following organizations have been identified:

Organization	# of HHs	Ave. # of Mos.	# of HH Mos.	SS Direct Total	Admin	Contract Cap
Center for Hope & Safety	6	4	24	$ 16,252.00	$ 1,625.20	$ 17,877.20
Sable House	3	4	12	$ 16,510.00	$ 1,651.00	$ 18,161.00
Shangri-La Corporation	28	1	28	$ 13,262.00	$ 1,326.20	$ 14,588.20
	37		**64**			**$ 50,626.40**

3. **Approve LTRA Supportive Services Contract Template (Link E.2.)**

   Coordination is underway to implement the second phase of the 2024-25 LTRA Program to support an additional 37 households that need long-term rent assistance and supportive services. The contract template includes the required scope of work for the new Supportive Services providers.

4. **Approve MWVCAA Housing & Supportive Services Contract Amendment (Link E.3.)**

   As noted in item #2, the Alliance and ORS 190 Entity boards approved a contract for Mid-Willamette Valley Community Action Agency (MWVCAA) to provide housing and supportive services for 100 households originally housed through EO-RRH. The start date for these services was August 1, 2024.

   Delays in implementation of the second phase of the 2024-25 LTRA Program, along with the June 30, 2025 expenditure deadline for current State funding prompted Oregon Housing and Community Services to suggest that LTRA funds begin supporting the 100 households at an earlier date.

   The following steps were taken to assure financial accountability and adherence to fiscal policies of Oregon Housing and Community Services (OHCS)and the ORS 190 Entity, as managed under contract by the Mid-Willamette Valley Council of Governments (COG):

   a. Documentation from OHCS LTRA program staff, confirming that rent and utility expenses for households in EO-funded Rapid Rehousing programs who were later enrolled in the LTRA Program could be charged to the LTRA Program.
   b. Written instructions from OHCS on the process for reversing expenses originally charged to the EO-funded Rapid Rehousing programs.
   c. Consultation with COG Finance Director on OHCS process and documentation for use in future ORS 190 Entity audit.
   d. Documentation from MWVCAA on EO Rapid Rehousing charges to be reversed and attributed to LTRA.
   e. Written assurance from MWVCAA that the remaining balance of EO-funded Rapid Rehousing funds could be expended to rehouse and help stabilize additional households prior to June 30, 2025.

   Approval of the contract amendment to set the start date for services as June 1, 2024 (rather than August 1, 2024) will allow an additional $302,018.79 to be funded through LTRA resources, freeing up that amount to serve households in Rapid Rehousing.

Attachments:

A: Revised LTRA Policies (in Tracked Changes)
B: LTRA Supportive Services Contract Template
C: MWVCAA Housing & Supportive Services Contract Amendment
D: Backup Documentation – Budget Calculations for Original MWVCAA Contract (Link E.4.)

BOARD MTG. DATE: **2/13/25**

AGENDA TOPIC: **F. Training & Technical Assistance RFP**

RECOMMENDATIONS (Alliance board):
1. Appoint R&R Committee Members
2. Revise the Required Number of R&R Committee Members
3. Appoint Executive Committee as Appeals Committee

1. Appoint R&R Committee Members

On 1/9/25 the Alliance board approved the Request for Proposals (Project 2025-1) to provide training & technical assistance, along with the Review & Recommendations Process, which states:

REVIEW & RECOMMENDATIONS COMMITTEE. *The Review and Recommendations (R&R) Committee membership is selected by the CoC Board of Directors. To engage local expertise, the committee is comprised of a minimum of six individuals with experience in local homeless services system, with at least two people from the Collaborative Committee and/or other service providers, with prioritization given to people with lived experience.*

For Project 2025-1, additional expertise will be sought in the areas of training & technical assistance and advancing equity.

Members of the R&R Committee may not have a conflict of interest, which is described in the Alliance Governance Charter, which, under General Provisions states, "A conflict of interest is a situation in which members or one of their family members have a personal or financial interest that compromises or could compromise the members' independence of judgment in exercising their responsibilities to the CoC."

Invitation was made for people interested in serving on this R&R Committee to complete an interest survey by 1/31/25. Seven people responded, sharing information about their geographic familiarity and areas of expertise.

Interested Person	Organization	Lived experience	Expertise in training & TA	Expertise in advancing equity
Hannah Shooting Bear	Indigenous NOW	Yes	Some	A fair amount
Brianna Hatchell	Soaring Heights Recovery Homes	Yes	A fair amount	A fair amount
Megan Perez	MWVCAA	Yes	A fair amount	A fair amount
Luis Nunez	Union Gospel Mission (Portland)	Yes	A great deal	Some
Jackie Leung	Micronesian Islander Community	Yes	Some	A fair amount
Dolores Segura	N/A	Yes	A great deal	A fair amount
Helena Jones	Church at the Park	No	A great deal	Some

Which geographic areas in the Marion-Polk region are you most familiar with?						
Grand Ronde	Monmouth-Independence	Dallas	Keizer area	North Marion County	East Marion County	Santiam Canyon
			X			
	X		X			
	X	X	X		X	
			X	X		
	X		X			
			X			
			X			

What experience do you have with the following aspects of the local homeless services system?						
CES	HMIS	CoC Policies & Procedures	Street Outreach	ES/TH	PH (RRH, PSH, OPH)	Cross-system Collaboration
A Fair Amount	A Little Bit	A Fair Amount	A Fair Amount	A Little Bit	A Little Bit	A Little Bit
A Fair Amount	A Little Bit	A Fair Amount	A Lot	A Lot	A Fair Amount	A Lot
A Lot	A Lot	A Fair Amount	A Lot	A Lot	Quite a Bit	A Lot
A Lot	A Lot	A Fair Amount	A Lot	A Lot	Quite a Bit	A Lot
A Fair Amount	A Little Bit	A Fair Amount	A Fair Amount	Quite a Bit	A Fair Amount	Quite a Bit
A Lot	A Lot	A Fair Amount	N/A	A Fair Amount	A Fair Amount	A Fair Amount
A Little Bit	A Fair Amount	A Fair Amount	A Little Bit	A Fair Amount	A Fair Amount	A Little Bit

It is recommended that each individual be appointed to the R&R Committee, pending confirmation that they do not have a conflict of interest. Individual survey responses are attached.

2. **Revise the Required Number of R&R Committee Members**
The board-approved R&R Process for this RFP states that the committee "is comprised of a minimum of six individuals…" The RFP application deadline is 2/19/25. Not yet knowing the entities that will submit applications, there is the potential that conflicts of interest will eliminate R&R Committee appointees. In addition, life circumstances could prevent appointees from participating in the full review process.

   With just seven individuals appointed, staff recommends that the board reduce the required number of R&R Committee members to a minimum of four (4).

3. **Appoint the Alliance Executive Committee as the Appeals Committee for Project 2025-1**
The Alliance Governance Charter (Article II, Section E.4.) states that the board may appoint a committee of a minimum of three board members to review and make appeal decisions, or, in the alternative, the Board may delegate this responsibility to the Executive Committee.

   The RFP Timeline sets the deadline for an appeal at 5:00 p.m. on February 28, 2025, with a tentative Appeals Committee meeting on March 4, 2025. The Executive Committee is already scheduled to meet on March 4, the time of which could be extended should they need to convene as the Appeals Committee.

   Link F.1.: Individual Survey Responses

BOARD MTG. DATE: **2/13/25**

AGENDA TOPIC: **G. LTRA-Funded Racial Equity Analysis**

RECOMMENDATION: **Approve Ad hoc Equity Workgroup Charter**

BACKGROUND

On June 13, 2024, the Alliance board approved the LTRA Plan, which includes racial equity strategies, and updating the racial disparities study completed in February 2023.

> **1.** Racial Equity Strategies. A description of mitigation strategies and how the key objectives to advance racial equity, diversity and inclusion have been incorporated. This should include a thorough racial equity analysis and strategy that includes clearly defined mitigation strategies and resource allocations intended to remedy existing disparities and ensure equitable access to funds and services.

OR-504 conducted a racial disparities study in February 2023 and identified populations disproportionately represented in three metrics (CE assessments, use of emergency shelter, and participation in permanent housing programs). These populations were Black/African American/African, Pacific Islander, and Hispanic/Latinx.

Over the past year, the CoC has strengthened partnerships with culturally specific organizations and is laying the groundwork to train those organizations to become CE assessment sites. Three culturally specific organizations serving each of the disproportionately represented populations helped create this LTRA Plan, which includes capacity building for smaller and culturally specific organizations to participate in the planning and provision of homeless services more fully. By offering these organizations training, technical assistance, and a menu of supportive services, the CoC will be more inclusive and expand its capacity to ensure equitable access to funds and services throughout the region.

The CoC will also expand its monitoring to six data points, including referrals for CE assessments, completed CE assessments, referrals to housing services, enrollment in housing services, housing move-in dates, and housing retention to assess improvements in racial and ethnic disparities

On December 12, 2024, the Alliance board approved an updated LTRA Plan, including the task:

Implement the six-point racial disparity project outlined in the LTRA Plan.

- Equity analysis to be conducted April-June 2025.
- While funded with LTRA dollars, the equity analysis encompasses the entire system and is not restrained to LTRA services.

On January 9, 2025, the Alliance board received an LTRA projects update, noting that this task will be done by establishing an Ad hoc Equity Workgroup, the membership and charge of which will be submitted for Board approval in March.

INFORMATION
The Alliance Governance Charter (Article II, Section E.2.) states:

> SPECIAL COMMITTEES AND WORKGROUPS. The Board may authorize the formation of special committees or workgroups, as necessary to deal with specific problems or issues, as the Board believes appropriate. The Board will appoint members to special committees and workgroups. These special committees or workgroups will be time limited and be provided a scope of work from the Board. Special committees and workgroups will report their findings and recommendations to the Board, upon request or upon the conclusion of their work.

In order to seek individuals interested in serving on the Ad hoc Equity Workgroup, the Alliance board is asked to approve the attached charter.

As stated in the proposed charter, the purpose of the Ad hoc Equity Workgroup is to assist the Mid-Willamette Valley Homeless Alliance Board of Directors in implementing the racial equity strategies outlined in the Long-Term Rent Assistance (LTRA) Plan. Specifically, to review racial disparity data along six data points to assess improvements in racial and ethnic disparities. Data points:

- referrals for CE assessments,
- completed CE assessments,
- referrals to housing services,
- enrollment in housing services,
- housing move-in dates, and
- housing retention

The assessment from the ad hoc workgroup will be delivered to the Alliance board, along with suggestions for next steps, including areas that may require further analysis with additional stakeholders.

Link G.1.: Ad hoc Equity Workgroup Charter

MID-WILLAMETTE VALLEY HOMELESS ALLIANCE

MOVING TO END AND PREVENT HOMELESSNESS

2025-2030 Strategic Plan

Draft as of 1.31.25

www.MWVHomelessAlliance.org

Mid Willamette Valley Homeless Alliance
2025-2030 Strategic Plan

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Introduction

The Mid-Willamette Homeless Alliance (Alliance) serves as the Continuum of Care for Marion and Polk County, Oregon. The Alliance is a collaborative organization engaging in a community-wide commitment to coordinate, leverage, and align efforts and resources to end prevent homelessness.

Recognized by the U.S. Department of Housing and Urban Development (HUD) in December 2019 as the Marion-Polk region's Continuum of Care (CoC), the Alliance does not provide direct services. Rather, it focuses on community wide planning and coordination, e.g., aligning services, implementing a strategic plan, collecting and analyzing data, evaluating project and system performance, maximizing and allocating resources, facilitating cross-system collaboration, and bringing youth, chronic, and Veteran homelessness to functional zero through Built for Zero system improvement strategies. The Alliance is also responsible for compiling a single community application for federal Continuum of Care dollars that is submitted to HUD. A detailed history of the Alliance can be found in the appendix of this report.

To guide this work, the Alliance has developed this strategic plan. This plan was developed between February 2024 and January 2025 with input from dozens of members of the CoC over the course of many meetings, workshops and surveys and was informed by many key organizational documents.

The goal of this strategic planning process was to:

(1) clarify the Alliance's vision, mission, and values;

(2) set high-level strategic goals to guide the Alliance's overall work;

(3) select key metrics that demonstrate success towards reaching those goals; and

(4) create implementation plans to guide the daily work of the Alliance staff, board and committees.

**Required by HUD*

The Alliance in 2030

This strategic plan describes how the Alliance staff, committees and community partners will work together to end and prevent homelessness and achieve the four goals developed during the April 2024 board retreat.

This is a living document, designed to be updated annually as the Alliance makes practical progress towards its goals through defined objectives and actions.

By implementing this plan, the Alliance will have:

1. Increased understanding of the homelessness crisis in our community by improving data collection and developing a community messaging strategy.

2. Improved the coordinated system of care and services by:
    a. Strengthening our (1) region's service providers and (2) homeless response system.

    b. Assessing our community's need for shelter and housing and developing a plan to increase shelter and housing options across our region. This plan will include details on meeting the needs of special populations and increasing the rate of exits to permanent housing.

    c. Building community capacity to prevent homelessness by sharing best practices, supporting and improving existing efforts, increasing case management in affordable housing and voucher programs, incentivizing landlord participation, and engaging our community's systems in prevention work.

3. Maximized the resources available to end and prevent homelessness by seeking new resources, using current resources efficiently, and leading the Alliance resource allocation processes through a data-driven and values focused lens.

4. Increased participation in the Alliance by assessing gaps in representation and creating a proactive engagement plan as well as creating spaces for people to genuinely engage and be part of creating solutions.

**Required by HUD*

Timeline and Methodology

The timeline below describes the main strategic planning tasks over the last year:

- February 2024: Overview of Strategic Planning process presented at board meeting.
- March 2024: Surveys sent to the Alliance Board of Directors, Collaborative Committee and Backbone to garner input on progress toward 2021 strategic plan goals, committee roles, and values. Survey results analyzed and presented at the March 2024 Alliance board meeting.
- April 2024: Full day strategic planning retreat for the Alliance Board and Backbone.
- May 2024: Draft strategic plan presented to the Alliance Executive Director for review. Revisions from the Executive Director incorporated and the revised strategic plan was sent to Alliance Board members for review.
- June and July 2024: Meetings held with individual Alliance board members to garner input on the draft plan. Revised strategic plan presented to the Collaborative Committee and Backbone for input. Further input from committee members gathered via emails, individual meetings, and a survey.
- August 2024: Presentation of revised strategic plan to a combined meeting of the Alliance Board and Collaborative Committee. Workshop conducted to develop list of potential action items for the implementation plans.
- September to December 2024: Meetings with Alliance staff members, Backbone, Collaborative Committee, and Healthy and Safety Committee held to develop, review and revise implementation plans.
- January 2025: Revised strategic plan with implementation plans sent to board to review and input.
- February 2025: Strategic plan with implementation plans presented to the Alliance Board.
- March 2025: Implementation begins

To inform the values, goals, objectives and implementation plans in this strategic plan, primary and secondary information from the following sources were used:

- MWVHA 2021 Strategic Plan – July 2021
- MWVHA Coordinated Community Plan to End Youth Homelessness – March 2022
- MWVHA Plan to Serve Individuals and Families Experiencing Homelessness with Severe Needs – October 2022
- MWVHA Housing Inventory Count – January 2023
- MWVHA All In Regional Plan – March 2023
- MWVHA OR-504 2023 LSA visualization in Stella P – Excerpts of Summary Daa – September 2023
- MWVHA Regional Needs Assessment – November 2023
- MWVHA Collaborative Committee Meeting notes – November 2023
- MWVHA CoC Governance Chater- updated December 2023
- MWVHA Board Strategic Planning Survey – conducted March 2024
- MWVHA Collaborative Committee and Backbone Member Survey – conducted March 2024

- MWVHA Data Quality Management Plan – March 2024
- MWVHA Strategic Planning Feedback Survey – July 2024
- MWVHA HMIS Assessment – July 2024
- MWVHA's workplan submitted to Willamette Health Council – July 2024
- MWVHA's Emergency Order Project Monitoring Report, August 2024
- MWVHA's OR-504 Housing Inventory Count, Summary by year 2020-2024
- Salem/Marion, Polk Counties' FY2024 Continuum of Care application to the US Department of Housing and Urban Development – October 2024
- MWVHA's HMIS and CE renewal and expansion grant applications submitted October 2024
- MWVHA Local Long-Term Rental Assistance Plan
- MWVHA's OR-504 Data Quality Management Plan
- MWVHA's Committee Charters

**Required by HUD*

Local Data Highlights

2023 Regional Needs Assessment:

The Alliance must conduct an annual gaps analysis of the homeless needs and services available within our geographic area. Below are highlights from the most recent regional needs assessment:

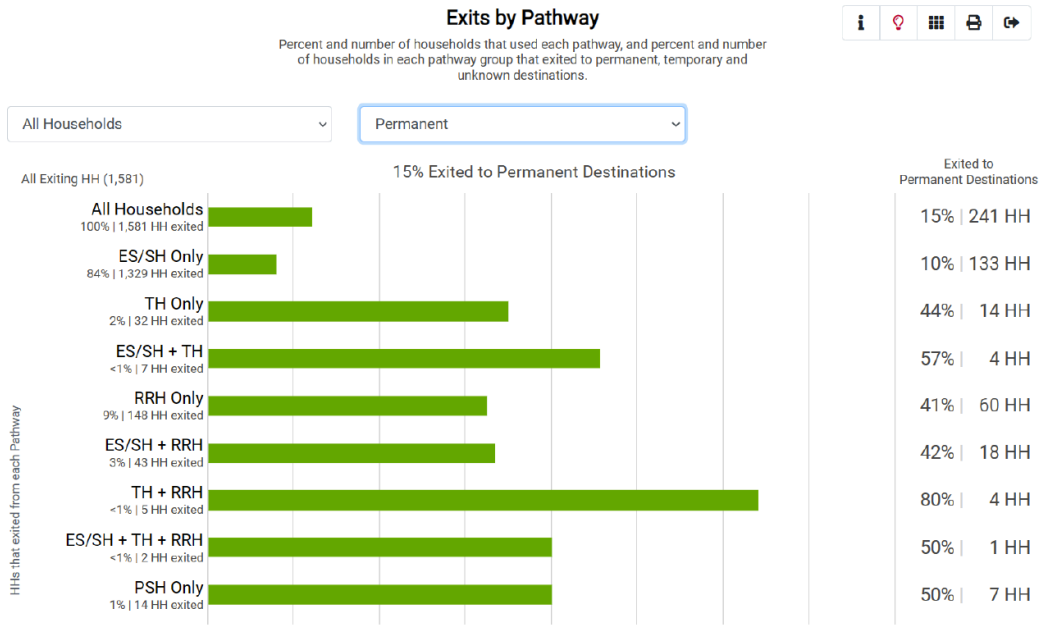
- From July 2022 to June 2023, more than 4,400 Marion-Polk residents were assessed as homeless in need of housing. Of that number: 67% were adults, 29% were children (under 18), and 4% were ages unknown.
- As of August 14, 2023, there were 4,778 people in Coordinated Entry (CE). Of those, 967 were identified as chronically homeless at the time of the most recent assessment.
- A total of 146,589 housing units are needed in the Willamette Valley by 2040, this includes 8,972 housing units for the homeless.
- A two-bedroom fair market rate rental in Marion County and Polk County costs about $1,245/month, which requires a renter to earn $23.94/hour (or $49,800/year) to afford. A renter earning minimum wage would have to work 1.7 full-time jobs to afford a local two-bedroom apartment at fair market rate (FMR).
- There were more than 1,400 evictions in Marion and Polk Counties in 2023. 80% were due to nonpayment.
- Of the 4,424 people assessed as homeless in need of housing in the Marion County and Polk County region during 2022-2023, 49% reported having a mental health disorder, more than one-third (38%) had a physical disability, more than one-third (37%) had a chronic health condition, more than one-in-four (27%) reported having one or both an alcohol use disorder or drug use disorder, and 24% had a developmental disability.
- In 2022-23 there were 280 unaccompanied youth and young adults younger than 25 years of age experiencing homelessness, 68 of whom were parenting.
- 2022-2023 Coordinated Entry data shows that 15% of Marion-Polk homeless families (91 families) were chronically homeless.
- During the 7/1/22-6/30/23 year, 230 Veterans experienced homelessness.
- Of the 3,100 adults (18+ yrs.) assessed, 1,404 (45%) were fleeing domestic violence at the time of their assessment. Of the children (<18 yrs.) assessed, 129 were fleeing domestic violence.
- Of the 4,424 Marion-Polk residents assessed for homelessness from July 1, 2022, through June 30, 2023, 750 were 55 years of age or older.

2023 LSA Data

The table below offers highlights on the demographics and system performance measures from the most recent Longitudinal Systems Analysis (LSA) report. This report contained information on 2,589 people across 1,936 households.

Demographics:	System Performance Data:
Of the 2589 people: • 21% children (0-17) • 14% young adult (18-24) • 61% adults (25-64) • 7% older adults (65+) • 5% unknown • 77% white • 77% were a household of 1 person • 14% veterans • 38% domestic violence survivor	Of the 1,936 households: • 134 days homeless (average cumulative days homeless) • 17% exits to permanent destinations for Adults only households • 59% exits to permanent destinations for Adults & Child households • 16% exits to permanent destinations for Child only households • 3% return after exits to permanent destinations

The table below, also from the most recent LSA report shows that the highest percentage of exits to permanent housing involve transitional housing (TH) – either TH only (44%), Emergency Shelter / Safe Haven (ES/SH) + TH (57%); or TH + Rapid Rehousing (RRH) (80%).



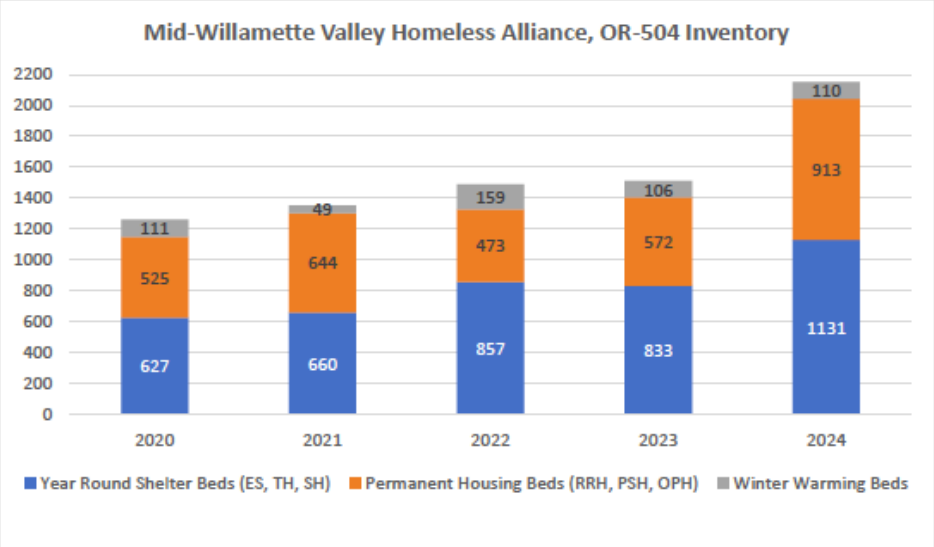
**Required by HUD*

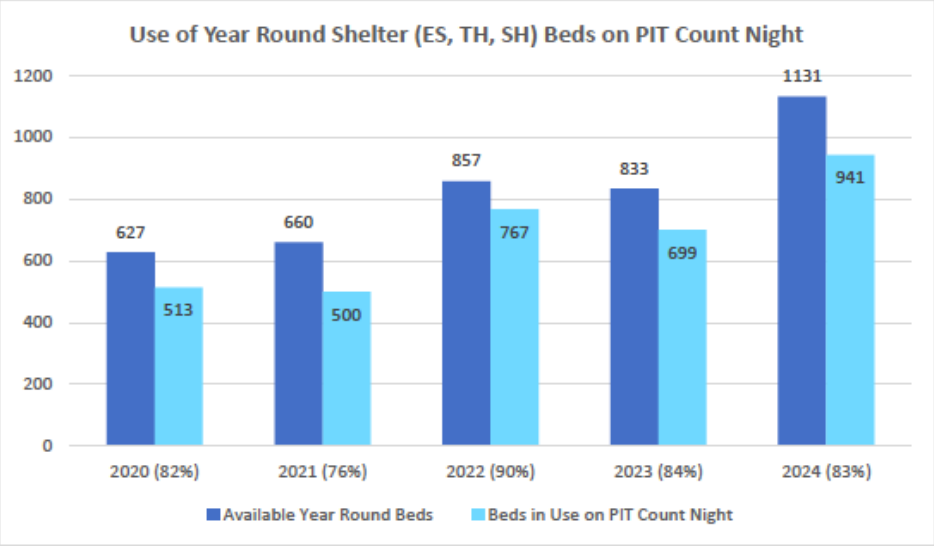
2020-2024 Housing Inventory Count

With the 2023 Regional Needs Assessment showing 4,424 people in our region in desperate need of shelter, what is our region's capacity to meet that need? The 2024 Housing Inventory Count shows that our region's inventory is 2,154, meeting only 49% of the need.

OR-504 Housing Inventory Count (HIC)
Summary by Year, 2020-2024 (The Annual HIC is based on the date of the PIT Count.)

People staying here are considered homeless. (Locations for Sheltered PIT Count)		People in these programs are considered housed, with subsidies.
ES = Emergency Shelter	**TH = Transitional Housing**	**PH = Permanent Housing**
• Warming Shelters • Year Round Shelters	• Specific populations • No individual lease • Up to 24 months (Includes Safe Haven)	• Facility-based programs • Voucher-based programs
• Night-by-Night Shelters • Duration Shelters		• Rapid Rehousing (RRH) • Permanent Supportive Housing (PSH) • Other Permanent Housing (OPH)





*Required by HUD

Strategic Plan

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.

Vision:

Our vision is that the Mid-Valley becomes a community of belonging where everyone has access to housing and healthcare, has the opportunity to heal, and is treated with dignity and respect while their safety and basic needs are met.

Purpose:

End and Prevent Homelessness

Values:

The Alliance furthers its mission in light of the following values:

- **Collaboration:** *We engage organizations across many sectors and people with lived experience to find and develop solutions to our community's most pressing housing/healthcare crises. We intentionally include voices and perspectives from underrepresented communities to ensure more comprehensive and effective solutions.*
- **Stewardship:** *We are responsible for ensuring that the resources of the Alliance are used strategically and transparently in our collective pursuit to end and prevent homelessness.*
- **Inclusion:** *We seek to create a community that cultivates belonging by designing a Continuum of Care that actively includes people of all walks of life.*
- **Compassion:** *We want to relieve human suffering. When one person in our community is at-risk of or experiencing displacement, we are committed to meet them where they are at and offer options.*
- **Leadership:** *We take bold steps forward, leading the way to community-defined and evidenced-based solutions to end and prevent homelessness.*
- **Commitment:** *We are committed to this work until every person in our community's basic needs are met.*
- **Adaptability:** *We adapt our work to fit the needs in our community, we are nimble, and we are constantly adjusting our approach to match emerging trends.*

**Required by HUD*

Goals and Objectives:

Therefore, over the next five years, the Alliance will make measurable progress to:

#1 Understand our community: **Through local quantitative and qualitative data the Alliance continually seeks to understand the causes of the crises faced by our community members.**

1.1 Quantitative Data: Improve participation in HMIS (or a comparable database for domestic violence service providers) to improve accuracy and quality of local quantitative data.
1.2 Quantitative Data: Ensure the PIT Count is routinized and robustly conducted.
1.3 Qualitative Data: Gather qualitative data (e.g. town halls, listening sessions, surveys) from all sectors of our community, especially underrepresented groups (e.g. youth, seniors, tribal nations), to assess the qualitative impact of the homeless crisis.
1.4 Analyze data and share it with our communities, Alliance stakeholders, decision makers and funders.

#2 Develop and improve the coordinated system of care and services.

2.1 Strengthen our region's service providers and the homeless response system.
2.2 Expand service providers' ability to offer everyone a safe place to sleep and a path to stable housing.
2.3 Build community capacity to prevent homelessness.

#3 Maximize resources: The Alliance maximizes resources that support ending and preventing homelessness through solicitation, leverage, and strategic investments.

3.1 Seek new resources to end and prevent homelessness.
3.2 Coordinate existing funding streams (CoC, ESG, SSVF, GPD, DHS/YEHP, OHCS, IHA, CDBG, HOME) to make more efficient and effective use of resources.
3.3 Secure resources that support service integration and wrap around supports (e.g. services that increase income and/or employment skills).
3.4 Leverage resources for CoC partners by serving as the CoC's fiscal agent, providing CoC coordination, and fostering collaborative partnerships.
3.5 Support homeless services provider participation in the HRSN program.
3.6 Lead the Alliance resource allocation process through a data-driven and values focused lens.

#4 Increase participation in the Alliance: Because homelessness touches every corner of our community, we need vast representation from across our region to solve it.

4.1 Reach out to all parts of our region to increase Alliance participation from cities, counties, tribal nations, public health departments, nonprofit service providers, mental health providers, healthcare providers, schools, faith communities, those with lived experience, youth and young adults, community members, culturally specific organizations, and more.
4.2 Create spaces for people to genuinely engage, gain understanding about our community's needs and services, and be part of creating community solutions.

Implementation Plans

Purpose of the implementation plans:
The following implementation plans are organized by goal. Each goal has objectives, action items, lead staff or committee identified to support the work, and a timeline. These plans will guide staff and committee work and lead the coordinated accomplishment of the plan's goals and objectives. These implementation plans should be updated annually, reflecting new action items based on work achieved in the previous year. Note that some of the action items lack an identified "Lead Alliance Staff" member. This is due the limited staff capacity of the Alliance. These items can be assumed by committees, if willing and able, or can be paused while the infrastructure of the Alliance grows.

Goal #1 Understand our community: Through local quantitative and qualitative data the Alliance continually seeks to understand the causes of the crises faced by our community members.

Objectives	Actions	Lead Alliance Staff / Committee Support	Time
1.1 **Quantitative Data:** Improve participation in HMIS (or a comparable database for domestic violence service providers) to improve accuracy and quality of local quantitative data	1.1.1 Implement "Data Quality Management Plan" which includes regular training and technical assistance for HMIS users*: • New User training, offered monthly • Receive regular training from domestic violence service providers to ensure the best interpretation of data from comparable databases, annually • Refresher training, as needed • Reports training (how to run data quality reports and correct errors), offered annually • ROI and Visibility Training, offered annually • Office hours for HMIS user questions and training, offered monthly • One-on-one technical assistance to HMIS users, as needed	HMIS Specialist and HMIS Analyst	Ongoing
	1.1.2 Operate the HMIS Help Desk • Provide guidance on required fields and address questions regarding data entry protocols • Implement the help desk ticket submission process	HMIS Specialist and HMIS Analyst	Ongoing
	1.1.3 Measure performance of training efforts: • Training participation and assessment • Data Quality Audits	HMIS Specialist and HMIS Analyst P&E Committee	Annually

**Required by HUD*

	• Agency performance reports • Monitor system performance measures		
	1.1.4 Gather feedback from a wide range of partners to inform the "Data Quality Improvement Plan," inform monthly training topics, and guide the work of the HMIS User Workgroup • Conduct surveys, interviews, and offer feedback forms to HMIS users and domestic services providers to solicit feedback • Attend community meetings (e.g. Salem Provider Meeting, Collaborative Committee, Coordinated Entry Committee) where HMIS users are present to exchange ideas and solicit feedback • Proactively engage culturally specific groups to inform service delivery and develop culturally relevant and linguistically responsive tools • Increase representation on the HMIS User Workgroup	HMIS Specialist and HMIS Analyst P&E Committee HMIS Committee CE Committee	Annually
	1.1.5 Educate service providers regarding security and privacy standards of HMIS data, including survivors of domestic violence and VAWA transfers *	HMIS Specialist and HMIS Analyst	Annually
	1.1.6 Implement the HMIS Assessment workplan based on the ICA HMIS assessment, critical securing resources and understanding our community's need	HMIS Specialist and HMIS Analyst	2025
	1.1.7 Update the "Data Quality Management Plan" and relevant policies and procedures incorporating a focus on data completeness and accuracy during assessment and intake processes*	HMIS Specialist and HMIS Analyst P&E Committee HMIS Committee CE Committee	Annually
	1.1.8 With increased HMIS quality and accuracy, examine trends to inform decision makers on program effectiveness, especially for underserved (e.g. Who is and who is not getting housed?)* • PE Committee Review annual SPM and LSA data • Make data driven funding and programmatic recommendations to the board • Inform the Alliance resource allocation process	HMIS Specialist and HMIS Analyst P&E Committee HMIS Committee CE Committee	Annually

Measures of success:

a. 100% of required local, state, and national reports (APRs, CAPERs, LSA, SPMs, etc.) submitted on time.*

a. 95% data completeness of Universal Data Elements as tracked via APR, CAPER and Data Quality report.*

**Required by HUD*

Goal #1 Understand our community – continued

Objectives	Actions	Lead Alliance Staff / Committee Support	Time
1.2 Quantitative Data: Ensure the PIT Count is routinized and robustly conducted	1.2.1 Develop new PIT Count methodology that can be implemented routinely and produces accurate, reliable and equitable data*	Alliance Contractors PIT Count Workgroup	Jan. 2025
	1.2.2 Engage community partners and volunteers in implementing the PIT Count, bring forward list of potential partners to the Collaborative Committee for review to ensure those serving special population are represented (e.g. survivors of domestic violence, veterans, youth and young adults)*	Administration and Communications Specialist Alliance Contractors PIT Count Workgroup	Jan. 2025
	1.2.3 Evaluate new PIT Count method and make recommendations for improvement (e.g. Utilize Plan, Do, Study, Act cycle to ensure continuous improvement)	Alliance Contractors PIT Count Workgroup	Spring 2025
	1.2.4 Analyze and share PIT Count data to highlight key needs and trends, create a report template for annual updating and adapting and include highlights in annual gaps analysis report*	Administration and Communications Specialist Alliance Contractors PIT Count Workgroup	Spring 2025
	1.2.5 PIT Count process is updated and repeated annually* • Utilize HMIS data in future PIT Count methodology	Lead TBD PIT Count Workgroup	Annually

Measures of success:

a. Able to submit sheltered (annually) and unsheltered (bi-annually) PIT Count*
b. Standard method for sharing PIT Count data and trends with the community is developed

**Required by HUD*

Goal #1 Understand our community – continued

Objectives	Actions	Lead	Time
1.3 **Qualitative Data:** Gather qualitative data (e.g. town halls, listening sessions, surveys) from all sectors of our community, especially underrepresented groups (e.g. youth, seniors, tribal nations), to assess the qualitative impact of the homeless crisis.	1.3.1 Develop learning objectives and question list for qualitative data collection. Vet questions with representatives from special populations (e.g. Backbone, Center for Hope and Safety, culturally specific, rural groups, and more).	Lead TBD	Annually
	1.3.2 Gather secondary qualitative data from listening sessions conducted by other partners (e.g. Community Health Assessment, Community Health Improvement Plan, DOT survey, Willamette Health Council, Community Action), analyze and incorporate into annual needs assessment		
	1.3.3 Develop list of target audiences for qualitative data collection, with a focus on underrepresented groups (e.g. The Drop Inn, Youth Era, C@P, Punks with Purpose, Arches)		
	1.3.4 Identify existing meetings in the community that may be willing to host a listening session (e.g. neighborhood association meetings, Salem Housing Authority's Friday Street Outreach, Community Violence Reduction Initiative, Salem Provider Network, Salem Peace Walks, Community Business and Education Leaders collaborative)		
	1.3.5 Ask community partners to lead a listening session at an upcoming meeting and gather primary qualitative data from sessions.		
	1.3.6 Conduct at least one annual listening session at an Alliance Collaborative Committee meeting		
	1.3.7 Conduct 5-10 key informant interviews, focusing on groups not represented in community listening sessions		
	1.3.8 Qualitative data is collected from sources above, as available, analyzed and themes are incorporated into annual needs assessment / gaps analysis*		

Measure of success:

a. # of listening sessions or key informant interviews conducted (facilitated by the Alliance or community partners), highlighting # of underrepresented groups participating in listening sessions

**Required by HUD*

Goal #1 Understand our community – continued

Objectives	Actions	Lead Alliance Staff / Committee Support	Time
1.4 **Analyze data and share** it with our communities, Alliance stakeholders, decision makers and funders.	1.4.1 Determine what data is needed to have a clear picture of the homeless crisis in our community: • Initial data set developed by Alliance staff and then reviewed by PE Committee and HS Committee. (Key data to include: exits to permanent housing, length of time in homelessness and return to homelessness). • After agreement on the data set is achieved, ensure annual needs assessment/gap analysis updates this data each year. • Prior to the commencing of the next need assessment, garner input from Alliance partners on previous gaps analysis (e.g. strengths, weaknesses, usefulness).	Lead TBD PE Committee HS Committee	2025
	1.4.2 Using 1.4.1 as a lens, review and vet available primary and secondary quantitative data (e.g. HMIS, PIT Count, Voices of Youth count, CHA, CHIP, Oregon ESSENCE) and qualitative data (e.g. key informant interviews, listening sessions).	Lead TBD PE Committee HS Committee	2025 and annually
	1.4.3 Create a standard data set to guide CoC messaging regarding the state of homelessness in our community.	Lead TBD PE Committee HS Committee	2025 and update annually
	1.4.4 Share data in annual needs assessment / gap analysis report* broadly: • In multiple modalities (e.g. press releases, website, social media, presentations, videos that combine stories with the data); • With diverse audiences (e.g. service providers, community, media, local government, business associations, neighborhood associations, Speak Up events, youth serving organizations); and • With the Alliance Board of Directors to inform CoC decision making.	Administration and Communications Specialist All committees	2025 and update annually

Measures of success:

a. Standard set of quantitative and qualitative data is developed
b. Complete annual needs assessment (AKA gaps analysis), incorporating quantitative and qualitative data*
c. Number of times the annual needs assessment (or gaps analysis) report is viewed increases annually

**Required by HUD*

Goal #2: Develop and improve a coordinated system of care and services

Objectives	Actions	Lead Alliance Staff / Committee Support	Time
2.1 Strengthen our region's service providers and the homeless response system.	2.1.1 Develop collaborative strategies to build skills and reduce turnover rate in case managers and outreach workers (e.g. trauma informed care training, mentoring), especially those with lived experience: • Centralize resources and provide regular training for our region's service providers (Source: FY2024 Continuum of Care Application for list of required trainings)* • Adapt HUD required trainings to include trauma informed principles • Provide training on safety and dynamics of interpersonal violence • Provide feedback to the Alliance on how to increase efficiencies in the CoC system to decrease burden on case managers/outreach workers • Offer burnout prevention for social services staff training (most recently offered by Marion County)	Lead TBD Collaborative Committee	Ongoing
	2.1.2 Provide real-time data to service providers about shelter capacity across the CoC: • Train HMIS Users to access real-time shelter capacity data in HMIS • Regularly remind partners to update HMIS data so that real-time data is accurate • Provide quarterly reminders (e.g. via email, at community meetings) to partners about how to access real-time data	HMIS Analyst and HMIS Specialist	Ongoing
	2.1.3 Annually assess and improve the Coordinated Entry (CE) system functionality* for partners: • Conduct a comprehensive evaluation of current CE system: Evaluate data accuracy, training, access sites, assessments, prioritization, referrals, By Name List management, case conferencing, pulls for available units, duplication of processes, policies and procedures, coordination between DV confidential CE list and general CE list, and review CE practices through a racial equity lens (e.g. Does the By Name housing list equitably represent populations experiencing homelessness) • Disseminate evaluation findings to stakeholders and the broader community, promoting transparency and accountability • Create a detailed workplan to improve the CE system • Implement workplan • Monitor progress quarterly • Revise workplan annually	CE Program Manager Alliance Contractors CE Committee	2025-2026 Then ongoing
	2.1.4 Strengthen and expand CE assessors' services in order to serve our entire region and special populations*: • Determine the need for CE assessors and access sites (e.g. general vs. specialized)	CE Program Manager CE Committee	Ongoing

**Required by HUD*

	• Create a plan to expand assessor capacity and the number of access sites (e.g. CEs at Chariots, train McKinney Vento Liaisons to be CEs) to meet the identified need • Vet potential CE assessors through a trauma informed lens • Offer comprehensive training and ongoing technical support to new and existing CE assessors • Incorporate training for CE assessors on domestic violence and the cycle of abuse • Implement CE refresher trainings and offering regular check ins with CE service provider staff • Explore updating or replacing the CE assessment tool, VI SPDAT • Explore online CE assessment for self-completion • Increase accessibility of CE assessments for rural communities, people with disabilities and those with limited English proficiency • Regularly solicit feedback from CE assessors, clients, partners, culturally specific organizations, and more in order to inform CE training and processes		
	2.1.5 Establish a communication plan across the CoC during a crisis (e.g. Shigella Outbreak, wildfires, heat, cold, air quality). • Identify potential crises that need immediate communication across the CoC • Reach out to partners (e.g. Marion County Health and Human Services, Polk County, cities, school districts, healthcare agencies) for a copy of their crisis communications plans and review for alignment and partnership (e.g. what messages do we share from others vs. create on our own) • Establish process for development of crisis communications materials, customize by type of crisis • Create process and timeline for dissemination of crisis communications materials • Using the information from the process above, revise the CoC's Infectious Disease Prevention and Response Policy*, as appropriate	Health and Homelessness Systems Liaison HS Committee	2025
	2.1.6 Develop the MWVHA's capacity to convene health, housing, and homeless services partners to strengthen cross-sector collaboration, coordination, and service integration leading to better health and related outcomes for the populations served.* • Hire a full-time (1.0 FTE) Health Liaison to run the Health & Safety Committee and coordinate the MWVHA's new body of work related to health, housing, and homeless services coordination/integration at the systems level • Develop and post an RFP to hire a consultant with relevant subject matter expertise to map the current state of health, housing, and homeless services coordination/integration in the region, identify gaps, and develop a set of actionable recommendations for improvement • Execute consultant contract • Based on consultant findings and recommendations and in consultation with the Health & Safety Committee, the Health Liaison will develop a process to invest WHC funds in projects/initiatives that advance regional health, housing, and homeless services coordination/integration aims	Health and Homelessness Systems Liaison HS Committee	2025

**Required by HUD*

	• The Health Liaison will work with the Health & Safety Committee to implement the above fund investment process and provide regular updates to the MWVHA Board of Directors and other key stakeholders • The Health Liaison will work with the Health & Safety Committee and other community stakeholders to plan and execute community convenings that support stronger connections between health, housing, and homeless services providers • The Health Liaison will partner with Willamette Health Council (WHC) and PacificSource to keep MWVHA partners informed on the new Health-Related Social Needs housing benefit for Oregon Health Plan members, and track developments that may impact the MWVHA's potential future role in this space		2025-27
	2.1.7 Increase collaboration with and between public housing authorities.* • Develop a list of key questions to determine how the Alliance can support collaboration among public housing authorities • Conduct interviews with staff from each public housing authority and regional service providers • Identify themes across interviews and create list of collaboration options • Gather representatives from public housing authorities to discuss collaborative options and create an action plan	Lead TBD	TBD

Measures of success:

a. # of people attending trauma informed trainings and/or social services burnout prevention trainings
b. # of people that attend training HUD required trainings (e.g. domestic violence, safety planning and confidentiality protocols, Emergency Transfer Plan, Equal Access Final Rule, Gender Identity Final Rule, mainstream benefits available for program participants)*
c. Assess the # of CE assessors needed, in general and in underserved communities, annually and make a plan to meet the need* (# assessors needed / # of actual assessors)
d. Establish a goal for the "CE referral to assessment completion rate" and create a plan to meet it (currently at 70%)
e. Assess racial disparities along six service points (entry into HMIS, Coordinated Entry Assessment, referral to housing, entry into programs, housing move-in date and housing retention) Data source: Race and Ethnicity V4.0*
f. Plans created (e.g. crisis communication plan; plan to integrate healthcare, housing and domestic violence services; plan to increase public housing authority collaboration)

**Required by HUD*

Goal #2: Develop and improve a coordinated system of care and services – continued

Objectives	Actions	Lead Alliance Staff / Committee	Time
2.2 Expand service providers' ability to offer everyone a safe place to sleep and a path to stable housing:	2.2.1 Increase the continuum of shelter and housing options available to meet an individual's needs: • Assess the amount of currently available shelter options, using 2024 Housing Inventory County as a reference point. • Compare availability to need and determine gaps (Sources to review: Annual regional needs assessment/gaps analysis, Housing Inventory Count, PIT Count, LSA data, HMIS data) • Create plan to address the gaps: ○ Plan components may include: proactively seek funding to expand shelter options as determined by need, expand Long-Term Rental Assistance, align Coordinated Community Plan to End Youth Homelessness with overall plan, engage with public housing authorities on affordable housing development) • Using this plan, inform funding decisions, partnerships, advocacy and more. • Revise annually Shelter and housing options: safe parking, emergency shelter (e.g. congregate, hotels, hotel vouchers, shelters dedicated to youth/young adults), confidential/domestic violence shelter, low-barrier shelters, seasonal shelters, transitional housing (for adults, families, and youth/young adults), rapid rehousing, permanent supportive housing, other permanent housing, community based long-term care, and affordable housing.	Lead TBD	2026
	2.2.2 Increase services, shelter and housing options for special populations: • Assess the services available for and designed to serve special populations: (a) Collaborate with the region's 14 school districts and their McKinney-Vento liaisons to share and analyze data and expand case management capacity. (b) Assess the needs of domestic violence survivors, make a plan to sustain current services and grow to meet the need. (c) Assess access to supportive services and mainstream resources through a racial equity lens. • Compare availability of services, shelter and housing to need and determine gaps • Create plan to address the gaps, starting with updating Coordinated Community Plan to End Youth Homelessness (e.g. update workplan with what has been accomplished to date, what is still outstanding, identify additional resources needed) • Using this plan, inform funding decisions, partnerships, advocacy and more.	Lead TBD	TBD

**Required by HUD*

	Special populations: Chronically homeless, Youth and Young adults, Families, Veterans, Medical respite/discharge, Physical/mental disabilities, Domestic violence survivors, LGBTQIA+, Culturally specific populations, Seniors, Rural		
	2.3 Per the FY2024 Consolidated application, annually assess the following data points and make plans for improvement: Reduce number of people who become homeless, Reduce length of time homeless, Increase exits to permanent housing destinations, Retain permanent housing, Reduce returns to homelessness, Increase earned income, Increase non-employment cash income.* • Use LSA and Stella P to identify pathways most in need of improvement • Expand duration shelters and implement more robust case management housing navigation, health care and mental health services • Coordinate with case management for people who enter rapid rehousing programs with stays at emergency shelter • Expand rental assistance for RRH clients through LTRA with a goal of exiting to permanent housing after LTRA ends • Incorporate innovative ways to house youth and young adults exiting from the streets and shelters (e.g. YHDP Transitional Housing Rapid Rehousing Project, Youth Voucher Housing for youth exiting foster care system)	Lead TBD	2026

Measures of success:

a. Set a goal for occupancy rate for year-round facility-based beds, including specific goals for emergency shelter, transitional housing and permanent housing, track annually*
b. Create a plan for how the Alliance will increase HMIS bed coverage rate to at least 85% (HUD defined metric). Current rates: Emergency Shelter = 76%, Transitional Housing = 37% and Permanent Supportive Housing = 40%.
c. Analyze voucher use by special (e.g. X% of vouchers in use by special populations, goal is Y%)
d. Rate of households exiting to permanent housing improves for Emergency Shelter (10%), Transitional Housing (44%) and Permanent Supportive Housing (50%)*

**Required by HUD*

Goal #2: Develop and improve a coordinated system of care and services – continued

Objectives	Actions	Lead Alliance Staff / Committee	Time
2.3 Build community capacity to prevent homelessness:	2.3.1 Examine best practices in prevention, share broadly with community partners and create plan for local implementation. • For example share practical examples for how other CoC's implement the National Alliance to End Homelessness Prevention Guide's five basic homelessness prevention principles: crisis resolution, client choice respect and empowerment, provide the minimum assistance necessary for the shortest time possible, maximize community resources, and the right resources to the right people at the right time.	Lead TBD	TBD
	2.3.2 Support community-wide efforts to prevent homelessness: • Create list of currently available prevention resources and educate CoC service providers • Assess gaps between availability of and need for prevention resources (e.g. assistance with expenses (medical, car repair, eviction prevention, utilities, rent, childcare, transit); assistance accessing benefits; displaced worker programs; self-sufficiency programs), especially for special populations • Identify resources to fill the gap • Secure resources, implement and evaluate	Lead TBD	TBD
	2.3.3 Increase availability of case management for people in affordable housing units or using housing vouchers: • Assess number of people in affordable housing/using vouchers that are not receiving case management • Identify available and needed resources to support expanding case management • Identify potential safety risks (e.g. domestic violence, substance abuse) • Identify service providers capable to assume increased case management responsibilities • Secure resources and implement	Lead TBD	TBD
	2.3.4 Educate, support, and provide incentives to landlords to keep or make housing affordable: • Identify best practices in landlord incentives and customize list for local implementation • Secure resources to support implementation • Create an outreach and education plan to inform landlords of available incentives • Implement plan and evaluate	Lead TBD	TBD

**Required by HUD*

	2.3.5 Engage our community's systems (childcare, service integration, education, healthcare) in preventing homelessness: • Share information about proven homeless prevention models broadly with community partners, organizations, government agencies, community members and more • Increase utilization of supportive services in combination with housing supports to prevent homelessness with a focus on increasing access to prevention services for special populations	Lead TBD HS Committee	TBD

Measures of success:

a. # of households provided with eviction prevention resources
b. # of landlords engaged in the homeless services system (e.g. housing RRH clients)
c. Increase case management for people in affordable housing or on vouchers (e.g. LTRA program)

**Required by HUD*

Goal #3 Maximize resources: The Alliance maximizes resources that support ending and preventing homelessness through solicitation, leverage, and strategic investments.

Objectives	Actions	Lead Alliance Staff / Committee	Time
3.1 Seek new resources to end and prevent homelessness.	3.1.1 Conduct a comprehensive search of local, state and federal funding streams that are aligned with the Alliance's purpose to end and prevent homelessness 3.1.2 Apply to as many funding opportunities as possible, focusing on opportunities that increase access to resources for special populations 3.1.3 Track success	Lead TBD	Annually
3.2 Coordinate existing funding streams to make more efficient and effective use of resources.	3.2.1 Examine existing funding streams (CoC, ESG, SSVF, GPD, DHS/YEHP, OHCS, IHA, CDBG, HOME) for opportunities to increase coordination and leverage 3.2.2 Present potential coordination options to partners (e.g. service providers, regional public housing authorities) 3.2.3 Implement as appropriate	Lead TBD	Annually
3.3 Secure resources that support service integration and wrap around supports (e.g. services that increase income and/or employment skills).	3.3.1 Conduct a comprehensive search of local, state and federal funding streams that support service integration and wrap around supports 3.3.2 Evaluate the most strategic lead applicant for identified funding streams: • If the Alliance is the most strategic lead applicant, solicit service providers as co-applicants • If a service provider is the ideal lead applicant, offer letters of support, data, etc.	Lead TBD	Annually
3.4 Leverage resources for CoC partners by serving as the CoC's fiscal agent, providing CoC coordination, and fostering collaborative partnerships.	3.4.1 Create a fact sheet that describes how the Alliance can support service provider's acquisition of resources 3.4.2 Educate service providers on available support 3.4.3 Provide support to service providers as requested 3.4.4 Track resources obtained by service providers where the Alliance served as fiscal agent or collaborative partner	Lead TBD Administration and Communication Specialist	Annually

**Required by HUD*

3.5 Support homeless services provider participation in the HRSN program	3.5.1 Invite PacificSource to present to HS Committee and the Alliance Board of directors on the HRSN program and its implementation 3.5.2 Educate service providers about how to bill Medicaid for supportive housing services 3.5.3 Annually evaluate the participation of service providers in the HRSN program 3.5.4 Create a plan to increase participation, as appropriate 3.5.5 Examine service provider's utilization of HRSN dollars to inform utilization of local dollars to support populations not eligible for HRSN funding	HHS Liaison HS Committee	2025
3.6 Lead the Alliance resource allocation process through a data-driven and values focused lens*	3.6.1 Review all NOFOs and RFPs through its values of collaboration, stewardship, inclusion, compassion, leadership, commitment and adaptability and the data in the annual needs assessment/ gaps analysis 3.6.2 Works to ameliorate barriers to applying to the Alliance resource allocation process for culturally specific organizations and other organizations representing special populations 3.6.3 Create a process for measuring grantee and Alliance performance to determine system-wide gaps in services, deficiencies in performance, and inform allocation of resources 3.6.4 Alliance conducts annual monitoring of individual grantees to (1) ensure compliance; (2) track grantees progress toward deliverables; and/or (3) create improvement plans as appropriate	Executive Director Alliance Board	Ongoing

Measures of success:

a. Amount of funds secured by the Alliance to end and prevent homelessness
b. # of homeless services providers participating in HRSN program
c. Increase # of culturally specific organizations and others serving special populations that respond to Alliance RFPs
d. System for measuring grantee and Alliance performance is created and updated annually to inform allocation of resources

**Required by HUD*

Goal #4: Increase participation in the Alliance: Because homelessness touches every corner of our community, we need vast representation from across our region to solve it.

Objectives	Actions	Lead Alliance Staff / Committee	Time
4.1 Reach out to all parts of our region to increase Alliance participation from cities, counties, tribal nations, public health departments, nonprofit service providers, mental health providers, healthcare providers, schools, faith communities, those with lived experience, youth and young adults, community members, culturally specific organizations, and more.*	4.1.1 Identify gaps in Alliance engagement: • Create complete list of people and organizations currently engaged in the Alliance's work (Sources: FY2024 CoC Application and MWVHA committee membership lists) • Using a racial equity and data driven lens, identify gaps in representation and engagement in order to ensure invitation and inclusion of Alliance participation is reflective of the community • Ensure schools and youth serving organizations are well represented both in Salem and in rural areas (e.g. school counselors, McKinney Vento Liaisons, teachers, social workers, The Gate, The Kroc, YMCA, Boys & Girls Clubs, Youth Era, Job Corp) • Create list of potential organizations and people to recruit with a focus on board and committee membership becoming more representative of our community in race/ethnicity, geography and special populations. 4.1.2 Create outreach plan • Determine appropriate method for engaging identified list of people and organizations 4.1.3 Implement outreach plan 4.1.4 Annually evaluate results and revise	Lead TBD Collaborative Committee	Annually
4.2 Create spaces for people to genuinely engage, gain understanding about our community's needs and services, and be part of creating community solutions.	4.2.1 Develop opportunities to increase community understanding of and engagement in ending and preventing homelessness (e.g. informal gatherings of service providers, subcommittees of the Collaborative Committee, existing community meetings, annual Alliance summit of the year's accomplishments and future goals) 4.2.2 Using a racial equity lens, create messages and activities for these opportunities to promote genuine engagement around community needs/services and solutions 4.2.3 Implement and evaluate	Lead TBD Collaborative Committee	Annually

Measure of success:

a. # of individuals or organizations engaged in Alliance work increases
b. # of individuals or organizations representing special populations (e.g. youth, young adults, BIPOC, survivors of domestic violence) engaged in CoC work increases*

**Required by HUD*

2025-2030 Strategic Plan Dashboard

	Baseline~	2025	2026	2027	2028	2029
Goal 1: Understand our community:						
a. 100% of required local, state, and national reports (APRs, CAPERs, LSA, SPMs, etc.) submitted on time*	100%					
b. 95% data completeness of Universal Data Elements as tracked via APR, CAPER and Data Quality report*	XX%					
c. Able to submit sheltered (annually) and unsheltered (bi-annually) PIT Count*	Yes					
d. Standard method for sharing PIT Count data and trends with the community is developed	NA					
e. # of listening sessions or key informant interviews conducted (facilitated by the Alliance or partners), highlighting # of underrepresented groups participating in listening sessions (# of sessions / # of groups)	# / #					
f. Standard set of quantitative and qualitative data is developed	NA					
g. Complete annual needs assessment (AKA gaps analysis), incorporating quantitative and qualitative data*	11/2023					
h. # of times the annual gaps analysis / needs assessment report is viewed increases annually	NA					
Goal 2: Develop and improve the coordinated system of care and services						
a. # of people attending trauma informed or social services burnout prevention trainings	#					
b. # of people that attend training HUD required trainings (e.g. domestic violence, safety planning and confidentiality protocols, Emergency Transfer Plan, Equal Access Final Rule, Gender Identity Final Rule, mainstream benefits available for program participants)*	#					
c. Assess the # of CE assessors needed, in general and in underserved communities, annually and make a plan to meet the need* (# assessors needed / # of actual assessors)	# / #					
d. Establish a goal for the "CE referral to assessment completion rate" and create a plan to meet it (currently at 70%)	XX%					
e. Assess racial disparities along six service points (entry into HMIS, Coordinated Entry Assessment, referral to housing, entry into programs, housing move-in date and housing retention) Data source: Race and Ethnicity V4.0*	# / #					
f. Plans created (e.g. crisis communication, healthcare/housing integration, housing authority collaboration)	NA					

**Required by HUD*

g. Set a goal for occupancy rate for year-round facility-based beds, including specific goals for emergency shelter, transitional housing and permanent housing, track annually*	X% ES X% TH X% PH					
h. Create a plan for how the Alliance will increase HMIS bed coverage rate to at least 85% (HUD defined metric).	76% ES 37% TH 40% PH					
i. Analyze voucher use by special populations (e.g. X% of vouchers in use by special populations, goal is Y%)	X% / Y%					
j. Rate of households exiting to permanent housing improves for Emergency Shelter, Transitional Housing and Permanent Housing*	10% ES 44% TH 50% PH					
k. # of households provided with eviction prevention resources	#					
l. # of landlords engaged in the homeless services system (e.g. housing RRH clients)	#					
m. Increase case management for people in affordable housing or on vouchers (e.g. LTRA)	# FTE					
Goal 3: Maximize resources:						
a. $ secured by the Alliance to end and prevent homelessness	$					
b. # of homeless services providers participating in the HRSN program	#					
c. Increase # of culturally specific organizations and others serving special populations that respond to Alliance RFPs	#					
d. System for measuring grantee and Alliance performance is created and updated annually to inform allocation of resources	NA					
Goal 4: Increase participation in the CoC:						
a. # of individuals or organizations engaged in CoC work increases	XX					
b. # of individuals or organizations representing special populations (e.g. youth, young adults, BIPOC, survivors of domestic violence) engaged in CoC work increases*	XX					

~Note about baseline data: Due to transition in Alliance leadership, not all baseline data was able to be gathered before the publication of this document.

NA = not applicable or not started yet

**Required by HUD*

Conclusion

A strategic plan is a powerful tool. It clarifies vision, reveals values, sets goals, and spurs action. This plan reflects the desire of the Mid-Willamette Valley Homeless Alliance and its partners to move the needle on its purpose to ***end and prevent homelessness***. Dozens of community stakeholders provided input on the vision, values, goals, objectives and actions in this plan. To that end, this plan is a living document. As the implementation plans begin to unfold, the plan should be reviewed and updated annually. When it becomes clear which data points are valuable for the Alliance to track its success, the data dashboard should be updated as well. Some of the work in this plan is aspirational and will require the Alliance to build its infrastructure to accomplish it and/or more community partners will need to take the lead.

Appendix

History of the Alliance

The Mid-Willamette Homeless Initiative (MWHI) began in 2016 as a collaborative effort by the cities of Salem and Keizer and Marion and Polk counties. During 2016-17, a task force and eight subcommittees worked diligently on a strategic plan to identify and launch proven strategies to reduce homelessness in the Marion-Polk county region. Task force members included business and community leaders with expertise in social services, housing, public safety, and business. After the task force produced its strategic plan and dissolved in February 2017, Marion County and the cities of Salem, Keizer, Monmouth and Independence, in cooperation with the Mid-Willamette Valley Council of Governments, formed a steering committee and pooled funds to hire a Homeless Program Coordinator to continue the task force's work, which included an in-depth review of the region's participation in the Rural Oregon Continuum of Care (CoC). That work was completed in early 2019. In April 2019, the steering committee began focusing on the effort to form a regional CoC.

Jurisdictions throughout the two-county area provided supporting resolutions, which were submitted with a governance charter, organizational structure, and other documentation required by the U.S. Department of Housing and Urban Development (HUD) to request recognition as a Continuum of Care. In less than two weeks, HUD approved the request and formally recognized the Alliance as the Marion-Polk region's Continuum of Care (CoC).

Prior to being officially recognized by HUD, representatives of the soon-to-be CoC were invited to participate in a national institute and become one of 70 communities (at the time) signed on to the Built for Zero initiative. Kaiser Permanente sponsored the effort, and the Alliance agreed to participate in semi-annual training and monthly technical assistance for the next five years.
The first meeting of the Mid-Willamette Valley Homeless Alliance board of directors was held in February of 2020, followed by the first set of committee meetings in March of 2020. Adapting to the COVID pandemic, all CoC meetings were held virtually for the next two years, and many committees continue to use Zoom as a way to provide geographic access and eliminate travel time.

The first CoC Strategic Plan was approved in June of 2020 and was built off of the MWHI plan, incorporating HUD system performance measures. Based on a new Gaps Analysis, the CoC 5-Year Strategic Plan was approved in July of 2021. Committee action plans were developed to achieve specific goals.

In mid-2020, the Alliance was identified as one of three collective impact initiatives supported by the Community, Business, and Education Leaders (CBEL) Consortium and received $50K per year for three years to support the CoC's work.

In late 2020, the Alliance submitted a collaborative application and secured $5.5M in Covid relief funds through Oregon Housing and Community Services (OHCS) to support 23 different projects provided by ten different organizations for the next two years.

In February 2021, the Alliance hosted its first summit with 109 online participants representing 63 organizations.

In April 2021, the Alliance board receives a report from Willamette University PACE students, summarizing eight months of study assessing diversity, equity, and inclusion in the CoC.

In July 2021, the Alliance board expanded its agency membership to include PacificSource Community Solutions.

In 2021, the Alliance created a youth action board and secured a two-year $3.6M HUD Youth Homelessness Demonstration Program (YHDP) grant and developed a Coordinated Community Plan to End Youth Homelessness (approved in March 2022). The region continues to receive $1.8M annually to support priority projects identified in the plan.

In September 2021, the Alliance submitted its first required Consolidated Application in response to the HUD Notice of Funding Opportunity for Continuum of Care Program. The application was 172 pages long.

In early 2022, the Alliance added two board seats for a total of three voting members with lived experience in homelessness. In 2023, a fourth seat was added for a representative from the youth action board.

In February 2022, the Alliance hosted its second annual summit, with a focus on equity. More than 200 people participated in the online event.

In March 2022, the Alliance approved the Coordinated Community Plan to End Youth Homelessness; the plan was subsequently approved by HUD in April 2022.

In June 2022, the Alliance board approved a list of priority projects to be funded by HUD under the YHDP grant.

In October 2022, the Alliance board approved a Plan to Serve Individuals and Families Experiencing Homelessness with Severe Needs.

In late 2022, the Alliance updated all committee charters, based on recommendations from each committee.

In January 2023, Oregon Governor Tina Kotek declared a state of emergency due to homelessness, launching a call to action and releasing state funding to prevent 8,750 households from becoming homeless, rapidly rehouse 1,200 households, and create 600 new low-barrier shelter beds across the state.

In April 2023, the Alliance board approved its local ALL IN plan, in response to the Governor's executive order. Subsequently approved by the state, the plan provided the basis for the initial $10M to the Alliance to rapidly rehousing 150 unsheltered households and create 79 new low-barrier shelter beds. In total through 2024, the Alliance received more than $27M to sustain and expand emergency order efforts.

In 2023, a number of committees brought significant projects to the Alliance board. In January, the Performance & Evaluation Committee delivered its first annual report to the CoC board. In April, the Diversity, Equity, and Inclusion Subcommittee presented an Equity Lens for board approval. In May, the HMIS Users Workgroup presented the CoC's first HMIS Data Quality Management Plan for

board approval. The CoC board also approved standards for Rapid Rehousing and Permanent Supportive Housing service delivery in 2023.

In mid-2023, the Alliance became its own HMIS Lead Agency, after Oregon Housing and Community Services stepped away from the role.

In May 2023, the Alliance hosted 140 people at an Affordable Housing Conference held at the Salem Convention Center.

In June 2023, the Alliance hired its first executive director, shifting from a consultant-only model to an employee as director. The Alliance board paused the scheduled bi-annual revision of the 5-Year Strategic Plan to allow time for the new director to assess current conditions.

In the fall of 2023, Mid-Willamette Valley Community Action Agency gave notice of its intent to move away from its roles as the HMIS coordinating organization and the Coordinated Entry management organization. The Alliance secured HUD technical assistance to guide the transition to the Alliance assuming those roles directly, rather than through a memorandum of understanding with another entity.

In November 2023, the Alliance board expanded its agency membership to include Willamette Health Council, bringing the number of board members to 25 (18 voting members; 7 non-voting members).

In January 2024, Governor Kotek extended the state of emergency due to homelessness, issuing Executive Order (EO) 24-03. The Alliance had met its goals for EO 23-02 and established a new set of goals for the coming year.

In April 2024, the Alliance board participated in a day-long strategic planning retreat, setting the foundation for a new strategic plan.

In June 2024, the Alliance board approved a Long-Term Rental Assistance Plan, supported by $5.3M in state funding.

In July 2024, the Alliance board revised its organizational chart by making the Health & Safety Subcommittee a committee that reported directly to the board. By charter, this provided staff support to the committee.

In September 2024, having accepted Performance & Evaluation Committee member resignations, appointed a Performance & Evaluation Task Force.

In November 2024, the Alliance accepted the resignation of its executive director, effective December 31, 2024, and began planning for an interim director.

In December 2024, the Alliance board approved revisions to the LTRA Plan.

In January 2025, Governor Kotek extended the state of emergency due to homelessness, issuing Executive Order (EO) 25-01.

Acronyms and Definitions

- APR: Annual Performance Report
- Backbone: Youth Action Board of the MVWHA
- CAPER: Consolidated Annual Performance and Evaluation Report
- CE: Coordinated Entry
- CHA: Community Health Assessment
- CHIP: Community Health Improvement Plan
- CoC: Continuum of Care
- EO: Executive Order
- ES: Emergency Shelter
- HMIS: Homeless Management Information System
- HRSN: Health Related Social Needs
- HHS: Health and Homeless Systems Liaison
- HS: Health and Safety Committee
- HUD: United States Department of Housing and Urban Development
- LSA: Longitudinal Systems Analysis
- LTRA: Long Term Rental Assistance
- MWVHA: Mid-Willamette Valley Homeless Alliance
- NOFO: Notice of Funding Opportunity, specifically the CoC Program NOFO
- PE: Performance & Evaluation Committee
- PH: Permanent Housing
- PIT Count: Point in Time Count
- RFP: Request for Proposal
- RRH: Rapid Re-Housing
- SPM: System Performance Measures

- Special Populations: Chronically homeless, Youth and Young Adults, Families, Farmworkers, Veterans, Medical respite/discharge, persons with physical/mental disabilities, survivors of Domestic violence, survivors of human trafficking, LGBTQIA+, Culturally specific populations, Seniors, Rural communities
- Stella P: Stella Performance is a data visualization of the Longitudinal Systems Analysis (LSA) dataset to help communities understand how their homeless response system has been performing on critical performance measures.
- TH: Transitional Housing
- VI SPDAT: Vulnerability Index – Service Prioritization Decision Assistance Tool
- WHC: Willamette Health Council

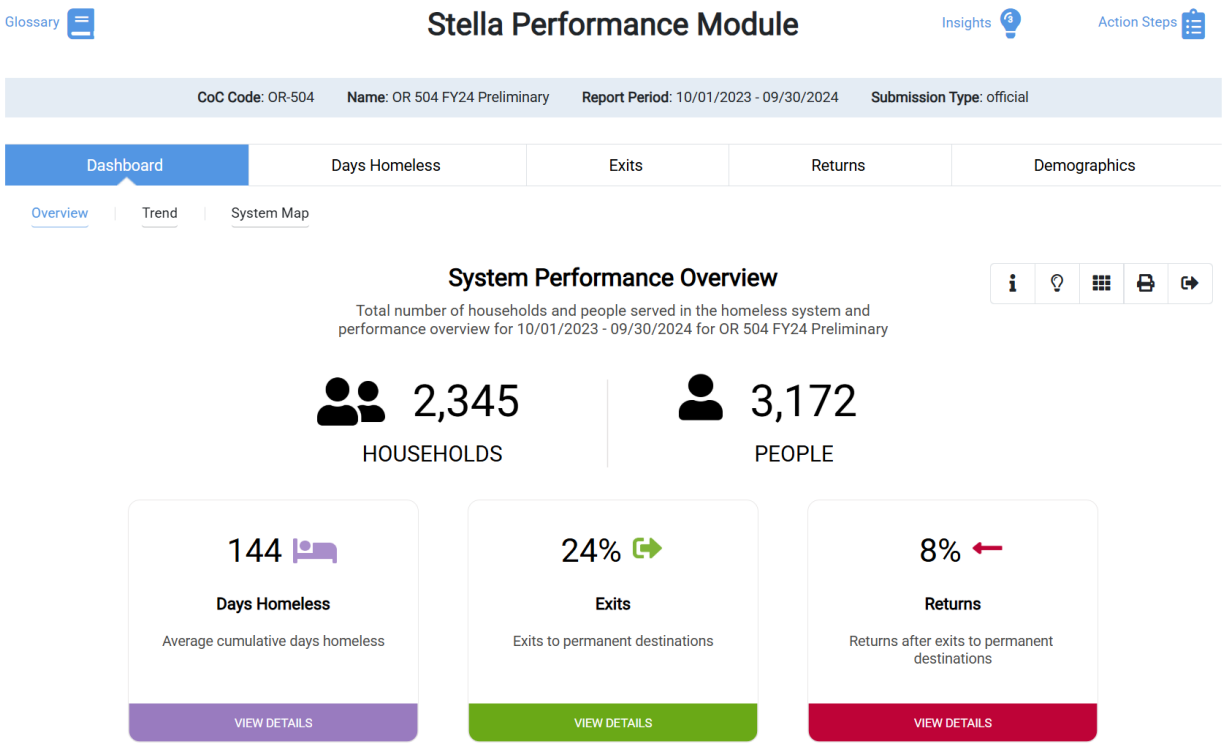
BOARD MTG. DATE: 2/13/25

AGENDA TOPIC: I. System Performance Measures Related to the Alliance Strategic Plan

RECOMMENDATION: Information Only

Presentation of System Performance Measures will include a walk through of the Stella Performance Module. This is a visual display of HMIS data reported to HUD in the annual LSA (Longitudinal System Analysis), which is focused on:

- Days Homeless
- Exits to Permanent Destinations
- Returns to Homelessness after Exit to Permanent Destinations



PLEASE REVIEW definitions in the attached glossary: (Link I.1.)

Performance Measures [pages 1-4 in Attached Stella Performance Glossary]

- Days Homeless
- Exits
- Returns

Pathways [page 10 in Attachment]

System Engagement [pages 14-15 in Attachment]

Recommend viewing the 9-min introduction video Stella Performance Overview Videos - HUD Exchange

MID-WILLAMETTE VALLEY HOMELESS ALLIANCE (MWVHA)

2025 MEETING SCHEDULE

Executive Committee Meetings

Virtual on Zoom

Tuesdays, Noon-1:00 p.m.

- December 31
- ~~February 4~~ Wednesday, February 5
- March 4
- April 1

- April 29
- June 3
- July 1
- August 5
- September 2
- September 30
- November 4
- December 2

Joint Boards of Directors Meetings (Homeless Alliance & ORS 190 Entity)

Hybrid on Zoom/Mid-Willamette Valley Council of Governments*

2nd Thursdays, 3:00-5:00 p.m.

- January 9
- February 13
- March 13
- April 10
- April TBD – Joint meeting with Collaborative Committee
- May 8
- June 12
- July 10
- August 14
- September 11
- October 9
- November 13
- December 11

For additional information, contact:
Cassie Bay
503.540.1627
staff@mwvhomelessalliance.org

*Mid-Willamette Valley Council of Governments Address: 100 High St. SE, Salem, OR

Marianne Bradshaw Consulting

INVOICE

From
Marianne Bradshaw
1325 Jackson Valley Ln SE
Salem OR 97306
mpbradshaw503@gmail.com

To
ORS 190 Entity, Mid-Willamette Valley Homeless Alliance
c/o Mid-Willamette Valley Council of Governments
100 High Street SE, Suite 200
Salem, Oregon 97301
Attention: Elaine Lozier, Executive Director
elaine.lozier@mwvhomelessalliance.org

Date February 2, 2025

For Bradshaw Consulting Services to the Alliance, January 2025

Activities and Services

Questionnaire: Translations

- Work with Mano a Mano on Spanish translation. Work with Counting Us to get our Spanish translation into the app. Format translation so could be printed/used as PDFs as needed.
- Work with Micronesian Islander Community for Chuukese and Marshallese translations. Format translations so could be printed/used as PDFs.

Prepare for Implementation: Work with Counting Us

- Meet with TJ at Counting Us (1/9, 1/17) to discuss methodological questions, questionnaire refinement

Prepare for Implementation: Support Jurisdictional Leads

- Meet with all jurisdictional leads prior to the Count. Jesse Cuomo (1/6), Ryan Pollard (1/8), Gretchen Bennett (1/9), Sarah White (1/9), Kim Dwyer (1/10), Ben Crosby (1/16).
- Provide additional support to areas outside of Salem to manage the Counting Us sign ups and communication with volunteers

Implement Plan: Volunteer Recruiting

- Attend local meetings to make presentations about PIT Count and encourage people to sign up as volunteers. Salem Service Providers' Meeting (1/7), Churches as Neighborhood Luncheon (1/8), Youth/Young Adult Subcommittee (1/10)
- Meet with service providers and partners to engage their teams and answer their questions. Church @ the Park data team (1/6), AWARE food bank (1/9), Urban League of Portland (1/16)
- Go to Capital Community Media and be interviewed on camera to share information about PIT Count and invite volunteers (1/7)

Implement Plan: Volunteer Training

- Co-lead training sessions for volunteers on 1/6, 1/8, 1/15, 1/21 at noon, 1/21 at 6:00pm
- Manage communication with training team, refine slides for each session, send reminders of upcoming trainings through Counting Us to the those who'd signed up in the Volunteer portal.

Implement Plan: Procure gift cards and purchase supplies to give away

- Gift cards: research how to get large numbers of gift cards, which stores are in which parts of our counties. Purchase 469 gift cards, each with $5, from 7 different stores. Order some online and purchase some in-store.
- Meals Ready to Eat (MREs): research where to get MREs at best price and in a short timeframe. Read reviews about which ones are yummiest. Purchase 413 MRE entrees. Pick them up from Eugene.
- Supplies: Purchase warming supplies to give away (socks, beanies, gloves, hand-warmers, toe-warmers, granola bars, flashlights, etc).

Implement Plan: Organize and Distribute supplies

- Coordinate with volunteers for donation deliveries
- Develop plan for which supplies and how many go to each of 18 different locations for outreach distribution and events
- Work with volunteers to unpackage, sort and organize supplies for events
- Manage distribution of supplies to sites and events

Implement Plan: Volunteer Assignments and Communication

- Serve as Command Center Admin. Help assign volunteers to regions, place them on teams, communicate with jurisdictional leads
- Help manage communication with volunteers about where and when to go. Receive and respond to questions from volunteers.
- Member of team at Salem City Hall on 1/23, 1/24 and 1/27 as outreach teams gathered and were prepared to go out and conduct surveys. Helped with instructions, handing out supplies, answering questions, etc.

Data Processing: Work Towards Closing Field, Begin to Clean Data Set

- Work with Church @ the Park to get data for the Safe Parking program entered into unsheltered
- Resolve questions about entries from other counties (Yamhill, Clackamas, Wallowa)
- Resolve questions about sheltered surveys in geographies with no open shelter on night of the count

Communicate with CoC staff and PIT Work Group

- Meet with PIT Work Group Co-Chairs (1/16)
- Email update to PIT Work Group in lieu of 1/17 meeting
- Stay in communication with team doing the sheltered count (meet 1/6, 1/13)
- Correspondence and research to support these efforts

{I am not billing for these 40+ volunteer hours}

Volunteer as Surveyor: Support volunteers, events, conduct surveys

- *Delivered supplies to events, helped with set up, and supported event hosts. Stayed at several events or stationary locations for the first hour or beyond to do hands-on training with newer volunteers. This includes: Wellness Table at Oak Park Church, Punx with Purpose event at Transit, PIT event in Stayton, AWARE food bank, C@TP event at Transit, PIT event at Monmouth Skatepark, Helping Hands, Mano a Mano Food Bank, HOST Warming Event, SHARE event at Wallace Marine, MIC Housing Forum*
- *Conducted surveys in the streets and parks with outreach teams*

Invoice	Amount
Consulting Hours – 80 hours for month of December at contract rate of $85 per hour	$6,800.00
Volunteer Hours – 40+ hours conducting PIT surveys at events and through outreach 1/23-29	$0
Reimbursement for PIT Expenses (Covered by WHC Grant – Summaries attached, receipts submitted separately) $2,345.00 Gift Cards $1,681.85 MREs $5,361.67 Supplies from Amazon $25.18 Supplies from Non-Amazon Sources	$9,413.70
Total	**$16,213.70**

Make checks payable to: Marianne Bradshaw Consulting LLC

Mail to: 1325 Jackson Valley Ln SE, Salem, OR 97306

Thank you!

SUPPLIES (warming, food, etc)

For PIT Count 2025

FROM AMAZON

Date	Items	Cost
15-Jan	flashlights	$599.92
15-Jan	wool socks	$79.95
15-Jan	wool socks	$719.55
15-Jan	gloves	$371.84
16-Jan	gloves, socks	$173.94
16-Jan	hand warmers	$259.95
16-Jan	hand warmers	$51.99
16-Jan	beanies, dog treats	$156.75
16-Jan	toe warmers, beanies	$483.92
16-Jan	tarps	$369.35
17-Jan	granola bars	$143.93
17-Jan	emergency blankets	$191.96
17-Jan	hand warmers	$155.97
17-Jan	beanies	$265.96
17-Jan	beanies	$269.50
17-Jan	beanies	$37.99
18-Jan	socks	$659.97
18-Jan	tarps	$83.96
18-Jan	granola bars	$146.37
24-Jan	gloves	$34.97
24-Jan	gloves	$69.94
24-Jan	gloves	$33.99
	Total	**$5,361.67**