AGENDA

Joint Meeting of:

MID-WILLAMETTE VALLEY HOMELESS ALLIANCE (MWVHA) EXECUTIVE COMMITTEE

Meeting Location(s):
April 1, 2025
12:00 pm to 1:00 pm

Virtual Meeting Only

1. (12:00) WELCOME — CHAIR GORDON

Gordon will open the meeting and request all meeting participants to type their name and affiliation in the group chat.

2. (3:10) MARCH 4, 2025 MEETING MINUTES — CHAIR GORDON

ACTION: Approve meeting minutes (**Pages 3 - 5**)

3. (3:15) PRELIMINARY AGENDA REVIEW — CHAIR GORDON

Sorte will present preliminary agenda items and recommend approval from the Executive Committee.

ACTION: Approve April 14, 2025 Joint MWVHA Board of Directors & ORS190 Entity preliminary meeting agenda. (**Pages 6 - 63**)

4. (4:50) OTHER BUSINESS OR UPDATES — ALL

5. (5:00)ADJOURNMENT — CHAIR GORDON

Zoom Link: https://wesd.zoom.us/j/99018208799?pwd=5IOgYkzxWtFcaqP5bQcEhlPe2fa4no.1

Meeting ID: 990 1820 8799
Passcode: 472645

One tap mobile
+12532158782,,99018208799#,,,,*472645# US (Tacoma)
+13462487799,,99018208799#,,,,*472645# US (Houston)

Staff Contacts:

General questions or difficulties connecting:
Cassie Bay – 503.540.1627, cassandra.bay@mwvhomelessalliance.org

Board member inquiries:
Misty Sorte – 503.540.1620, misty.sorte@mwvhomelessalliance.org

The Mid-Willamette Valley Homeless Alliance is pleased to comply with the Americans with Disabilities Act (ADA). If you need special accommodations to attend this meeting, please contact MWVHA at (503) 540-1627 at least 48 hours prior to the meeting. Hearing impaired, please call Oregon Telecommunications Relay Service, 7-1-1

Meeting Minutes of:

MID-WILLAMETTE VALLEY HOMELESS ALLIANCE (MWVHA) EXECUTIVE COMMITTEE

Meeting Time & Location(s):
March 4, 2025
Via teleconference (Zoom)

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 (Alternate – Heather Inyama)
Salem Health, Leilani Slama

EXECUTIVE COMMITTEE MEMBERS ABSENT

Marion County Commissioner, Danielle Bethell
United Way of Mid-Willamette Valley, CEO, Rhonda Wolf

MWVHA STAFF & GUESTS

MWVHA, Executive Director, Misty Sorte
MWVHA, Administrations and Communications, Cassie Bay
MWVHA Consultant, Jan Calvin

WELCOME

The meeting was called to order by Chair Gordon at 12:02 pm with a quorum established for the Executive Committee.

MEETING MINUTE APPROVAL

Chair Gordon asked for a motion to approve the meeting minutes.

MOTION TO APPROVE THE FEBRUARY 5, 2025 MEETING MINUTES MADE BY: **CROSS**.

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

PRELIMINARY MARCH JOINT BOARD AGENDA

ALLIANCE BOARD CONSENT AGENDA

Resignations & Appointments
Misty reported that there were a couple of resignations and appointments to be added to the agenda.

Cont. on Next Page

Letter of Support
Sorte informed the committee that West Care had requested an additional letter of support for a new project, which aligned with Alliance policies.

HMIS & CE Agreement
Misty explained that there was an HMIS agreement that needs approval. She noted that it was an older agreement previously run through Marion County IT services.

BUDGET OBLIGATIONS

Budget Calendar & Process

Sorte provided an update on the budget calendar process. She mentioned that changes would be made to pare down the calendar to essential approvals. Sorte emphasized that multiple meetings were scheduled to ensure ample opportunity for discussion.

Budget Committee

Sorte presented a draft list of budget committee members and noted that the Alliance still needs to confirm membership. Chair Gordon stated that a final list of budget committee members would be presented at the March Board meeting.

TRAINING & TECHNICAL ASSISTANCE

Misty reported on a proposal for a training academy. The recommendation committee met and provided 10 recommendations to make the proposal viable. Misty emphasized the importance of incorporating the R&R's (Review and Recommendation) recommendations in the final contract.

Calvin explained the RFP process and how the recommendations were developed. Mayor Hoy asked for clarification on how the recommendations were determined to be viable. Jan explained the R&R committee process calls for approval by the board before issuing the RFPs. Calvin stated that the R&R committee's recommendations were unanimous.

Commissioner Gordon confirmed that the board will receive the R&R recommendation at the March 13th meeting, along with a draft of the contract, for consideration and approval.

STAFF REPORTS

Sorte mentioned that she would be providing updates on consultant contracts, budget information, strategic plan goals and staffing updates. She also introduced a new format for staff reports, which will include updates from each staff member on various projects and activities.

Chair Gordon noted that the strategic plan discussion and PIT count results would be presented at the April meeting instead of March. He requested that Misty send contact information for Joy to new board members.

MOTION TO APPROVE THE MARCH 13TH, 2025 JOINT ORS 190 & MWVHA BOARD OF DIRECTORS AGENDA MADE BY: **SLAMA**.

Seconded by: Cross
Discussion: None

DRAFT

In Favor: Unanimous
Abstentions: None

OTHER ITEMS

Chair Gordon also mentioned the upcoming Oregon Government Ethics Commission meeting regarding three cases involving the Alliance. He explained that Bob Steringer, the Alliance attorney, would represent the organization at the meeting.

CHAT

00:37:58	LRSLAM:	Sorry, I have to jump to a 12:30 meeting. Thanks everyone.

ADJOURNMENT

The meeting was adjourned at 12:29 pm.

DRAFT

MID-WILLAMETTE VALLEY HOMELESS ALLIANCE
BOARD OF DIRECTORS

	Organization (in alpha order)	Delegate	Role
VOTING MEMBERS	Backbone Youth Action Board*	Vacant	
	City of Independence	Shannon Corr	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	Andrea Castañeda	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	Shannon Corr	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	Andrea Castañeda	Superintendent

Last update – March 26, 2025

AGENDA

Joint Meeting of:

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

Meeting Location(s):
April 10, 2025
Mid-Willamette Valley Council of Government
100 High St SE, Salem, OR 97301
And
Via teleconference (Zoom link on page 4)

1. (3:00) WELCOME — CHAIR GORDON

ALLIANCE CONSENT

2. (3:05) ALLIANCE BOARD CONSENT AGENDA — CHAIR GORDON

ACTION: Approval of:

a. Agenda;
b. March 13,2025 joint Board of Directors-ORS190 Entity meeting minutes (pages 5-11);
c. Accept the resignation of Sam Dompier (Church at the Park) and Treven Upkes (Salem Police Department) from the Health & Safety Committee; and
d. Appoint Chris Barber to Point-in-Time workgroup.

Any consent item may be considered as a separate action item at the request of any board member

ORS 190 CONSENT

None

PUBLIC COMMENT

3. (3:10) 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.

ALLIANCE BUSINESS/ACTIONS

4. (3:15) STRATEGIC PLAN REVIEW & RECOMMENDATIONS — JOY DICKINSON

Dickinson will present the Mid-Willamette Valley Homeless Alliance 5-Year Strategic Plan and lead discussion about recent updates and any potential changes (pages 12-45).

5. (3:45) FUNDING OPPORTUNITY PRESENTATION BY PACIFIC SOURCE — ELLIOT SKY

Elliot Sky, HSRN Program Manager for Pacific Source, will share a funding opportunity for housing agencies that are interested in becoming HRSN service providers.

Cont. on Next Page

6. (4:00) LTRA UPDATES — MISTY SORTE

Sorte will share updates on landlord engagement and TA projects.

ORS 190 BUSINESS/ACTIONS

7. (4:10) FINANCE DISCUSSION — MATHIESON/SORTE

Amber Mathieson will go over the Alliance's Profit and Loss statement (**page 46**). Sorte will share her findings regarding a review of financial transactions.

8. (4:30) CALVIN CONTRACT — SORTE/GORDON

The Alliance seeks approval to modify the scope of work in Jan Calvin's current contract which currently has an end date of June 30 , 2025. This requested amendment facilitates the transition of certain responsibilities to in-house staff. (**pages 47-49**)

ACTION: Approve amendments to scope of work for Jan Calvin's contract.

Staff Recommendation: Approve the contract.

ALLIANCE-ORS 190 UPDATES

9. (4:40)DIRECTOR'S REPORT — SORTE

Sorte will share updates on policies, staff bios on webpage (here) and staff report (**pages 50-55**).

10. (4:50) GOVERNOR EMERGENCY DECLARATION — CHAIR GORDON
MULTI AGENCY COORDINATION (MAC) GROUP UPDATES

11. (4:50)JURISDICTION/ORGANIZATION UPDATES — ALL

12. (5:00)ADJOURNMENT — CHAIR GORDON

Supplemental information:

- 2025 Board and Executive Meeting Schedule (**page 56**)
- Governor's Emergency Order reports (**pages 57**)
- Contractor timesheets and invoices (**pages 58-xx**)

Virtual Meeting Information:

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
+16699006833,,95458332303#,,,,*673610# US (San Jose)

Staff Contacts:

General questions or difficulties connecting:
Cassie Bay – 503.540.1627, cassandra.bay@mwvhomelessalliance.org

Board member inquiries:
Misty Sorte – 503.540.1620, misty.sorte@mwvhomelessalliance.org

The Mid-Willamette Valley Homeless Alliance is pleased to comply with the Americans with Disabilities Act (ADA). If you need special accommodations to attend this meeting, please contact MWVHA at (503) 540-1627 at least 48 hours prior to the meeting. Hearing impaired, please call Oregon Telecommunications Relay Service, 7-1-1

Joint Meeting Minutes of:

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

Meeting Location(s):
March 13, 2025
Mid-Willamette Valley Council of Government
100 High St SE, Salem, OR 97301
And
Via teleconference (Zoom)

MWVHA BOARD

MEMBERS PRESENT

Chair, Polk County, Commissioner, Jeremy Gordon
Vice Chair, Marion County, Commissioner, Danielle Bethell
City of Independence, City Councilor, Kathy Martin Willis – Alternate: Shannon Corr
City of Keizer, City Councilor, Soraida Cross
City of Salem, Mayor, Julie Hoy
City of Salem, City Councilor, Shane Matthews
CoC Collaborative Committee, Co-Chair, Christine Sommer
CoC Collaborative Committee, Co-Chair, Sarah White
Salem Health, Chief Communications and Community Relations Officer, Leilani Slama
Salem Housing Authority, Housing Administrator, Nicole Utz
Salem-Keizer School District 24J, Former Superintendent, Christy Perry – Alternate Jonathan McIlroy
Union Gospel Mission, Executive Director, Dan Clem
Willamette Health Council, Deputy Director, Josie Silverman-Méndez – Alternate: Trisha Kumar

MEMBERS ABSENT

City of Independence, City Councilor, Kathy Martin Willis – Alternate: Shannon Corr
City of Monmouth, City Councilor, Christopher Lopez
CoC Collaborative Committee, Subject Matter Expert, David Zepeda
Confederated Tribes of Grand Ronde, Tribal Council Member, Lisa Leno
Law Enforcement Assisted Diversion, LEAD Navigator, Renee Pfeffer
Marion County Housing Authority, Executive Director, Jason Icenbice
Mid-Willamette Valley Community Action Agency, Executive Director, Ashley Hamilton
PacificSource Community Solutions Director, Marion & Polk Counties CCO, Zaira Flores Marin
Polk County Veteran Services, Veteran Services Officer, Eric Enderle
Salem-Keizer School District 24J, Former Superintendent, Christy
United Way of the Mid-Willamette Valley, CEO, Rhonda Wolf
West Valley Housing Authority, Executive Director, Christian Edelblute
Willamette Health Council, Deputy Director, Josie Silverman-Méndez

ORS 190 ENTITY BOARD

MEMBERS PRESENT

Chair, Polk County, Commissioner, Jeremy Gordon
Vice Chair, Marion County, Commissioner, Danielle Bethell
City of Independence, City Councilor, Kathy Martin-Willis – Alternate: Shannon Corr
City of Keizer, City Councilor, Soraida Cross
City of Monmouth, City Councilor, Christopher Lopez
City of Salem, Mayor, Julie Hoy
Confederated Tribes of Grand Ronde, Tribal Council Member, Lisa Leno
Salem-Keizer School District 24J, Former Superintendent, Christy Perry – Alternate: Jonathan McIlroy

MEMBERS ABSENT

City of Monmouth, City Councilor, Christopher Lopez
Confederated Tribes of Grand Ronde, Tribal Council Member, Lisa Leno
Salem-Keizer School District 24J, Former Superintendent, Christy Perry
City of Independence, City Councilor, Kathy Martin-Willis

STAFF AND GUESTS PRESENT

Church at the Park, DJ Vincent
City of Keizer, Mayor, Cathy Clark
Marion County, Heather Inyama
MWVCAA, Robert Marshall
MWVHA, Cassie Bay
MWVHA, Misty Sorte
MWVHA, Consultant, Jan Cavin
NWHS, Kimberly Leathley
Oregon Travel Information Council, Cheryl Gribskov
Salem Health, Tricia Frizzel
Willamette Valley Health, Trisha Kumar

WECOME

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

a. Agenda;
b. 2/19/2025 joint board meeting minutes;
c. Accept the resignation of Matthew Herbert(Church at the Park) and Andrea Soemadi (Easterseals) from Coordinated Entry;
d. Accept the resignation of Dominique Daniel from Backbone;
e. Appoint Kathryn Sommer from Church-at-the-Park to the Coordinated Entry Committee; and
f. Letter of Support for Westcare Oregon, DBA VETcare Oregon; HVRP Grant Renewal.

MOTION TO APPROVE ALLIANCE CONSENT AGENDA ITEMS BY: **CLEM**

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

ORS 190 CONSENT AGENDA

None

PUBLIC COMMENT

None

ORS 190 ACTION – BUDGETARY OBLIGATIONS

Sorte presented the budget calendar for fiscal year 2025-2026 and discussed the appointment of budget committee members. She mentioned that the COG finance department would help finalize details and expressed excitement about the people who agreed to be on the committee and noted there would be multiple meetings in April to allow for discussion and feedback before going to the board.

Chair Jeremy Gordon noted that this was the first time they had a full slate of lay member budget committee members, which he considered fantastic.

MOTION TO APPROVE BY BETHELL:

1. Adoption of FY 25-56 Budget Calendar;
2. Appointment of Misty Sorte as Budget Officer; and
3. Appoint the 25-26 Budget Committee members (**see table on next page**).

ORS 190 Entity
Mid-Willamette Valley Homeless Alliance Budget Committee

Position	ORS 190 Board Members	Title	Agency	Terms End
1	Danielle Bethell	Commissioner	Marion County	6/30/25
2	Soraida Cross	City Councilor	City of Keizer	6/30/28
3	Kathy Martin-Willis	City Councilor	City of Independence	6/30/25
4	Jeremy Gordon	Commissioner	Polk County	6/30/25
5	Julie Hoy	Mayor	City of Salem	6/30/28
6	Lisa Leno	Tribal Council Member	Confederated Tribes of Grand Ronde	6/30/28
7	Christopher Lopez	City Councilor	City of Monmouth	6/30/28
8	Christy Perry	Former Superintendent	Salem-Keizer School District	6/30/28

Position	Citizen Members	Title	Agency	Terms End
1	Dan Clem	Exec Director	Union Gospel Mission	6/30/25
2	Bri Hatchel	CRM, CHW	Soaring Heights	6/30/30
3	Hannah Shooting Bear	Sioux Tribe Member	Indigenous Now Oregon	6/30/30
4	Jenny Sheldon	Regional Director	Crossroads Communities	6/30/30
5	Jackie Leung	Executive Director	Micronesian Islander Communities	6/30/30
6	Cathy Clark	Mayor	City of Keizer	6/30/30
7	Christine Sommer	HCV Program Manager	Marion County Housing Authority	6/30/30
8	Sam Dompier	Chief Dev. Officer	Church at the Park	6/30/30

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

ORS 190 ACTION – LTRA – TA CONRACT

Sorte provided an update on the training and technical assistance proposal for culturally specific organizations. She explained that they received only one application from MWVCAA. The recommendation committee met and provided 10 recommendations for improvement. After meeting with Community Action and the R&R Committee, Sorte modified the proposal to create a curriculum that the Alliance would own and promote collaborative efforts with service providers in the future.

Sorte presented the contract, noting a change in the deadline from June to May. She explained that all that MWVCAA and the Review and Recommendation Committee were okay with the proposed modifications made by Sorte.

The revised proposal reduced the grant amount from the original $24,995.30 to $6,298.00. Misty explained that this change would allow the Alliance to have a more robust, community-informed curriculum that could be used over time.

MOTION TO APPROVE BY BETHELL:

Award contract to Mid-Willamette Valley Community Action for training and technical assistance to culturally specific organizations with the end date of May 31, 2025.

Seconded by: Hoy
In favor: Unanimous
Opposed: None
Abstentions: None (Lopez absent)

ALLIANCE AND ORS 190 UPDATES

STAFF REPORT

Misty Sorte provided a staff report, highlighting her first month in the position. She expressed confidence in the alliance's direction and commitment to transparency and accountability. Key points from her report included:

1. Understanding the community through improved data completeness and tracking;
2. Developing and improving the coordinated entry system of care and services;
3. Maximizing resources and increasing participation in the COC;
4. Creating standard operating procedures for staff to ensure continuity of services;
5. Plans to hire a committee and performance support specialist to assist with public meeting standards and sub-grantee monitoring; and
6. Reminder about outstanding membership dues for some organizations.

Sorte also mentioned that the strategic plan would be presented in full at the next board meeting and encouraged board members to review it before then.

EO/MAC

Jeremy brought attention to the Executive Order and asked if any board members had any questions or comments on the provided report.

No one responded.

JURISDICTIONAL/ORGANIZATIONAL UPDATES

The board discussed an issue of insurance requirements for housing providers, particularly for transitional housing type providers like Soaring Heights (located in Keizer). Bethell raised concerns about liability insurance requirements in some jurisdictions and mentioned working with Representative Mannix on potential legislation to address this issue.

MOTION TO APPROVE BY CLEM:

Designate the MWVHA Executive Committee to consider support for an upcoming legislative bill related to insurance barriers for citing facilities.

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

OTHER BUSINESS

Several announcements and updates were shared:

1. Commissioner Bethell invited everyone to the ribbon cutting for Pacific Station on March 19, 2-3 PM, at 1240 Highland Avenue Northeast in Salem.
2. Commissioner Bethell announced the Marion County State of the County event on April 9 at the Salem Convention Center.
3. DJ Anderson provided an update on the Dallas and Monmouth projects, mentioning successful family placements and ongoing coordination efforts.

ZOOM CHAT MESSAGES

00:44:15 read.ai meeting notes: Chris and Matt added read.ai meeting notes to the meeting.

Read provides AI generated meeting summaries to make meetings more effective and efficient. View our Privacy Policy at https://www.read.ai/pp

Type "read stop" to disable, or "opt out" to delete meeting data.

00:47:31 Homeless Alliance: read stop

01:14:29 Councilor Corr, Independence: There are people not in the room... need to keep an eye on us. Jan had her hand up.

01:14:38 Kimberly Leathley (She/Her) Northwest Human Services: Good afternoon! My name is Kim Leathley, and began my service as CEO of Northwest Human Services back in Septmeber. I'm on a journey of learning more about our partners and important community connections so I am sitting in to learn more about MWVHA! I am happy to share anything we learn from the interviews with community partners (insights into gaps/needs etc.). For those particpating in our Northwest Human Services process, thank you!

01:19:10 Councilor Corr, Independence: Has any entity paid up already or is everyone outstanding?

01:31:40 sarahwhite: Thank you, D.J.

01:31:44 sarahwhite: I second that!

01:40:44 sarahwhite: Our policy cost $38k for a $238k grant

01:45:25 Kimberly Leathley (She/Her) Northwest Human Services: Thank you!

01:45:35 Trisha Kumar:Sorry to leave the party!

01:45:37 Trisha Kumar:Thanks!

ADJOURNMENT

Chair Gordon adjourned the board meeting at 4:05 p.m.

2025-2030 Strategic Plan

Draft as of 1.31.25

www.MWVHomelessAlliance.org

Mid Willamette Valley Homeless Alliance
2025-2030 Strategic Plan

Table of Contents

Introduction *3*

The Alliance in 2030 ..... *4*

Timeline and Methodology *5*

Local Data Highlights *7*

2023 Regional Needs Assessment: **7**

2023 LSA Data **8**

2020-2024 Housing Inventory Count **9**

Strategic Plan *10*

Mission: **10**

Vision: **10**

Purpose: **10**

Values: **10**

Goals and Objectives: **11**

Implementation Plans *12*

2025-2030 Strategic Plan Dashboard *27*

Conclusion *29*

Appendix *29*

History of the Alliance **29**

Acronyms and Definitions **33**

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:

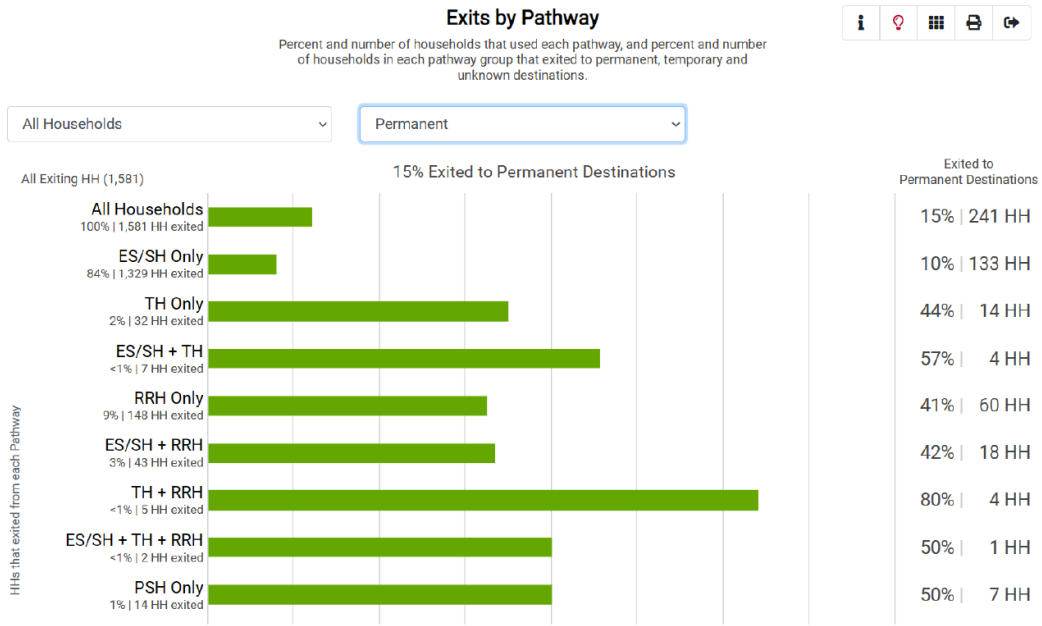
- From July 2022 to June 2023, more than 4,400 Marion-Polk residents were assessed as homeless in need of housing. Of that number: 67% were adults, 29% were children (under 18), and 4% were ages unknown.
- As of August 14, 2023, there were 4,778 people in Coordinated Entry (CE). Of those, 967 were identified 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%).



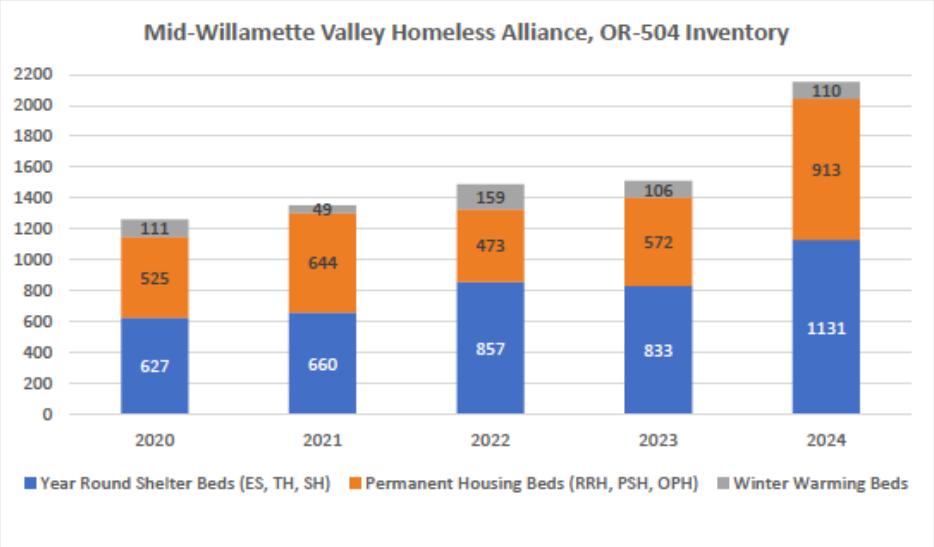
**Required by HUD*

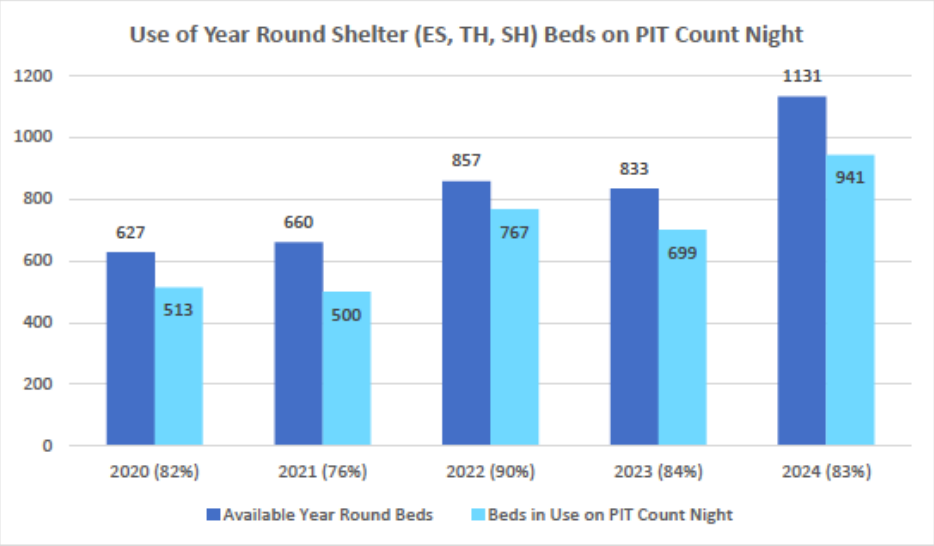
2020-2024 Housing Inventory Count

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

Placeholder for P&L Report

Continuum of Care Consulting
Jan Calvin
CONTRACT

Amendment #5

This Amendment #4 ("Amendment") to Continuum of Care Consulting (Grant "Agreement"), is by and between ORS 190 Entity, Mid- Willamette Valley Homeless Alliance ("ORS 190 ENTITY"), an Intergovernmental Entity established pursuant to ORS 190.010, and **Jan Calvin** ("CONTRACTOR"), to assist the ORS 190 Entity and the Mid-Willamette Valley Homeless Alliance ("Alliance") in fulfilling the Alliance's objectives as directed by the ORS 190 Entity and Alliance boards of directors in continuing CoC operations and transition tasks to staff.

RECITALS

ORS 190 ENTITY and CONTRACTOR desire to amend the Agreement, with revisions to the scope of work section.

AMENDMENT

The Agreement is hereby amended as follows, effective upon signatures by all parties and approvals as required by law. New language indicated by **bold and underline** and deleted language indicated by ~~strikethrough~~:

Section 1.2 CONTRACTOR'S OBLIGATIONS, Scope of Work

1.2.1. Continuum of Care. Work with cities, counties, housing authorities, school districts, nonprofits, and other entities in the region to operate a Continuum of Care organization 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. Tasks are limited to the following upon request of the Executive Director or 190 Entity President.

a. **Assisting with** ~~Completing~~ required reporting and data entry in the federal databases (i.e., e-SNAPS, SAGE, HDX), including:
   i. Annual CoC Registration;
   ii. Grant Information Worksheet (GIW);
   iii. Longitudinal Systems Analysis (LSA);
   iv. System Performance Measures Reports (SPM);
   v. Housing Inventory Count (HIC);
   vi. Point-in-Time Count (PIT); and
   vii. Other HUD-required documentation;

b. Applying local, state, and federal laws, rules, and regulations related to the Continuum of Care processes;

c. Posting information to the Alliance website;

d. Transferring CoC documents t**a** central file~~s~~ **system designated by the Executive Director** ~~and following a records retention plan that meets federal standards~~;

e. Gathering and updating data about homelessness, related to the region's strategic plan and federal requirements that funding be based on regional needs;

f. Responding to data requests from organizations represented on the Alliance board as vetted by, or at the request of, the Executive Director or 190 Entity President; and participating in data needs and other input related to the CoC's Strategic Planning project;

As relates to ~~the Governor's Emergency Order 23-02~~**Oregon Housing and Community Services (OHCS) funding** and in close concert with the Executive Director or 190 Entity President, preparing and submitting required inquiry responses and reports; assisting **in the implementation of approved plans; responding to** questions related to sub-grantee invoice submission and tracking; ~~preparing~~ **supporting development of budgets,** contracts and amendments; providing sub-grantee technical assistance; and supporting coordination and facilitation of community ~~and Multi-Agency Coordination~~ group meetings;

g. Providing ORS 190 ENTITY and Alliance representatives with training and technical assistance related to fulfilling OHCS contract requirements, including, but not limited to the management of subgrantee contracts;

h. Related to the CoC's responsibility to measure and promote strong program performance, monitor local projects funded by CoC, ESG, and YHDP, as well as ORS 190 Entity subgrantees funded by OHCS. Conduct performance and evaluation monitoring, prepare reports, and facilitate Program Improvement Agreements, as necessary**; and**

i. Responding to other tasks requested by the Executive Director, as needed and as time permits.

~~i. h. Related to SB 5511 shelter, outreach, and unit access and in close concert with the Executive Director or 190 Entity President, preparing and submitting required inquiry responses and reports, preparing sub-grantee contracts and amendments, assisting with questions related to sub-grantee invoice submission and tracking, providing sub-grantee technical assistance, and supporting coordination and facilitation of community group meetings;~~

~~a. Related to SB 5511 Long Term Rental Assistance and in close concert with the Executive Director or 190 Entity President, assisting in the design and implementation of the local Long Term Rental Assistance program, preparing and submitting required inquiry responses and reports, supporting coordination and facilitation of community group meetings, supporting grant and funding distribution processes with writing, coordination and administrative elements, preparing sub-grantee contracts and amendments, assisting with questions related to sub- grantee invoice submission and tracking: and~~

~~b. Related to SB 5506 Oregon Rehousing Initiative and in close concert with the Executive Director or 190 Entity President, preparing and submitting required inquiry responses and reports, preparing and tracking sub-grantee contracts and amendments, assisting with questions related to sub-grantee invoice submission and tracking; and supporting coordination and facilitation of community group meetings.~~

(signature page follows)

ORS 190 ENTITY, MWVHA

By: Jeremy Gordon
Jeremy Gordon, President

Date: _____

Signature:

JAN CALVIN

By: Jan Calvin
Jan Calvin

Date: _____

Signature:

MID-WILLAMETTE VALLEY HOMELESS ALLIANCE (MWVHA)

MOVING TO END AND PREVENT HOMELESSNESS

STAFF REPORT

March 2025

Admin. & Comm., Cassie Bay	**Page 02**
Coordinated Entry, Ashleigh Duda	**Page 03**
HHS Liaison, Emily Mewbourn	**Page 04**
HMIS Data Analyst, David Peak	**Page 05**
HMIS Specialist, Nathaniel Perez	**Page 06**

Cassie Bay
Administration and Communications Specialist

1. Meeting Support & Coordination

- Prepared agendas, minutes, and materials for several alliance board and committee meetings.
- Updated distribution list several times for various committees.
- Updated committee roster for various committees.
- Met with YYA subcommittee and provided guidance on public meeting law expectations.
- Secured additional insurance coverage for space at the WESD for an April 30th joint Collaborative Committee and BOD meeting; initiated additional partner engagement.

2. Policy & Procedure Development

- Drafted a new Public Meeting Policy and corresponding procedure to prevent OGEC issues; now under legal review before Board consideration. (See draft documents here).
- Drafted several other administrative processes such as:

4. Grant Routing and Execution

- Routed approved grant agreements for authorized signatures and distributed to relevant parties. Made corrections as needed.

5. Communications

- Created a "Meet the Staff" webpage which includes bios for each staff member. Click here to access.
- Shared various provider updates and/or events with Alliance partners.

6. Training

- Attended Oregon Government Ethics Commission training on Public Meeting Law, reinforcing compliance.
- Continued onboarding and mentoring for new staff member by providing office setup, SOPs, and trainings/guidance on meeting support

Next Steps

- Continue providing thorough meeting support and ensuring compliance with OPML.
- Plan to start up quarterly newsletter (16 month gap)
- Begin organizing a file structure for the Alliance and initiate a quarterly newsletter.
- Ongoing development of processes and procedures to enhance operational efficiency.
- Finalize a welcome packet for committee chairs with tips for facilitating meetings, a clear flowchart of expectations, deadlines as well as roles & responsibilities for the committee chairs and Alliance staff.

Ashley Duda
Coordinated Entry Program Manager

Referrals completed:

MWVCAA – ERA (Single individuals in Marion or Polk County who are over the age of 58): 30 households referred

Training

1:1 quick training with assessors (if they have any questions regarding CE)

Scheduled Upcoming CE Trainings:

Church at the Park:

- CE Refresher New
- Assessors Training

Simonka Place

- New Assessor Training

Nathaniel Perez
HMIS Specialist

On Vacation – will insert updates as soon as he returns

David Peak
HMIS Data Analyst

Currently my focus is on the System Performance Measures (SPM) report.

This is a federal report that gathers data from the Federal Fiscal Year. We are currently reporting on the 2024 fiscal year from 10/1/23-9/30/24.

The System Performance Measures (SPM) report looks back on the last 7 years and tracks the trends from not only our housing programs, but also street outreach.

The SPM tracks 7 measures, which are:

- Length of time homeless
- Returns to homelessness
- Number of people served
- Income measures
- First Time homelessness
- Successful placements

The SPMs use these measures to:

- Compare year-to-year system-wide counts, averages, and medians
- Analyze data from continuum projects
- Review system-level performance
- Identify areas of strength and weakness in homelessness response systems
- Help communities measure their progress in preventing and ending homelessness

This is a lengthy process involving sending data quality reports to each HMIS participating agency within the CoC, working with them to make data as accurate as possible, and then submitting reports to HUD via the HDX, which is a reporting platform. Once the preliminary report is submitted, a HUD agent assigned to our region will go over errors and we will work with them to justify any errors not able to be rectified.

The importance of this being that the positive outcomes of these measures can influence the amount of money received. Many CoCs also look at a particular agency's SPMs as a consideration in local NOFOs.

The biggest barrier in the report is the lack of care in Data Quality throughout our CoC as a whole, which will be an ongoing focus of the HMIS team to ensure end users are trained on how to properly maintain client records and develop policies around holding agencies accountable for creating reliable data moving forward so our local data can be used in federal reports and ensuring the hard work our agencies do counts toward funding opportunities.

Emily Mewbourn
Health & Homeless Systems Liaison

RFP Process Gaps /Committee Updates

RFP Work Group:

- The work group has been formed and is set to meet in the last week of March.
- The objective is to develop an RFP for a gap/environmental analysis to assess how health, housing, and homeless services are coordinated in the region.
- This analysis aims to identify gaps and provide actionable recommendations for improvement.

Existing Data from Partner Organizations:

- Partner organizations have collected valuable data through Community Health Assessments (CHA) and Community Health Improvement Plans (CHIP).
- Workgroup to discuss whether to issue a traditional RFP or directly appoint an organization to compile and analyze this existing data.

Procurement Considerations: OAR 137-049-0160

- According to Oregon procurement laws, for contracts where the estimated fee does not exceed $100,000, a direct appointment is permissible without following formal selection procedures.
- For projects continuing with the same consultant and where the estimated fee does not exceed $250,000, direct appointment is also allowed under specific conditions.
- If the project doesn't meet these criteria, we may need to follow intermediate procurement procedures, which involve seeking at least three competitive quotes or proposals.

*Procurement law to be verified for accuracy before any decisions.

Committee Updates:

- Met 1:1 with most committee members to learn and discuss priorities/quorum issues.
- There are currently two open seats on the H&S Committee that we plan to recruit for.

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~~ Feb 19 (Zoom only)
- 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

Placeholder for EO Reports

Placeholder for Contractor Invoices