MID-WILLAMETTE VALLEY HOMELESS ALLIANCE
BOARD OF DIRECTORS

	Organization (in alpha order)	Delegate	Role
VOTING MEMBERS	Backbone Youth Action Board (YAB)*	River Woods	YAB Chair
	City of Independence	Kathy Martin-Willis	City Councilor
	City of Keizer	Soraida Cross	City Councilor
	City of Monmouth	Christopher Lopez	City Councilor
	City of Salem	Julie Hoy	Mayor
	City of Salem	Shane Matthews	City Councilor
	CoC Collaborative Committee*	**Vacant**	Subject Matter Expert
	CoC Collaborative Committee*	Toni Maries	Subject Matter Expert
	Confederated Tribes of Grand Ronde	Lisa Leno	Tribal Council Member
	Law Enforcement Assisted Diversion*	Mareis Dickerson	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	Tricia Frizell	Director, Community Outreach
	Salem-Keizer School District 24J	Andrea Castañeda	Superintendent
	Union Gospel Mission	**Vacant**	**Vacant**
	Northwest Human Services	Kim Leathley	Chief Executive Officer
	Willamette Health Council	Josie Silverman-Méndez	Deputy Director
EX OFFICIO (NON-VOTING) MEMBERS	CoC Collaborative Committee	Christine Sommer	Co-Chair
	CoC Collaborative Committee	Brenda Newey	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	**Vacant**	**Vacant**
	Salem Housing Authority	Nicole Utz	Housing Administrator
	West Valley Housing Authority	Christian Edelblute	Executive Director

** Representing individuals who are homeless or formerly homeless*

ORS 190 ENTITY BOARD OF DIRECTORS

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

Last update – May 7, 2025

AGENDA

Joint Meeting of:

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

Meeting Location(s):
June 11, 2026
3:00 pm to 5:00 pm
Virtual Only
Via teleconference (Zoom)

1. (3:00) WELCOME — CHAIR GORDON

Chair Gordon will open the meeting and confirm that Oregon Public Meeting Law requirements were met with Alliance staff.

ALLIANCE CONSENT ACTION

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

a. 2026.06.11_MWVHA-ORS190_BOD_Agenda;
b. 2026.05.14_MWVHA-ORS190_BOD_meeting_minutes; (**Pages 5-14**)
c. Accept the resignation of Katelyn Burrell-Agnew and Greyson Stewart from Backbone (Youth Action Board);
d. Accept the appointment of Eli Kinsley (Bridgeway Community Health) to the Health & Safety C Committee; and
e. Accept the appointments of Daniel Stotler, Margarito Martin & Serentiy Nace to Backbone (Youth Action Board).

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

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.

ORS 190 BUSINESS/ACTIONS

4. (3:15) MWVHA-ORS190 FY 26-27 BUDGET PRESENTATION — MISTY BOLGER

Executive Director & Budget Officer Bolger will present the approved (by budget committee) FY 2026-2027 MWVHA-ORS190 Budget to the Board of Directors.

ORS 190 ACTION: adopt FY 2026-2027 Mid-Willamette Valley Homeless Alliance-ORS 190 Entity Budget Resolution (**Pages 15-47**).

ALLIANCE BUSINESS/ACTIONS

5. (3:45) HUD NOTICE OF FUNDING OPPORTUNITY — MISTY BOLGER

Misty will discuss planning and operations for upcoming HUD Notice of Funding Opportunity (NOFO). (**Pages 48-51**)

ALLIANCE ACTION: Approve Review & Recommendation committee members

ALLIANCE ACTION: Approve recommendation to keep Alliance administered projects (HMIS and Youth CE) in Tier 1

6. (4:15) ENVIRONMENTAL SCAN PRESENTATION — ARIELLE & EMILY

Arielle Goranson (Elle Group Consulting) & Emily Mewbourn (MWVHA Health & Homeless Services Liaison) will **present findings based on the environmental scan.** (**Pages 52-60**)

INFORMATION ONLY: No Action

7. (4:30) FEDERAL REPORTING — DAVID PEAK

MWVHA Data Analyst, David Peak will present the 2025 Point in Time and Housing Inventory Counts to the Board

INFORMATION ONLY: No Action

ALLIANCE-ORS 190 UPDATES

8. (4:45)DIRECTOR'S REPORT — MISTY BOLGER

Executive Director, Misty Bolger will share operational & staffing updates as well as board & committee development project.

9. (4:55)JURISDICTION/ORGANIZATION UPDATES — ALL

10. (5:00)ADJOURNMENT — CHAIR GORDON

Supplemental information:

- Staff Updates (**Pages 61-67**)
- 2026 Board and Executive Meeting Schedule (**Page 68**)

Virtual Meeting Information:

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:

Board member inquiries:
Misty Bolger – 503.540.1620, misty.bolger@mwvhomelessalliance.org

General questions or difficulties connecting:
Cassie Bay – 503.540.1627, cassandra.bay@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):
May 14, 2026
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
City of Keizer, Alt. Mayor Cathy Clark
City of Monmouth, City Councilor, Christopher Lopez
City of Salem, Mayor, Julie Hoy
City of Salem, City Councilor, Shane Matthews
CoC Collaborative Committee, Co-Chair, Brenda Newey
CoC Collaborative Committee, Subject Matter Expert, Toni Maries
Confederated Tribes of Grand Ronde, Tribal Council Member, Lisa Leno
Law Enforcement Assisted Diversion, LEAD Navigator, Mareis Dickerson
Mid-Willamette Valley Community Action Agency, Executive Director, Ashley Hamilton
Northwest Human Services, Chief Executive Officer, Kim Leathley
Salem Health, Alt. Denyc Boles
Salem Housing Authority, Housing Administrator, Nicole Utz
Willamette Health Council, Deputy Director, Josie Silverman-Méndez

MEMBERS ABSENT

Marion County Housing Authority, Executive Director, Jason Icenbice
PacificSource, Director, Marion & Polk Counties CCO, Zaira Flores Marin
Polk County Veteran Services, Veteran Services Officer, Eric Enderle
Salem-Keizer School District 24J, Superintendent, Andrea Castañeda
West Valley Housing Authority, Executive Director, Christian Edelblute
Youth Action Board, President, River Woods

ORS 190 ENTITY BOARD

MEMBERS PRESENT

President , Polk County, Commissioner, Jeremy Gordon
Vice President, Marion County, Commissioner, Danielle Bethell
City of Independence, City Councilor, Kathy Martin-Willis

City of Keizer, Alt. Mayor Cathy Clark
City of Monmouth, City Councilor, Christopher Lopez
City of Salem, Mayor, Julie Hoy
Confederated Tribes of Grand Ronde, Tribal Council Member, Lisa Leno

MEMBERS ABSENT

Salem-Keizer School District 24J, Superintendent, Andrea Castañeda

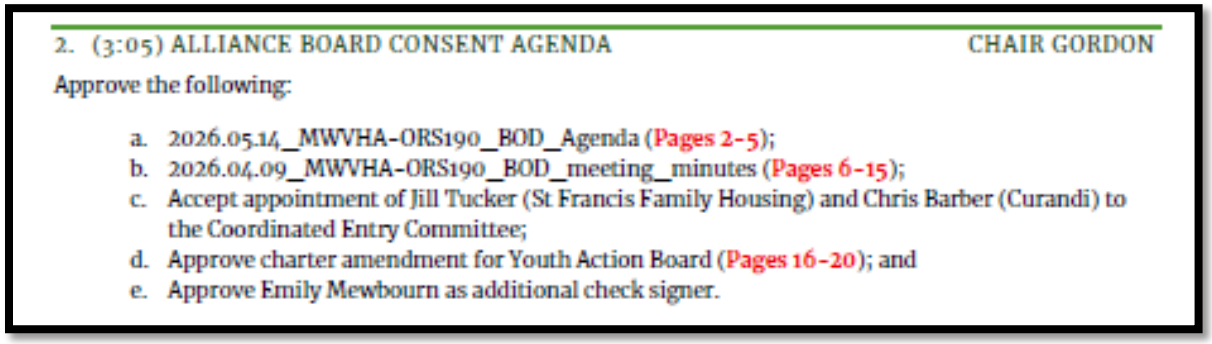
STAFF AND GUESTS PRESENT

City of Monmouth, City Councilor, Carol McKiel
MWVCAA, Audrey Caro
MWVCAA, Breezy Poynor
MWVCAA, Shelaswau Crier
MWVHA Executive Director, Misty Bolger
MWVHA Administration & Communication Specialist, Cassie Bay
MWVHA Data Analyst, David Peak
MWVHA Executive Director, Misty Bolger
MWVHA Health Systems Liaison

WECOME

Chair Jeremy Gordon called the Joint Meeting of the MWVHA Board of Directors and the ORS 190 Entity Board to order at 3:00 p.m. and confirmed that Oregon Public Meeting Law notice requirements had been met.

ALLIANCE BOARD CONSENT AGENDA



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

Approve the following:

a. 2026.05.14_MWVHA-ORS190_BOD_Agenda (Pages 2-5);
b. 2026.04.09_MWVHA-ORS190_BOD_meeting_minutes (Pages 6-15);
c. Accept appointment of Jill Tucker (St Francis Family Housing) and Chris Barber (Curandi) to the Coordinated Entry Committee;
d. Approve charter amendment for Youth Action Board (Pages 16-20); and
e. Approve Emily Mewbourn as additional check signer.

SEPARATE CONSIDERATION FOR CONSENT AGENDA ITEM A.

Councilor Lopez requested that Agenda Item 5, Reallocated LTRA Funds, be moved later in the agenda due to a declared conflict of interest related to his employer (MWVCAA). He informed the Board that Monmouth City Councilor Carol McKiel would participate and vote on behalf of Monmouth during discussion of the item; however, she would not be available until later in the meeting.

Cathy Clark also declared a conflict of interest due to her position on the Board of Directors for MWVCAA.

MOTION BY **LOPEZ** | SECONDED BY **CLARK**

Move agenda item 5 (Reallocated LTRA Funds) to follow agenda item 9 (Membership Dues).

DISCUSSION

None

VOTE

In favor: Gordon, Bethell, Martin-Willis, Clark, Lopez, Hoy, Matthews, Maries, Leno, Dickerson, Leathley, Boles & Silverman-Méndez
Opposed: None
Abstentions: None

SEPARATE CONSIDERATION FOR CONSENT AGENDA ITEM E.

Commissioner Bethell requested that Consent Agenda Item E be pulled for separate consideration to allow discussion regarding proposed check-signing authority changes.

MWVHA Executive Director, Misty Bolger explained that the Alliance currently has only two authorized check signers and described a recent payroll issue that required emergency coordination to issue paper checks after QuickBooks denied payroll processing. The request was intended to add an additional signer to assist in emergency situations.

Board discussion focused on internal controls, organizational oversight, and appropriate authority for check-signing responsibilities. Members discussed whether additional policy review and Finance Committee input were needed before approving the change.

Consensus was reached to table the item and return it to the Executive and Finance Committee for further review and recommendations before bringing the matter back to the Board.

MOTION BY **BETHELL** | SECOND BY **HOY**

Approve remaining consent items (b through d)

DISCUSSION

None

VOTE

In favor: Gordon, Bethell, Martin-Willis, Clark, Lopez, Hoy, Matthews, Maries, Leno, Dickerson, Leathley, Boles & Silverman-Méndez
Opposed: None
Abstentions: None

ORS 190 CONSENT AGENDA

(3:10) ORS 190 ENTITY CONSENT AGENDA

a. Approve contract for FY25-26 Audit with RedW (Pages 21-30); and
b. Approve Fidelity Funding Account Agreement (Pages 31-41)

MOTION BY **MARTIN-WILLIS** | SECOND BY **LOPEZ**

Approve ORS 190 Entity Consent Agenda

DISCUSSION

None

VOTE

In favor: Gordon, Bethell, Leno, Martin-Willis, Clark, Lopez & Hoy
Opposed: None
Abstentions: None

PUBLIC COMMENT

None

ORS 190 BUSINESS/ACTIONS

FY 25-26 SUPPLEMENTAL BUDGET

MWVHA Executive Director, Misty Bolger presented the Fiscal Year 2025–2026 supplemental budget and explained that the original budget was developed conservatively because the Alliance had not yet received finalized contract amounts from Oregon Housing and Community Services for Long-Term Rental Assistance (LTRA) and Oregon Rehousing Initiative (ORI) funding. She stated that the contracts were finalized later in the fiscal year and the supplemental budget was needed to recognize the additional awarded funds.

Misty explained that the majority of the LTRA and ORI funding would be distributed through subgrantee payments, while HUD funding would continue supporting Alliance personnel and administrative operations. She also noted that because the contracts span multiple fiscal years, a significant portion of the funds would carry forward into the proposed 2026–2027 budget.

Board discussion included questions regarding organizational conflicts, Board representation, and voting participation related to agencies receiving funding through Alliance-administered programs. Members discussed the distinction between personal and organizational conflicts under state and HUD requirements, prior Board practices regarding participation in budget approvals, and the challenges of organizational representation within the Continuum of Care structure. Several members expressed support for additional Board education and future review of conflict of interest policies and procedures.

Additional discussion included clarification regarding the increase in personnel-related budget amounts, which staff explained reflected funding spanning two fiscal years.

MOTION MADE BY **CLARK** | SECONDED BY **MARTIN-WILLIS**
Approve ORS190, MWVHA FY25-26 Supplemental Budget as presented

DISCUSSION
None

VOTE
In favor: Gordon, Bethell, Clark, Martin-Willis, Hoy & Leno
Opposed: None
Abstentions: Lopez

ICA SERVICES PROPOSAL

MWVHA Executive Director, Misty Bolger presented a proposed contract with Institute for Community Alliances to provide HMIS and Coordinated Entry support, training, and technical assistance. She explained that ICA previously assisted the Alliance with sheltered PIT count work and data deduplication efforts, and staff are recommending continued support as the Alliance expands Coordinated Entry and onboard new staff through the HUD Youth Coordinated Entry grant.

MOTION MADE BY **CLARK** | SECONDED BY **MARTIN-WILLIS TO:**
Approve ICA contract

DISCUSSION
None

VOTE
In favor: Gordon, Lopez, Bethell, Clark, Martin-Willis, Hoy & Leno
Opposed: None
Abstentions: None

HR PROPOSAL
MWVHA Executive Director, Misty Bolger presented a proposed contract for HR consulting services intended to support the Alliance with personnel compliance, onboarding, handbook review, and HR-related administrative functions. She explained that after reviewing multiple options, staff determined that a pay-as-needed consulting model would best fit the size and operational needs of the organization. The proposed consultant would conduct an initial review of the employee handbook, HR practices, and organizational compliance needs, then remain available for ongoing support as needed.

Board discussion focused on anticipated costs, projected hours, and budget allocation for the services. Staff clarified that the proposal anticipated approximately 35 hours of support during the fiscal year, with estimated costs not expected to exceed approximately $5,250. Members discussed the importance of maintaining spending limits, ensuring future Board review if costs increase, and balancing operational needs with organizational budget constraints.

Several Board members expressed support for the proposal and noted the value of strengthening HR infrastructure and compliance systems as the organization grows

MOTION MADE BY **BETHELL** | SECONDED BY **CLARK** TO:

Approve HR contract with Breanna Stephens

DISCUSSION

Additional discussion focused on clarification of the contract's retainer and hourly billing structure. Board members raised questions regarding language in the agreement referencing both retainer-based and non-retainer hourly rates and whether the proposed budget assumptions aligned with the contract terms. Staff explained that the intent was to utilize services on an as-needed basis and adjust hours depending on operational demand.

Board members discussed the importance of obtaining written clarification regarding billing expectations, maintaining a clear spending cap, and returning to the Board for approval if projected costs exceed the authorized amount. Members also discussed the anticipated front-loaded nature of the compliance and onboarding work, with fewer hours expected after initial implementation activities are completed

VOTE

In favor: Gordon, Lopez, Bethell, Clark, Martin-Willis, Hoy & Leno
Opposed: None
Abstentions: None

FINANCIAL POLICIES FOR BUDGET

Board discussion regarding the proposed financial policies identified that several policies referenced within the packet were missing or incomplete. Members discussed the importance of ensuring all related policies were included in a single finalized packet and expressed concern about approving policies without a complete review of supporting documents and approval history.

Additional discussion included recommendations to clearly identify prior approval dates within each policy document to improve tracking, consistency, and transparency for future review.

Following discussion, consensus was reached to table approval of the financial policies and return the item at a future meeting with a complete policy packet and updated approval date information included within each policy.

MEMBERSHIP DUES

MWVHA Executive Director, Misty Bolger presented a proposed membership dues framework intended to support long-term organizational sustainability and provide a more stable funding structure for Alliance operations. She explained the proposal was intended to help support

ongoing administrative, coordination, and system-level work performed by the Alliance while reducing reliance on fluctuating grant funding.

Board discussion focused on the financial capacity of participating jurisdictions and partner organizations, potential implementation timelines, and the importance of ensuring the dues structure remained equitable and sustainable. Members discussed the potential impact on smaller jurisdictions, local budget approval processes, and the need for clear communication regarding how dues funding would support regional homelessness response coordination and operational functions.

Several members expressed support for continued discussion and refinement of the proposal before final adoption. Consensus was reached to continue developing the membership dues framework and return the proposal for additional discussion and consideration at a future meeting.

REALLOCATED LTRA FUNDS

Prior to consideration of the MWVCAA contract amendment, Councilor Lopez recused himself from discussion and voting and left the meeting. Monmouth City Councilor Carol McKiel participated and voted on behalf of the City of Monmouth for consideration of the reallocated LTRA funds.

MWVHA Executive Director, Misty Bolger presented proposed reallocated Oregon Housing and Community Services Long-Term Rental Assistance (LTRA) funding contracts for participating providers. Initial discussion included both proposed contracts and focused on contract structure, funding allocations, program implementation expectations, and oversight responsibilities associated with administering the reallocated funds.

Board members discussed organizational participation, contract timelines, reporting expectations, and provider capacity to administer the funding effectively. Additional discussion included questions regarding funding distribution, allowable activities, service delivery expectations, and the importance of maintaining accountability and transparency in the administration of state-funded housing assistance programs.

The Board first considered the proposed contract amendment with Center for Hope & Safety. Discussion focused on the proposed scope of work, including outreach activities, landlord engagement efforts, housing stabilization services, and projected households to be served through the funding allocation. Members discussed implementation expectations and the provider's capacity to administer the expanded services associated with the amendment.

Following discussion, administrative staff conducted a roll call vote, and the motion passed.

MOTION MADE BY **MARTIN-WILLIS** | SECONDED BY **MCKEIL TO:**
Approve Center for Hope & Safety contract amendment (MWVHA-CHS LTRA 5511 SS A2)

DISCUSSION
None

VOTE

In favor: Gordon, Bethell, Lopez, Clark, Martin-Willis, Hoy & Leno
Opposed: None
Abstentions: None

The Board then considered the proposed contract amendment with Mid-Willamette Valley Community Action Agency. Discussion focused on the proposed scope of work, including outreach activities, landlord engagement, Rent Well programming, housing navigation, and projected households to be served. Members also discussed contract administration responsibilities, service delivery expectations, and Board participation considerations related to organizational affiliations.

Following discussion, administrative staff conducted a second roll call vote. The motion passed.

MOTION MADE BY **MARTIN-WILLIS** | SECONDED BY **LENO TO:**
Approve MWVCAA contract amendment (MWVHA-MWVCAA LTRA SSO 2026-02-A1)

DISCUSSION

None

VOTE

In favor: Gordon, Bethell, McKiel, Martin-Willis, Hoy & Leno
Opposed: None
Abstentions: Clark

ALLIANCE-ORS 190 UPDATES

HUD-NOFO PREPARATION

MWVHA Executive Director, Misty Bolger provided an update regarding preparation activities for the upcoming HUD Notice of Funding Opportunity (NOFO) process and discussed the importance of early planning, community coordination, and system engagement to support a competitive regional application. She explained that preparation efforts would include reviewing project performance, evaluating funding priorities, coordinating with providers, and identifying opportunities to strengthen regional collaboration and project alignment ahead of the application cycle.

Discussion included the importance of community engagement throughout the NOFO planning process, including outreach to providers, stakeholders, and individuals with lived experience to help inform funding priorities and project development. Members discussed the value of transparent communication, coordinated planning, and ensuring broad participation in funding discussions.

Consensus was reached supporting staff moving forward with NOFO preparation activities and continued community engagement efforts related to planning, coordination, and stakeholder outreach.

ZOOM CHAT MESSAGES

00:29:59	Kim Leathley, NWHS: @Christopher Lopez (he/him) great idea
00:30:12	Christopher Lopez (he/him): Reacted to "@Christopher Lopez (..." with ❤️
00:42:36	Danielle Bethell, Commissioner (Marion): We could also invite OGEC into a future meeting for training.
00:42:48	Kathy Martin-Willis: It seems an opinion from OGEC might be helpful.
00:51:20	emily.mewbourn: Reacted to "It seems an opinion ..." with 👍
00:57:58	Cassie Bay, MWVHA: I missed the first motion. Who was the first motion?
01:12:44	Kim Leathley, NWHS: Chair @Jeremy Gordon (he/him), I will be transitioning to my phone at about 4PM.
01:13:06	Jeremy Gordon (he/him): Thank you, Kim
01:13:14	Kim Leathley, NWHS: Reacted to "Thank you, Kim" with 👍
01:20:56	Danielle Bethell, Commissioner (Marion): Please send me the powerpoint, and any other documents you feel are necessary for me to discuss the request with my board.
01:24:57	Cathy Clark, Keizer Mayor: I have not found OGEC to be particularly helpful on other issues but this could be an exception.
01:25:07	Danielle Bethell, Commissioner (Marion): Reacted to "I have not found OGE..." with ❤️
01:25:52	Brenda: I have to sign off, Brenda, Simonka Place
01:26:02	Danielle Bethell, Commissioner (Marion): Reacted to "I have to sign off, ..." with ❤️
01:26:09	Cassie Bay, MWVHA: Thanks, Brenda!
01:33:46	Danielle Bethell, Commissioner (Marion): This conversation usually happens during the budget meeting, and has a depth of detail with the whole picture.
01:35:32	Josie Silverman-Mendez (she/her), Willamette Health Council: What was the methodology for the non-govt entities?
01:43:29	Josie Silverman-Mendez (she/her), Willamette Health Council: An idea: Perhaps the budget/finance committee could review the methodology and proposed increase and bring a recommendation forward to the board to consider?

01:44:08 Kim Leathley, NWHS: Reacted to "An idea: Perhaps t..." with 💔

02:02:41 Danielle Bethell, Commissioner (Marion): Reacted to "An idea: Perhaps the..." with 💔

02:06:06 Cassie Bay, MWVHA: https://mwvhomelessalliance.org/wp-content/uploads/2022/10/ORS-190-ENTITY-BYLAWS-REVISED-10.13.22.pdf

02:11:03 Danielle Bethell, Commissioner (Marion): I can hear her

02:11:07 Danielle Bethell, Commissioner (Marion): can't

02:14:02 Danielle Bethell, Commissioner (Marion): the document says $50K for admin

02:16:26 Josie Silverman-Mendez (she/her), Willamette Health Council: I have a hard stop at 5pm. Clarification that my comment above was in reference to the membership dues topic.

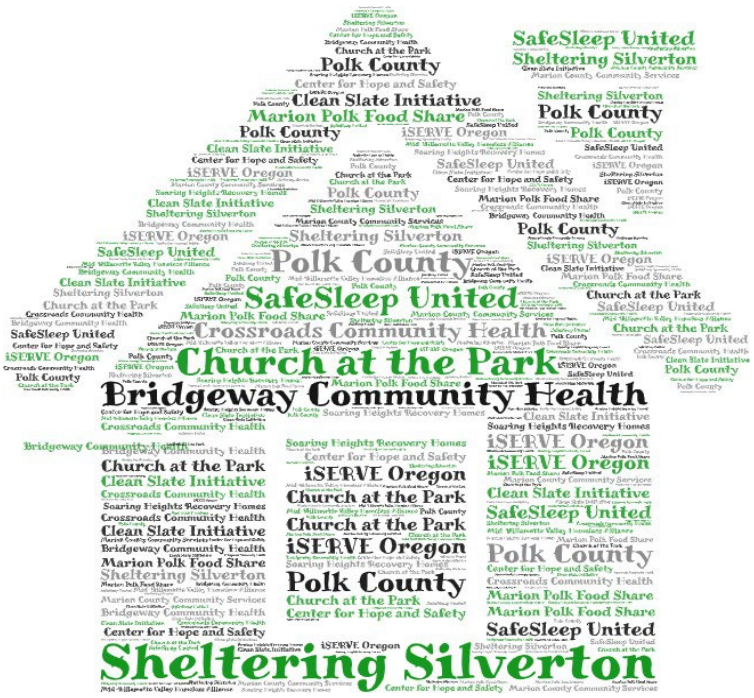
02:20:19 Homeless Alliance: https://www.oregon.gov/ohcs/for-providers/Documents/LTRA%20Final%20Guidance%20February%202024.pdf

02:20:26 Homeless Alliance: Allowable costs and program guidance

ADJOURNMENT

Chair Gordon adjourned the board meeting at 5:11 p.m.

Mid-Willamette Valley Homeless Alliance



Prepared by Misty Bolger, Budget Officer

Oregon | 2026-27 Proposed Budget

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Introduction

Reader's Guide

This budget has been broken into four main sections, for the convenience of the reader, the sections and page numbers are listed below.

Introduction: Pages 4-26

Contains:

- The budget message from the Budget Officer
- Information about the Mid-Willamette Valley Homeless Alliance's community
- Statistics
- A description of the budget document
- The budget process
- The budget basis

Acronyms: Pages 27-28

Abbreviations are explained here.

Glossary: Pages 29-32

A list of terms with explanations or definitions used throughout the budget document.

Budget Message

Overview

To the Members of the ORS 190 Entity-Mid-Willamette Valley Homeless Alliance Budget Committee and Board of Directors:

This is the sixth meeting of the Budget Committee since the ORS 190 Entity was formed in August 2020. Over the past several years, the Alliance has experienced significant growth and change. In 2023, the Alliance hired its first Executive Director and, in 2024, hired its first four employees. In 2025, a new Executive Director was hired, followed shortly thereafter by the Health and Homeless Systems Liaison. Because 2025 marked the end of a biennium and funding allocations had not yet been released, the budget was developed conservatively and included only grant amounts for which awards had already been received. As a result, the Alliance was required to reduce staffing by 2 FTE. While staffing was reduced, services were not. Remaining staff were cross-trained and continued to meet and exceed prior service standards and contractual requirements. Once state and federal funding announcements were made, substantial delays in the execution of grant agreements postponed the supplemental budget process for FY 2025/26. Following approval of the supplemental budget near the close of the fiscal year, the Alliance was able to hire two additional staff members to support the mission and responsibilities of the Continuum of Care (CoC).

The Alliance was created to maximize resources, bring providers together, and help close service gaps to better meet the unique needs of people experiencing homelessness. During FY 2025/26, the Alliance expanded partnerships across the CoC while also strengthening internal organizational practices. This was a year of significant transition as the Alliance moved away from its long-time partnership with the Mid-Willamette Valley Council of Governments and implemented new systems and processes better aligned with the needs of a growing organization.

In FY 2026/27, the Alliance will continue focusing on supporting community partners through information systems, shared resources, and learning opportunities that allow us to learn from one another and strengthen our collective work. Alliance staff will work closely with the Board to advance the organization’s strategic vision and long-term sustainability. The Alliance is larger than its staff alone; it is made up of our Board members, committees, subgrantees, providers, and community partners.

To support the required activities of a Continuum of Care organization, the Alliance increased staffing and will add an additional 1 FTE during this fiscal year. These positions are focused on meeting the needs of our community. The Information Systems Department Head will lead our team of Coordinated Entry and HMIS-dedicated staff. This team will evaluate system performance, work onsite with providers to troubleshoot and solve problems, and assist in the field with assessments. Our goal is to increase both the use and reliability of our information systems. Our Grant Manager will not only oversee monitoring and compliance efforts but will also seek funding opportunities to expand the ways we support our community. While the positions are currently classified as grant-funded and for limited duration, with the addition of a dedicated grant manager, it is our goal to diversify our funding stream to create long term stability for the Alliance and extend these positions beyond this fiscal year.

This budget is a true tribute to the work and vision of the Alliance. Although FY 2025/26 was challenging at times, with delayed funding contracts, restructuring of internal systems, and a detailed review of processes and fiscal policies, we have emerged stronger than ever. We have a clear vision, and with the addition of new staff, we will be better positioned to bring that vision to fruition.
After the Budget Committee reviews and approves the proposed budget, the ORS 190 Entity Board of Directors will adopt the final budget and resolution at its June 11 meeting, at which time the Board will conduct a budget hearing.

I would like to extend my heartfelt appreciation to those who have been instrumental throughout the budget process and in planning for the growth and sustainability of the Alliance. I cannot express enough gratitude to the incredible staff of the Alliance for their teamwork and support of each other and the mission. This work would not be possible without Cassie Bay, Emily Mewbourn, and David Peak. I also want to thank the board leadership and members, and the many partners who give their time to our committees and work groups.

Lastly, I want to recognize the extraordinary support provided to the Alliance by Nick Vitale and Julie Hubbard Kernutt and Stokes, our financial consultants, for their above-and-beyond assistance and support. It is an honor and a great privilege to be part of an Alliance of providers and professionals devoted to helping our houseless community members. During this past year, we strengthened our foundation in order to make this coming year our best yet.

Respectfully submitted,

Misty L. Bolger
Misty Bolger, Executive Director/Budget Officer
MID-WILLAMETTE VALLEY HOMELESS ALLIANCE

Budget Committee

MWVHA Budget Committee

ORS 190 Board Members	***Organization***	***Citizen Members***	
Commissioner Danielle Bethell	Marion County	Alisha Smith	6/30/2031
Commissioner Jeremy Gordon	Polk County	Bri Hatchel	6/30/2030
Councilor Christopher Lopez	City of Monmouth	Cathy Clark	6/30/2030
Councilor Kathy Martin-Willis	City of Independence	Jackie Leung	6/30/2030
Councilor Soraida Cross	City of Keizer	Jill Tucker	6/30/2031
Mayor Julie Hoy	City of Salem	Hanna Shooting Bear	6/30/2030
Tribal Council Woman Lisa Leno	*CTGR	Rochelle Juarez	6/30/2031
Superintendent Andrea Castañeda	**SKSD.	Sam Dompier	6/30/2030

*Confederated Tribes of Grand Ronde
** Salem Keizer School District 24J

ORS 190 Board Member positions are not term limited. Board seats are tied to designated positions or offices held within partner agencies and jurisdictions, rather than to individual members. As representatives transition in and out of their roles, board membership may also transition accordingly to ensure continued organizational representation and participation.

MWVHA Finance & Executive Committee

Members	*Organization*
Commissioner Danielle Bethell	Marion County
Commissioner Jeremy Gordon	Polk County
Councilor Christopher Lopez	City of Monmouth
Councilor Soraida Cross	City of Keizer
CEO Kim Leathley	NW Human Services
Dir. Comm Outreach Tricia Frizell	Salem Health
Mayor Julie Hoy	City of Salem

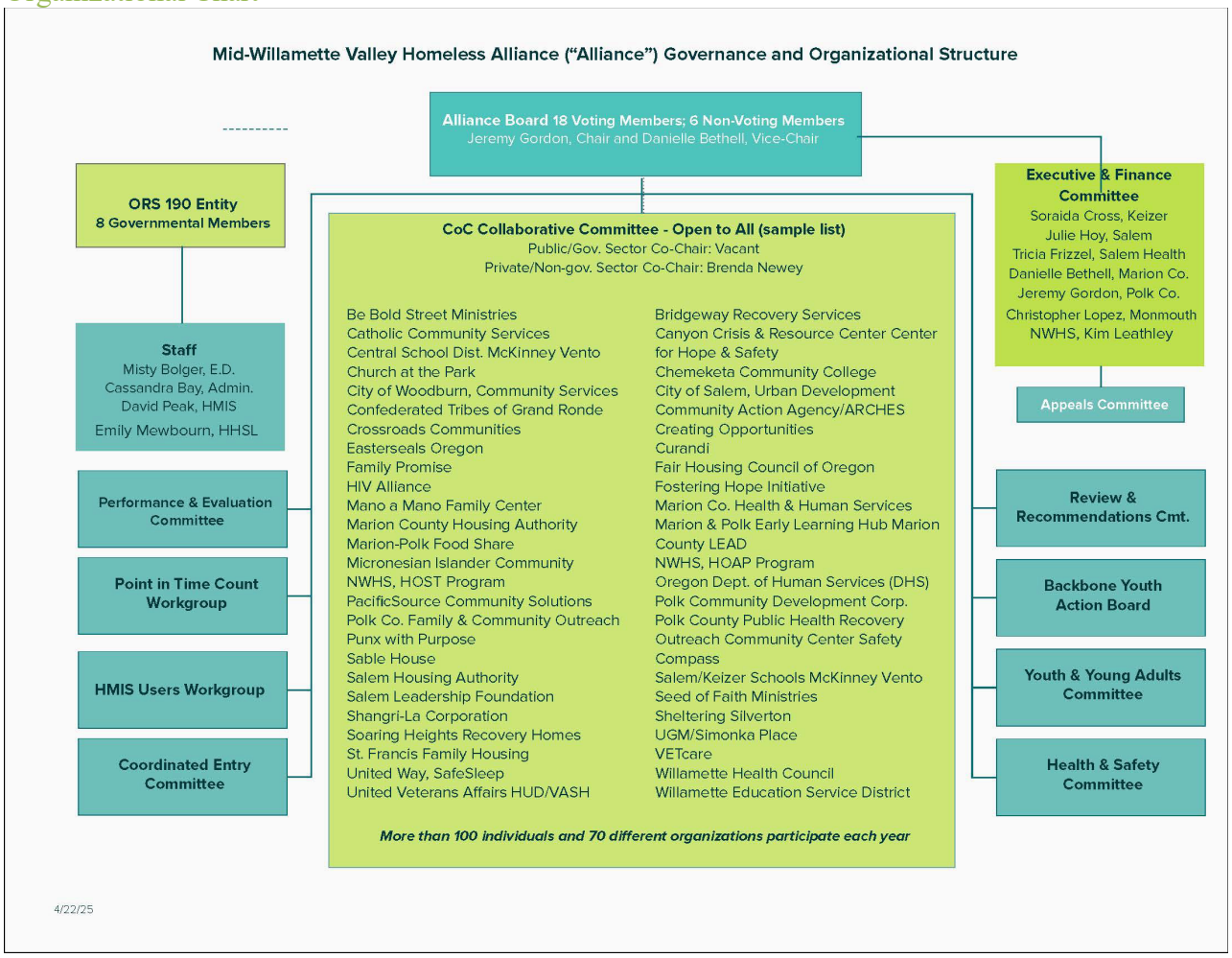
Board of Directors – 2026

Mid-Willamette Valley Homeless Alliance

Voting Members	*Organization*
CEO Kim Leathley	NW Human Services
Commissioner Danielle Bethell, Vice Chair	Marion County
Commissioner Jeremy Gordon, Chair	Polk County
Councilor Christopher Lopez	City of Monmouth
Councilor Kathy Martin-Willis	City of Independence
Councilor Shane Matthews	City of Salem
Councilor Soraida Cross	City of Keizer
Deputy Dir. Josie Silverman-Mendéz	Willamette Health Council
Dir. Comm Outreach Tricia Frizell	Salem Health
Director Zaira Flores Marin	Pacific Source
LEAD Navigator Mareis Dickerson	Marion County LEAD
Mayor Julie Hoy	City of Salem
President, River Woods	Youth Action Board - Backbone
Subject Matter Expert, Toni Maries	Collaborative Committee
Superintendent, Andrea Castañeda	Salem Keizer Public School District 24J
Tribal Councilwoman Lisa Leno	Confederated Tribes of Grand Ronde

Non-voting Members	*Organization*
Co-Chair Brenda Newey	CoC Collaborative Committee
Executive Director Jason Icenbice	Marion County Housing Authority
Executive Director Ashley Hamilton	Mid-Willamette Valley Community Action Agency
Executive Director Christian Edelblute	West Valley Housing Authority
Housing Administrator, Nicole Utz	Salem Housing Authority

Organizational Chart



Mission, Vision, Purpose, and Values

The Mid-Willamette Valley Homeless Alliance, or "Alliance," is a collaborative organization engaging in a communitywide commitment to coordinate, leverage, and align efforts and resources to prevent and end homelessness.

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 evidence-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.

Goals:

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.

Develop and improve the coordinated system of care and services:

- The Alliance fosters the development of a continuum of services to (1) strengthen our region's service providers; (2) expand service providers' ability to offer everyone a safe place to sleep and a path to stable housing; and (3) build community capacity to prevent homelessness.

Maximize resources:

- The Alliance maximizes resources that support the work of the CoC and its service providers through solicitation, leverage, and strategic investments.

Increase participation in the CoC region:

- Because homelessness touches every corner of our community, we need vast CoC representation from across our region to solve it. In FY 2026/27 we strive to increase participation from cities, providers, and community members throughout Marion and Polk Counties.

History of the Mid-Willamette Valley Homeless Alliance

Recognized by the U.S. Department of Housing and Urban Development in December 2019 as the Marion-Polk region's Continuum of Care, the Alliance focuses on communitywide planning and coordination, e.g., aligning services, implementing a strategic plan, collecting and analyzing data, expanding participation in Coordinated Entry, and bringing chronic and Veteran homelessness to functional zero through Built for Zero system improvement strategies. The Alliance is also responsible for annually compiling a single community application for federal Continuum of Care dollars.

The federal Continuum of Care program began in 1994. The local program was coordinated by Mid-Willamette Valley Community Action until 2011, when a group of participating agencies decided to join 26 other counties in the Rural Oregon Continuum of Care known as the Balance of State.

In 2016, former Salem Mayor Anna Peterson's idea to create a task force on homelessness was enacted. After the task force's yearlong review, four local governments convened the Mid-Willamette Homeless Initiative, developing a region-wide strategic plan that included exploring the region's CoC structure. In October 2018, the initiative assessed more than 550 community programs to identify gaps in services, and in late 2019, three more governmental jurisdictions and three nonprofit organizations were added, forming the Alliance. Now, as we enter the 2025 fiscal year, the Alliance has representatives from across the two counties, including City Councilors, Mayors, Commissioners, providers, and those with lived experience.

Leaders, recognizing the critical importance of addressing these local needs, championed reconstituting the two-county Salem/Marion-Polk CoC, OR-504 – this time with greater local government investment and engagement.

ORS 190 Entity

The Alliance is supported by the ORS 190 Entity, Mid-Willamette Valley Homeless Alliance, an intergovernmental organization that serves as the Collaborative Applicant for the annual funding application and is responsible for financial, legal, and other administrative functions.

The Budget Process:

A budget, as defined by Oregon State Law (Oregon Revised Statutes (ORS), Chapter 294), is a financial plan containing estimates of revenues and expenditures for a given period or purpose, such as the fiscal year. The Alliance is required to budget all funds, and each fund is to have a balanced budget. The state of Oregon defines balanced budgets as those in which total resources, including beginning resources, current resources, and debt proceeds, equal total requirements, including current year expenditures, capital outlay, transfers, debt service, and any other requirements such as debt service reserves.

As a rule, local governments in Oregon operate on a fiscal year that begins on July 1 and ends the following June 30. Mid-Willamette Valley Homeless Alliance's budget operates on this schedule. Budgeting is critical to the Alliance because it requires the organization to evaluate plans and establish priorities in relation to available financial resources.

The Mid-Willamette Valley Homeless Alliance's budget will accomplish each of the four major purposes of Oregon Local Budget Law (ORS 294.305 – 294.555 and 294.565), including:

- Establish standard financial procedures
- Outline programs and services in conjunction with the fiscal policy and implement those policies
- Provide methods of estimating revenue, expenditures, and proposed tax levies
- Encourage public involvement in the budgeting process before budget adoption

The Mid-Willamette Valley Homeless Alliance prepares and adopts its annual budget in accordance with its organizational Charter, Oregon Law, and the Government Finance Officers Association budget guidelines.

Before the budget can accomplish these goals, a schedule for preparation is developed. This schedule is called the budget calendar.

The Budget Committee:

The Budget Committee is composed of eight ORS 190 Entity Board Members and an equal number of citizen members appointed by the governing board, for a total of sixteen members.

The appointed members:

- Must live in the ORS 190 Entity-Mid-Willamette Valley Homeless Alliance boundaries,
- Cannot be officers, agents, or employees of the local government, and
- Cannot be spouses of officers, agents, or employees of the ORS 190 Entity-Mid-Willamette Valley Homeless Alliance.

2026/27 Budget Calendar

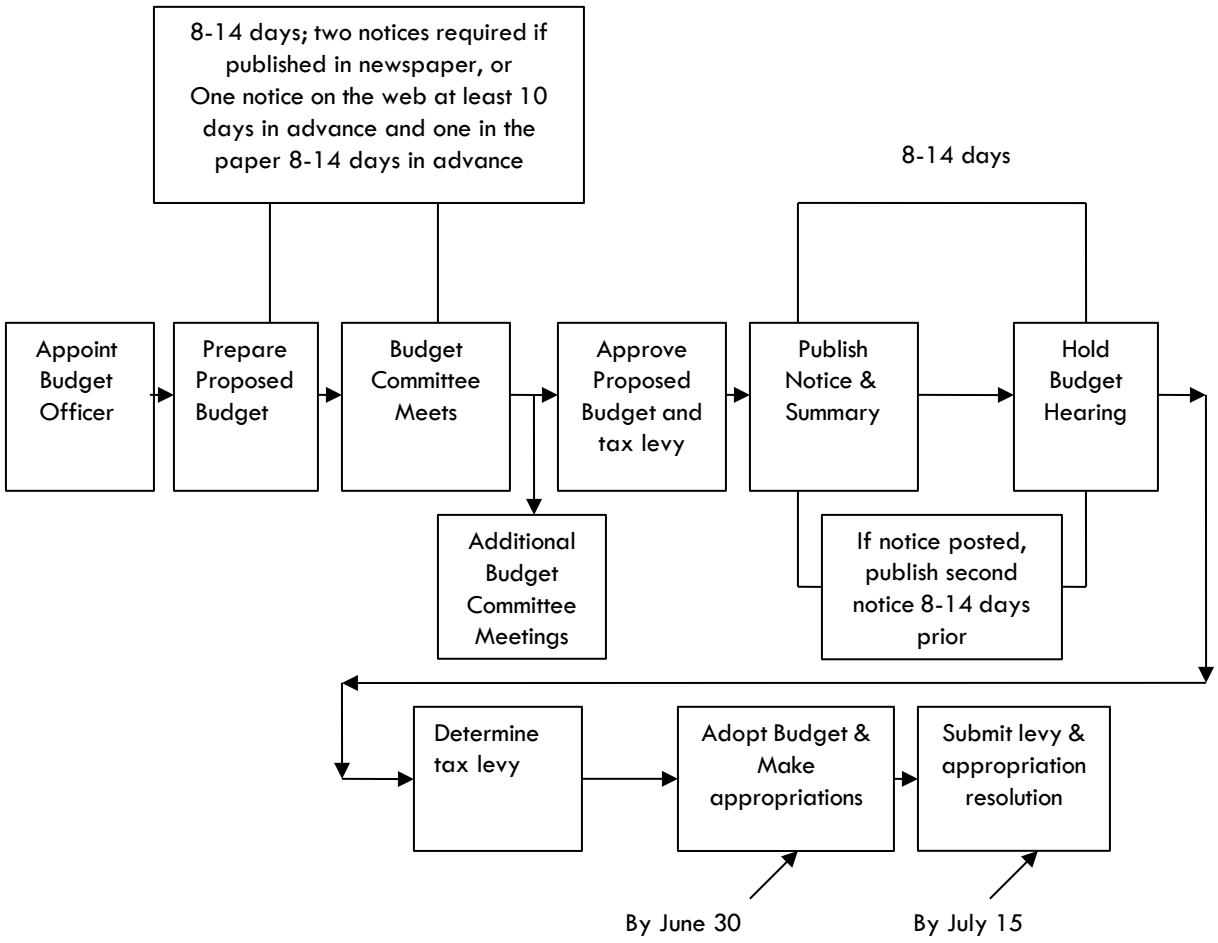
Mid-Willamette Valley Homeless Alliance (ORS 190 Entity) FY 2026-27 Budget Schedule	
Date	**Action**
4/9/2026	Budget Schedule Adopted
4/9/2026	Budget Committee Appointed
~~5/21/2026~~	~~Budget Committee Reviews Budget Cancelled~~
5/28/2026	Budget Meeting
6/4/2026	2nd Budget Meeting (if needed)
6/11/2026	Budget Hearing & Adoption
6/30/2026	Budget Submitted to Oregon Dept of Revenue

Each year, traditionally in May-June, a preliminary budget is prepared and presented to the Budget Committee, which, by law, comprises eight ORS 190 Entity Board members and eight citizen members. A hearing notice is published in the local newspaper. The Alliance Board holds a public hearing prior to July 1, which may result in further changes. If a change will increase revenues or increase expenditures within a fund by more than ten percent or $5,000, whichever is greater, the budget must be referred to the Budget Committee. The Alliance Board adopts the budget prior to June 30 each year. The adopted budget is filed with the county clerk and the State of Oregon each year.

The Budget Amendment Process:

Oregon Budget Law allows for amendments to the budget for reasons unforeseen at the time of adoption. The Alliance Board may adopt resolution changes that decrease one existing appropriation and increase another. Certain changes of ten percent or more to any fund require a supplemental budget. All changes over ten percent to any fund require a supplemental budget process, like the annual budget, requiring a public hearing. Further detail may be found in ORS Chapter 294.

The Budget Process Schematic



Oregon's Local Budget Law is governed by Chapter 294 of the Oregon Revised Statutes (ORS 294). This law does two important things: (1) establishes the standard procedures for preparing, presenting, and administering the budget, and (2) requires citizen involvement in the same. The above flowchart depicts this process.

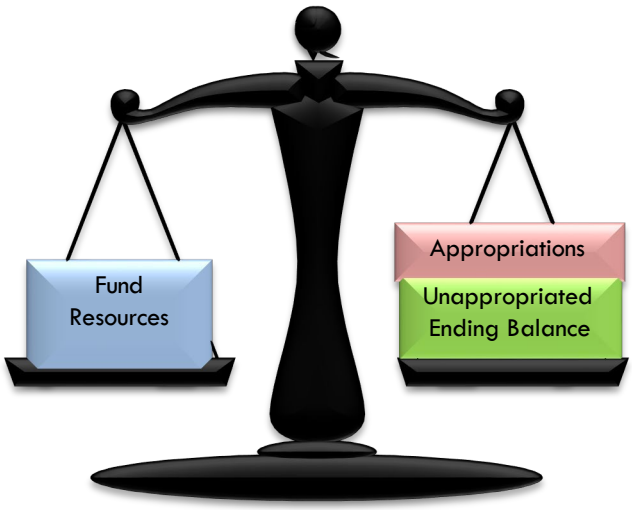
The Budget Basis:

The budget is prepared using the *modified-accrual basis method of accounting*. This means that the obligations of the Alliance are budgeted as expenses when the expense is incurred, and income is recorded when received. The Mid-Willamette Valley Homeless Alliance manages its finances in compliance with the modified accrual basis and budget laws of the State of Oregon. During the year, expenditures and revenues are closely monitored to ensure compliance with the adopted budget and state law. Monthly budget comparisons are distributed to management. Quarterly financial reports, prepared on the budgetary basis of accounting, are distributed to the ORS 190 Entity Board and the general public.

Annually, an audit is performed and filed with the State of Oregon by an independent certified public accountant. The Mid-Willamette Valley Homeless Alliance publishes an annual financial report that documents the Alliance's budgetary performance and the financial health of the Alliance. This report compares budgeted to actual revenues and expenditures, thus documenting the Alliance's budgetary compliance.

The government-wide financial statements and the proprietary funds financial statements are reported using the economic resources measurement focus and the full accrual basis of accounting, as are the fiduciary fund financial statements. Revenues are recorded when earned, and expenses are recorded when incurred. Grants and similar items are recognized as revenue as soon as received.

Requirements are generally recorded when incurred under accrual accounting. Long-term compensated absences are recorded only when payment is due. Principal and interest on long-term debt are recorded as fund liabilities only when due, or when amounts have been accumulated in the debt service fund for payments to be made early in the following year.



Budget Document:

A budget, as defined by Oregon State law, is a "financial plan containing estimates of revenues and requirements for a single fiscal year." Local governments have the option of budgeting on a 24-month biennial budget period or by fiscal year.

The Mid-Willamette Valley Homeless Alliance operates on a fiscal year beginning on July 1 and ending the following June 30.

Budgeting requires local governments to evaluate plans and priorities, considering the fiscal resources available to meet those needs.

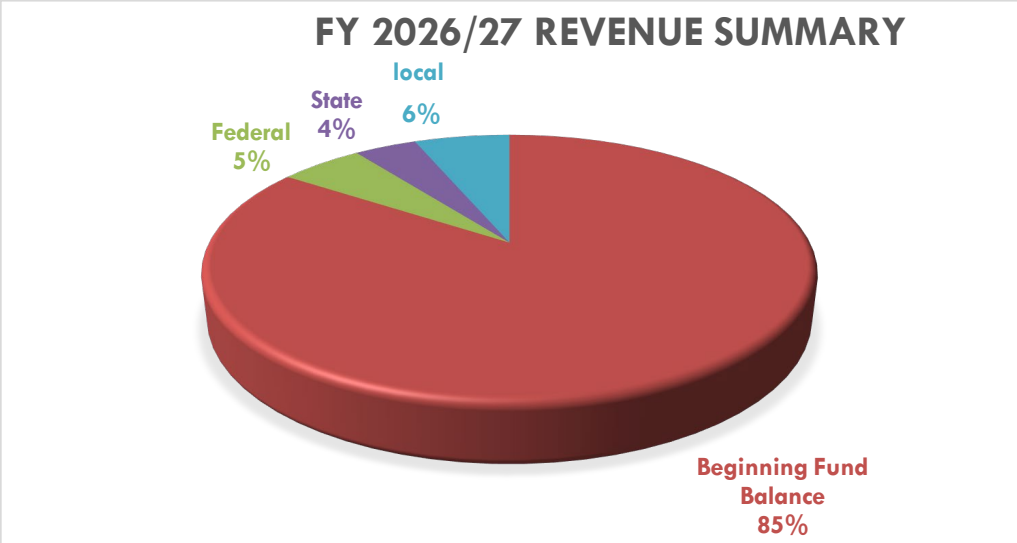
The budget document describes how the Mid-Willamette Valley Homeless Alliance government plans to meet the needs of the members and is a resource for citizens interested in learning more about the operations of their local government.

Budget Resolution:

Placeholder for the Resolution once the budget has been adopted.

Budget Summary

FY 2026-27 proposed budget	
Revenue	
Beginning fund balance	$ 11,031,537.24
Federal (HUD Grants)	$ 695,489.22
State (OHCS Grants)	$ 517,780.27
Local Total (Membership Dues and Assessment Fees)	$ 175,230.00
Other Total (Bank Interest and WHC Grant)	$ 615,440.00
Revenue Total	$ 13,114,542.40
Expenses	
Personnel Services	$ 833,787.71
Materials and Services	$ 811,760.97
Materials and Services Total	
Contingency Total	$ 288,382.22
Restricted	$ 687,508.60
Special Payments	$ 10,321,537.24
Expenses Total	$ 13,035,476.73



Beginning Balance Break Down:

The beginning balance is comprised of unspent membership dues, 1% CoC assessment fees from previous year, bank interest, HUD Planning and HMIS grant funds that extend into September of 2026 and passthrough or restricted funds from Oregon Housing and Community Services: Oregon Rehousing Initiative and Long-Term Rental Assistance and the Willamette Health Council. Unspent grants with performance periods that span more than one fiscal year are included in the beginning balance but are reserved for subgrantee contracts. These funds are reflected in the *Special Payments (Grants)* line item for expenses.

Grant funds are classified and tracked differently from the membership dues, assessment fees and bank interest, which are considered unrestricted funds. The latter forms our contingency fund, which is in accordance with our Reserve and Contingency Policy: MWVHA will maintain a contingency of no less than three months of total operating expenses for the General Fund, and no less than two months of total operating expenses for other operational activities. MWVHA will also establish capital asset reserves to provide for the replacement of certain fixed assets as determined by the Board.

The beginning balance from FY26/27 increased substantially from FY 25/26. There are a few reasons for this 1. At the time the budget was written it was at the end of a biennium and new grant funds had not yet been announced, causing the pass-through funds to be much less than typical. 2. Financial systems had not been established that allowed for the tracking and classification of funds.

2026/27 Budget Local Revenue Source:

Local Revenue	FY 2024-25 Budget	FY 2025/26 Budget	FY 2025/26 Supplemental	FY 2026/27 Proposed
Salem	$ 44,000.00	$ 44,000.00	$ 44,000.00	$ 44,400.00
Marion County	$ 44,000.00	$ 44,000.00	$ 44,000.00	$ 44,400.00
Keizer	$ 15,000.00	$ 15,000.00	$ 15,000.00	$ 15,000.00
Polk County	$ 8,000.00	$ 8,000.00	$ 8,000.00	$ 8,000.00
Independence	$ 5,500.00	$ 5,500.00	$ 5,500.00	$ 5,500.00
Monmouth	$ 6,600.00	$ 6,600.00	$ 6,600.00	$ 6,600.00
Salem/Keizer School District	$ 5,500.00	$ 5,500.00	$ 5,500.00	$ 5,500.00
Grand Ronde	$ 3,300.00	$ 3,300.00	$ 3,300.00	$ 3,300.00
Pacific Source	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00
Salem Health	$ 5,500.00	$ 5,500.00	$ 5,500.00	$ 5,500.00
Willamette Health Council	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00
Union Gospel Mission	$ 500.00	$ 500.00	$ 500.00	$ -
United Way	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ -

Board Member Contributions.

The foundation of this organization's sustainable revenue has been board member contributions. The Alliance's governance charter states that organizations holding voting seats on the board will each provide a contribution to support Alliance activities. Contributions were initially made under the Development Council structure prior to the formation of the Alliance. The ORS 190 Entity board is authorized through its bylaws to set government member contribution levels annually and to enter into separate agreements with non-governmental members.

Board member contribution amounts have not changed since 2022, despite the increase in grant funds flowing into our community as a result of the Alliance's work. Grant funds received in member

communities far outweigh the contribution for each member. In FY 2026/27, the amount of state and local grant funding managed by the Alliance will total $11,146, 537.23. This number includes state funding issued by Oregon Housing and Community Services and Willamette Health Council grant funds. This does not include Federal Housing and Urban Development funds that are applied for through the consolidated application process but are not managed directly by the Alliance.

In FY 2026/27, the Alliance will fully step into the role of providing technical assistance and training to providers across our continuum. The proposed budget maintains member dues that have not been changed since 2022. An increase of 10% for the next fiscal year would bring the total from $159,300 to $175,230.00. Although Northwest Human Services joined as official members in 2026, membership dues were not established, and so, were not included in this document. Membership dues for this agency will be included in the FY 2027/28 budget.

These funds, along with the 1% assessment fees, comprise the Alliance's only source of unrestricted funding for operations. Any expenses that are unallowable under grant funding, or that exceed allotted grant amounts, must be paid from the general fund.

This year, while balancing the need to be fiscally conservative with these unrestricted funds and to build a reserve in accordance with our financial policies, some funds have been allocated to provide meals and youth targeted outreach that are not allowable costs under our federal grants. These funds will allow us to continue providing meals at monthly meetings and to support the Backbone Committee in conducting outreach events that connect youth to resources in our communities.

Although the PIT count is required by HUD, meals, snacks, and other give-away items are not allowable by grant funds and must be funded via the general fund. A PIT count budget will be presented to the BOD that includes use of General funds prior to any expenditure of funds for this purpose. These efforts have been identified as highly beneficial in attracting more participants and encouraging engagement. Increased participation results in a more accurate picture of homelessness in our counties.

As funding becomes more competitive, the Alliance will require funding that is not tied to grants in order to sustain operations. Maintaining a stable source of unrestricted revenue will be critical to ensuring continuity of services, supporting core staffing and infrastructure, and allowing the Alliance to respond to emerging community needs even in periods when grant funding is reduced or unavailable.

One Percent Provider Assessment

In September 2021, the ORS 190 Entity board approved the concept of assessing one percent of grant awards from recipients of Continuum of Care Program funds, and the Alliance formally amended its charter to do so in April 2022. Assessment funds for the 2024–2025 fiscal year totaled $32,836. In 2025, HUD contracts were not signed prior to the adoption of the grant and therefore were not included in the initial budget. In 2026, the Alliance will collect $32,165.89 in assessment fees. This amount is calculated based on the award minus the required match for agencies receiving HUD CoC funds.

Health, Housing, and Homeless Service Integration

In November 2023, the Willamette Health Council allocated a $1,000,000 investment to the Alliance to develop our 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. The WHC allotted a significant portion of these funds to be distributed downstream to community partners (both health and housing sectors) to create integrated care models for people experiencing housing insecurity and/or homelessness. The 2026/2027 proposed budget consists of $ 100,432.50 for personnel costs, which includes additional staff time from existing staff providing support and administration of this project, $37,058.60 for materials and supplies, leaving $689,508.61 for pilot programs identified in the Environmental Scan.

State Revenue Sources

The Alliance experienced rapid growth, in 2023-25 due to the Governor's Emergency Declaration, Executive Order and Senate Bill 5511. Staffing levels increased, new shelter and permanent supportive housing beds were added to meet the needs of our community shelters.

As an organization that is largely dependent on grant funding, the Alliance experienced unprecedented uncertainty in June of 2026, at the end of the biennium when there was a delay in new funds being announced from OHCS. The Alliance is highly dependent on the general fund for operations. This year, with the addition of an in-house grant manager/ writer, the Alliance will expand and diversify its funding sources to strengthen long-term financial stability.

Oregon Rehousing Initiative (ORI)

In 2023, the Legislature approved HB 5506, resulting in $2,034,071 for additional Rapid Rehousing efforts in our region. This Special Purpose Appropriate or SPA is intended to become an ongoing part of the OHCS budget. The adopted 2026/27 budget allocated 5% ($178,530.27) to the Alliance, distributing the remaining $ 3,928,379.08 to providers for continuation projects.

Long Term Rental Assistance (LTRA)

A portion of the Long Term Rental Assistance funds were directly allocated to the Alliance to provide direct services. A portion of the LTRA funding will be used to provide technical support to providers with HMIS and CE, as well as, the creation and implantation of a case management training academy for culturally specific providers and then shared more broadly to providers across our continuum. The remaining $6,393158.16 will go directly to providers to sustain and expand upon previously established projects.

Federal Revenue Sources

HUD Planning Grant

The budget includes revenues from the HUD Continuum of Care program planning grant that is awarded annually as part of the larger Notice of Funding Opportunity. The planning grant for the Federal Fiscal Year (FFY) 2025 budgeted for 2026-27 is $166,732 with an additional $100,000 in roll over funds from FY 25/26 budget. Roll over funds are the result of delayed contracts and approvals and technical difficulties in transferring access to the federal funding system ELOCCS for drawdown requests. This has been remedied and we anticipate being on track for the full grant award by the end of the performance period, September 30, 2026.

The planning grant is used to support activities required by HUD, including supporting our Youth Action Board- Backbone, conducting the Point in Time count, conducting yearly gaps analysis, and serving as the

lead for HMIS and CE.

HUD HMIS Grant

In the split from the Rural Oregon Continuum of Care (ROCC), the Alliance received $14,696 of a larger allocation to support Homeless Management Information System (HMIS) coordination and license costs. Oregon Housing and Community Services (OHCS), which received this grant under the ROCC and continued to apply annually for HUD funding. OHCS then passes the grant funds back to the

Alliance. In 2023, HUD's HMIS contract was transferred to the ORS 190 Entity, which assumed the role of HMIS Lead. In 2024, HUD's HMIS grant allocation remained at $14,696. For the FFY 2025, the Alliance was allocated two grants to support and expand our HMIS program, totaling $183,558. For FY 2026 the allocation totals $254,370, with an additional roll over of $90,000 from the previous fiscal year. Roll over funds are the result of delayed contracts and approvals and technical difficulties in transferring access to the federal funding system ELOCCS for drawdown requests. This has been remedied and we anticipate being on track for the full grant award by the end of the performance period, September 30, 2026.

Coordinated Entry (CE) Grant

In 2020, the ORS 190 Entity engaged in a contract with Mid-Willamette Valley Community Action Agency (MWVCAA) to run the day-to-day operations of the CE system. MWVCAA shouldered 92% of the costs related to this work, with 8% ($36,309) provided through HUD's CE grant. In 2023, MWVCAA notified the Alliance that they would transition out of this role in 2024 due to a lack of designated funding to operate CE. The Alliance assumed the responsibility of operating the CE system for the region. In 2024, HUD's CE contract was transferred from MWVCAA to the ORS 190 Entity. The FFY 2023 CE grant totals $36,309 and is budgeted for 2024-25, which left the CE operations severely underfunded. In FY 2024, the Alliance applied for and was denied a grant that would fund the continuation of the CE program.

In 2026, MWVCAA made the decision not to pursue continued funding to run the Youth and Young Adult CE system. The Alliance made the decision to assume this role to strengthen and expand this valuable program in our region. The funds budgeted for Youth and Young Adult CE $242,217 will support two FTE that will perform outreach, assessments in the field or at rotating provider locations, organize and manage youth case conferencing, and work with provider agencies to expand and strengthen our current youth CE system. Additional funds for this grant have been allocated to providing food and supplies during outreach activities.

In addition to serving as the HMIS and CE lead for the region, as the collaborative application for HUD CoC funds, the Alliance is responsible for providing support, training, and technical assistance to providers.

Other Grants

This budget does not include funding from other grant sources; however, the Grant Manager will pursue additional funding opportunities when appropriate and aligned with our mission and strategic plan.

Revenues	FY 2024-25 Budget	FY 2025/26 Budget	FY 2025/26 Supplemental	FY 2026/27 Proposed
Revenue				
Beginning Fund Balance	$ 21,686,745.00	$ 509,444.00	$ 509,444.00	$ 11,256,537.24
Federal	$ 202,881.00	$ 134,494.00	$ 421,292.00	$ 637,521.98
State	$ 2,034,071.00	$ 2,380,503.00	$ 13,130,258.51	$ 517,780.27
Local				
Salem	$ 44,000.00	$ 44,000.00	$ 44,000.00	$ 44,000.00
Marion County	$ 44,000.00	$ 44,000.00	$ 44,000.00	$ 44,000.00
Keizer	$ 15,000.00	$ 15,000.00	$ 15,000.00	$ 15,000.00
Polk County	$ 8,000.00	$ 8,000.00	$ 8,000.00	$ 8,000.00
Independence	$ 5,500.00	$ 5,500.00	$ 5,500.00	$ 5,500.00
Monmouth	$ 8,500.00	$ 8,500.00	$ 8,500.00	$ 8,500.00
Salem/Keizer School District	$ 5,500.00	$ 5,500.00	$ 5,500.00	$ 5,500.00
Grand Ronde	$ 3,300.00	$ 3,300.00	$ 3,300.00	$ 3,300.00
Pacific Source	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00
Salem Health	$ 5,500.00	$ 5,500.00	$ 5,500.00	$ 5,500.00
Willamette Health Council	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00
Other Funding				
Other (bank interest)	$	$ -	$ -	$ 15,440.00
Willamette Health Council	$ 500,000.00			$ 500,000.00
Other Total	$ 1,500,000.00	$ 3,183,741.00	$ 14,220,294.51	$ 515,440.00
Revenue Total	$ 25,582,997.00	$ 3,183,741.00	$ 14,220,294.51	$ 13,086,579.41

Proposed Expenditures:

	2025/26 Supplemental	2026/27 proposed
Personnel	894,632	833,121.05
Materials and Services	248,934	794,131.33
Restricted/Pass Through Grant Funds	13,076,728.21	11,011,045.85
Contingency	229,366	443,281.20
Total	14,220,294.51	13,086,579.41

Personnel

In FY 2025/26, the board approved the creation of a new position that combined two previous roles, that of an HMIS and CE specialist and a grant writer. The approval of the board to take on the HUD Youth CE grant included approval to hire two staff to carry out the duties of this role. A grant specialist was also hired using grant funding, allocated across multiple funding sources. New positions were hired as time limited, contingent on grant funding. We anticipate that the HUD Youth CE grant will be continued and the new Information Systems Specialist position will be funded through HMIS/Planning grants. The grant manager/writer will be seeking funding to help diversify and sustain current staffing levels. Funding for personnel is spread across Long Term Rental Assistance, Oregon Rehousing Initiative, Willamette Health Council, HUD Planning, HMIS/HMIS Expansion, Youth CE with the General fund used as needed.

The Personnel Services Total includes wages, fringe and benefits, and taxes and fees.

Materials and Services (M&S)

Materials and Services include allocations for operations including office supplies, translations, training and travel, monthly charges for Microsoft, our web hosting fees, and funds earmarked for software or other expenses for the assessment and expansion of the CE system and a new assessment tool. Other operational expenses, such as legal fees, required notices, organizational insurance, bank fee's, and our required yearly audit are not considered allowable costs under our current grants and are paid for from our general fund, which is comprised of membership dues and the 1% assessment fee.

Misc. Other expenses

This line item contains a set aside, for costs that are not readily assignable to a particular project but are necessary to the operation of the organization and the performance of the project. This also includes expenses that are unallowable by grants. This line is estimated and can be reallocated in the second or third quarter, as needed.

Grant Specific Projects

This category was recommended by the budget committee and comprises project specific set aside funds. This includes:

- Funding for the PIT Count (budget will be presented to board)
- Translations as part of the LTRA project (already approved by board)
- Youth and Culturally Specific Organization stipends as part of the HUD Planning and YCE projects and the LTRA grant (already approved by board)
- Backbone allocated expenses as part of the HUD Planning and some general funds (budget will be presented for general funds, prior to use)
- Coordinated Entry software or other specific funds to the expansion of CE/Assessors and Assessments (this is set aside and can be reallocated, if needed, board approved as part of existing grant)

Contractors

This category was recommended by the budget committee to consolidate various contracted service providers. This is comprised of funds for:

- Kernutt and Stokes (payroll and accounting)
- Human Resources consultant, also includes funding for background checks and recruitment
- HMIS consultant with ICA
- A strategic reserve for consultants whose services have not yet been identified may become necessary. Examples of this can be a PIT Count Consultant, if the staff is unable to perform this duty, specific accounting services, and consultants to fulfill grant purposes.

Materials and Services:	
Audit	$ 24,000.00
Computer/IT	$ 48,200.00
Materials and Supplies	$ 38,804.33
Consultants	$ 215,511.57
Legal Fees	$ 35,000.00
Legal Notices	$ 3,000.00
CoC Insurance	$ 14,000.00
Training/Travel/Staff reimbursement	$ 28,000.00
Bank Fees	$ 10,000.00
Dues and Subscriptions	$ 20,662.00
Grant Specific projects	$ 179,900.00
Misc. other expenses	$ 173,790.54
Rent/Storage fees	$ 3,262.89
Materials and Services Total	$ 794,131.33

Restricted Funds/Pass Through

These funds are specifically designated to complete grant related work on the Environmental Scan and dedicated pilot programs. These grant funds were provided by the Willamette Health Council awarded in 2024 and extend to 2027. Also included in this category are allocated ORI and LTRA funds in the amount of $10,321,537.24 to be paid to subgrantees. These contracts have already been approved by the Alliance and ORS 190 Board.

Contingencies

The contingency line item is comprised of anticipated unspent general fund and 1% of CoC assessment fees. There is $557,947.89 in contingency funds that can be used in case of delays in funding or in the case of a grant included on the budget but that was not received, to ensure there is no disruption in paying operational expenses and staffing costs. This is in accordance with our Reserve and Contingency Policy:

MWVHA will maintain a contingency of no less than three months of total operating expenses for the General Fund, and no less than two months of total operating expenses for other operational activities. MWVHA will also establish capital asset reserves to provide for the replacement of certain fixed assets as determined by the Board.

Contingency Total	$ 443,281.19
Restricted/Pass Through	$ 11,011,045.84

Acronyms and Glossary of Terms

Acronyms	
CCO	Coordinated Care Organizations
CCO	Chief Communications Officer
CE	Coordinated Entry
CEO	Chief Executive Officer
CoC	Continuum of Care
CRO	Community Relations Officer
ED	Executive Director
FFY	Federal Fiscal Year
FTE	Full-Time Equivalent
FY	Fiscal Year
FFY	Federal Fiscal
HB	House Bill
HMIS	Homeless Management Information System
HOAP	Homeless Outreach & Advocacy Project
HOST	Health, Outreach, Shelter, Transitions
HUD	Department of Housing and Urban Development
LEAD	Law Enforcement Assisted Diversion
LTRA	Long-Term Rent Assistance
MWVCAA	Mid-Willamette Valley Community Action Agency
MWVHA	Mid-Willamette Valley Council of Governments
MWVHA	Mid-Willamette Valley Homeless Alliance

NOFO	Notice of Funding Opportunity
NWHS	Northwest Human Services
OHCS	Oregon Housing and Community Services
ORI	Oregon Rehousing Initiative
ORS	Oregon Revised Statutes
PIT	Point in Time
ROCC	Rural Oregon Continuum of Care
UGM	Union Gospel Mission
VASH	Veterans Affairs Supportive Housing
WHC	Willamette Health Council
YHDP	Youth Homeless Demonstration Program

Glossary of budget terms

(Adapted from the Local Budgeting Manual published by the Oregon Department of Revenue. Oregon Revised Statutes (ORS) are referenced here and are available online at www.oregon.gov)

Accrual. Recording of the financial effects on a municipal corporation of transactions and other events and circumstances that have cash consequences for the municipal corporation in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the municipal corporation (ORS 294.311).

Adopted budget. Financial plan that is the basis for appropriations. It is adopted by the governing body (ORS 294.435).

Appropriation. Authorization to spend a specific amount of money for a specific purpose during a fiscal year. It is based on the adopted budget, including supplemental budgets, if any. It is presented in a resolution or ordinance adopted by the governing body [ORS 294.311(3)].

Approved budget. The budget that is approved by the budget committee. The data from the approved budget is published in the Financial Summary before the budget hearing (ORS 294.406).

Audit. The annual review and appraisal of a municipal corporation's accounts and fiscal affairs conducted by an accountant under contract (ORS 297.425).

Audit report. A report in a form prescribed by the Secretary of State made by an auditor expressing an opinion about the propriety of a local government's financial statements, and compliance with requirements, orders, and regulations.

Balanced budget. A budgeting process where total revenues are equal to or greater than total expenses.

Budget. Written document showing the local government's comprehensive financial plan for one fiscal year or biennium. It must include a balanced statement of actual revenues and expenditures during each of the last two years and estimated revenues and expenditures for the current and upcoming year [ORS 294.311(4)].

Budget committee. Fiscal planning board of a local government, consisting of the governing body plus an equal number of legal voters appointed from the city (ORS 294.336).

Budget message. Written explanation of the budget and the local government's financial priorities. It is prepared and presented by the executive officer or chairperson of the governing body (ORS 294.391).

Budget officer. Person appointed by the governing body to assemble budget material and information and to physically prepare the proposed budget (ORS 294.331).

Budget transfers. Amounts moved from one fund to finance activities in another fund or division. They are shown as expenditures in the originating fund and revenues in the receiving fund.

Capital outlay. Items which generally have a useful life of one or more years, such as machinery, land, furniture, equipment, or buildings [ORS 294.352(6)].

Cash basis. System of accounting under which revenues are accounted for only when received in cash, and expenditures are accounted for only when paid [ORS 294.311(9)]. The Mid-Willamette Valley Homeless Alliance uses cash basis accounting.

Cash Carryover. The accumulated unspent resources carried forward from the prior year into the next fiscal year. These can be used to support the appropriations for the next fiscal year.

Contingency. An amount appropriated in anticipation that some operating expenditures will become necessary which cannot be foreseen and planned in the budget. A general operating fund may contain one line for operating contingency. (ORS 294.352)

Debt service fund. A fund established to account for payment of general long-term debt principal and interest [OAR 150-294.352(1)].

Double majority. A term that refers to an election where at least 50 percent of the registered voters eligible to vote in the election cast a ballot and more than 50 percent voting approve the question.

Equipment. Capital expenses over $5,000. (Mid-Willamette Valley Homeless Alliance guideline; not defined by ORS).

Estimate. (v) To arrive at a rough calculation or an opinion formed from imperfect data. (n) The resulting amount.

Expenditures. Total amount incurred if accounts are kept on an accrual basis; total amount paid if accounts are kept on a cash basis [ORS 294.311(16)].

Fiscal year (FY). A 12-month period to which the annual operating budget applies. The fiscal year is July 1 through June 30 for local governments [ORS 294.311(17)].

Full-time equivalent (FTE). A calculation used to convert part-time hours to equivalent full-time positions. Full-time employee salaries are based on 2,080 hours per year. The full-time equivalent of a part-time employee is calculated by dividing the number of hours budgeted by 2,080.

Fund. A fiscal and accounting entity with self- balancing accounts to record cash and other financial resources, related liabilities, balances, and changes, all segregated for specific, regulated activities and objectives.

Fund balance. The fund equity of government funds.

Fund type. One of nine fund types: General, special revenue, debt service, capital projects, special assessment, enterprise, internal service, trust and agency, and reserve [OAR 150-294.352(1) and ORS 280.100].

General fund. A fund used to account for most fiscal activities except for those activities required to be accounted for in another fund [OAR 150-294.352(1)].

Good Faith. The standard for estimating budget resources and requirements. Good faith estimates are reasonable and are reasonably likely to prove accurate, based on the known facts at the time.

Governing body. County court, board of commissioners, city council, school board, board of trustees, board of directors, or other managing board of a local government unit [ORS 294.311(15)].

Governmental fund. Supported by tax revenues, user fees, franchise fees, intergovernmental payments and other revenues. The accounting for a governmental-type activity focuses on available resources and the near-term demands upon them.

Grant. A donation or contribution in cash by one governmental unit to another unit which may be made to support a specified purpose or function, or general purpose [ORS 294.311(19)].

Legal opinion. The opinion as to legality rendered by an authorized official, such as the Oregon attorney general or city attorney.

Liability. Debt or other legal obligation arising from transactions in the past which must be liquidated, renewed, or refunded at a future date; does not include encumbrances.

Local government. Any city, county, port, school district, education service district, community college, special district, public or quasi-public corporation (including a municipal utility or dock commission) operated by a separate board or commission; a municipality or municipal corporation under ORS 294.311(25).

Materials and Services. Reflects dollars expended on items other than personnel such as office supplies, payments for contracts or consultants, utilities, and rent.

Object classification. A grouping of expenditures, such as personal services, materials and services, capital outlay, debt services, and other types of requirements [ORS 294.311(28)].

Ordinance. A formal legislative enactment by the governing board of a local government.

Organizational unit. Any administrative subdivision of the local government, especially one charged with carrying on one or more specific functions (such as a department, office, or division) [ORS 294.311(30)].

Pass Through Payments. Accounts for dollars that MWVHA receives and then passes through to other organizations that provide a specified service.

Personal services expenses. Expenses related to the compensation of salaried employees, such as, health and accident insurance premiums, Social Security and retirement contributions, civil service assessments.

Proposed budget. Financial plan prepared by the budget officer. All funds must balance. It is submitted to the public and the budget committee for review.

Publication. Public notice given by publication in a newspaper of general circulation within the boundaries of the local government; mailing through the U.S. Postal Service by first class mail to each street address within the boundaries of the local government; and hand delivery to each street address within the boundaries of the local government [ORS 294.311(34)].

Resolution. A formal order of a governing body; lower legal status than an ordinance.

Resource. Estimated beginning funds on hand plus anticipated receipts (ORS 294.361).

Special payment. A budget expenditure category for pass-through payments, grants made to other organizations and other one-time or unusual expenditures that do not fall into the other categories of personal services, materials and services, capital outlay, etc.

Supplemental budget. A financial plan adopted during a budget period to meet unexpected needs or to appropriate revenues not anticipated when the regular budget was adopted. It cannot be used to authorize a tax (ORS 294.480).

Unappropriated. An amount set aside in the budget to be used as a cash carryover to the next year's budget to provide needed cash flow until other money is received.

Unappropriated ending fund balance. Amount set aside in the budget to be carried over to the next year’s budget. It provides the local government with cash until tax money or other revenues are received later in the year. This amount cannot be transferred by resolution or used through a supplemental budget, unless necessitated by a qualifying emergency (ORS 294.398, renumbered from 294.371; ORS 294.481, renumbered from 294.455).

Mid-Willamette Valley Homeless Alliance

Board Meeting Memo

To: ORS 190 Entity, MWVHA Board of Directors

From: Misty Bolger, Executive Director

Date: 06/11/26

Subject: Housing and Urban Development (HUD) Notice of Funding

Introduction/ details:

The HUD NOFO has been released. The Consolidated Application is the package the Mid-Willamette Valley Homeless Alliance submits to HUD annually on behalf of the entire Continuum of Care. It is not a single form — it is a collection of components assembled in HUD's e-snaps system that together tell HUD who we are, how our homelessness system performs, which projects we are submitting for funding, and in what priority order we want them funded.

As the Collaborative Applicant, the Alliance is responsible for the CoC-level components of the application. Individual sub-grantees are responsible for their own project applications in e-snaps, but the Alliance must coordinate, support, and ultimately certify the entire package before submission.

The FY 2026 competition is significantly different from prior years. HUD has restructured the funding tiers, introduced a major set-aside for new project types, and reoriented the program's ideological framework toward self-sufficiency, treatment, recovery, and employment. Every component of this application must reflect that shift.

Total Funding Available

- $4,040,000,000 nationally
- $1,300,000,000 set-aside for new Transitional Housing and Supportive Services Only (SSO) projects
- $104,000,000 for new Domestic Violence (DV) Bonus projects (TH now eligible)
- CoC Bonus: up to 15% of FPRN, minimum $500,000, maximum $5,000,000

Mid-Willamette Valley Homeless Alliance

Board Meeting Memo

Important Components

1. This is the most competitive NOFO we have experienced. If we, as the CoC, don't score high enough, we will not be considered a high performing system. This will impact our funding.
2. This funding is necessary for the Alliance to continue to operate.

Tiers

The FY 2026 NOFO has made a major structural change to how funding is protected. Tier 1 is now set at 60% of the CoC's Annual Renewal Demand (ARD) — down from approximately 90% in prior years. **This means 40% of renewal projects are now in Tier 2 and are fully competitive.**

3. Tier 1 (top 60% of ARD): Projects ranked here are functionally protected. HUD will fund these unless a project fails threshold review.
4. Tier 2 (next 40% of ARD up to 100%): Projects ranked here are competitive. They are scored against all other CoC applications nationally. Projects here must have strong performance data.
5. CoC Bonus (up to 15% of FPRN): New projects funded through reallocation or bonus. Ranked separately on the New Project Priority Listing.

Priority Listing Rules

1. Every eligible renewal project must receive a unique rank number — no ties
2. YHDP projects must now be ranked on the Priority Listing (new requirement in FY 2026)
3. CoC Planning and UFA Costs projects are exempt from ranking
4. The board must formally vote to adopt the Priority Listing before submission
5. Once submitted, the Priority Listing cannot be changed

Action Recommendation

Action Recommended:

- Assign the Alliance administered grants: HMIS and Youth CE grants to Tier 1, all other projects are subject to the full competition, with high scoring applicants moving to Tier 1, as funding allows.

Mid-Willamette Valley Homeless Alliance

Board Meeting Memo

Approve Review and Recommendation committee members:

- Robin Winkle
- Aruna Sunflower
- Christina Ballard
- Lex Tingey
- Maeris Dickerson
- Kathy Spear

Next Steps:

- An email has been sent to providers explaining basic criteria for applying, such as having a Sam.gov log in and information on the work session.
- A community work session will be held next week for providers and community members to discuss the HUD NOFO and the decision to include only Alliance funded projects in Tier 1 with high scoring applicants moving to Tier 1, as funding allows.
- Late June a Special meeting will be held with the BOD to approve the Review and Recommendations process document, scoring criteria, and RFP (application).
- Letter of intent for applicants will be due July 10, by 5PM.
- Applicants will have approximately 5 weeks to apply, workshops, training hours etc. will be held.

Review & Recommendation Committee Roster
(Proposed)

Name	Organization	Experience	County
Robin Winkle	Shangri-La	Experience working in homeless services, Experience in program operations, management or administration, Data analysis or performance evaluation experience, Experience with equity, lived experience advisory groups or community engagement	Marion
Aruna Sunflower	Backbone (Youth Action Board)	Lived experience with homelessness with in 5 years, Experience with equity, lived experience advisory groups or community engagement	Marion
Christina Ballard	Oregon State Hospital Museum of Mental Health	Lived experience with homelessness more than 5 years ago, Experience in program operations, management or administration, Data analysis or performance evaluation experience, Experience with equity, lived experience advisory groups or community engagement	Marion
Lex Tingey	Salem Soup Squad	Experience working in homeless services, Experience in program operations, management or administration, Data analysis or performance evaluation experience, Experience with Public Meetings Law and Government Ethics Law	Marion
Maeris Dickerson	Marion County Lead	Lived Experience – Marion County LEAD Navigator –	Marion
Kathy Spear	Retired (ODHS)	Interested in homeless services & a background selecting and administering grants. Experience working in homeless services, Experience in program operations, management or administration, Data analysis or performance evaluation experience	Polk

Mid-Willamette Valley Homeless Alliance

Board Meeting Memo

To: ORS 190 Entity, MWVHA Board of Directors

From: Misty Bolger, Executive Director

Date: 06/11/2026

Subject: Environmental Scan Pilot Recommendations

Introduction:

Between November 2025 and May 2026, Elle Group Consulting conducted an Environmental Scan on behalf of MWVHA. The process included stakeholder interviews, focus groups, committee engagement, and surveys involving more than 350 individuals and 74 organizations throughout Marion and Polk Counties.

The findings identified several recurring system-level gaps related to service coordination, referral processes, navigation, landlord engagement, medical respite, and lived experience engagement. In response, the Health & Safety Committee reviewed the findings and recommendations and voted to advance six pilot concepts to the Board for consideration.

Details:

The proposed pilots are intended to test potential solutions for identified system gaps through time-limited implementation and evaluation. These pilots are designed to inform future decision-making and partnership development while strengthening coordination across housing, health, and homeless response systems.

The six pilot recommendations include:

- Lived Experience Advisory Council
- Standard Handoff Protocol
- Regional Coordination and Outreach
- Strengthen Navigation Capacity
- Landlord Engagement and Housing Stability
- Medical Respite

The Health & Safety Committee will provide oversight during pilot development, implementation, evaluation, and any future recommendations related to continuation or expansion.

Mid-Willamette Valley Homeless Alliance

Board Meeting Memo

Action Recommendation

Informational only

Attachments:

Environmental Scan Board Brief

MWVHA Environmental Scan

Board of Directors Update • June 2026

ENGAGEMENT OVERVIEW

Between November 2025 and May 2026, Elle Group conducted community engagement across Marion and Polk Counties using six data collection methods, reaching more than 350 individuals.

Stakeholder Interviews	24 formal one-on-one and small-group interviews with senior leaders across health systems, county government, housing providers, behavioral health, community-based organizations, and advocacy. A full list of interviews will be provided in the final report.
Organizations Engaged	74 unique external organizations participated directly across interviews, focus groups, and committee sessions, spanning emergency shelter, behavioral health, primary care, county government, housing, outreach, and lived experience advocacy.
Focus Groups	6 structured sessions: Collaborative Committee, Polk County Providers, Hospital Discharge Planners, Collaborative Committee, Backbone Youth Action Board, and Youth and Young Adult Committee. A full participant list will be provided in the report.
Surveys	General Survey (N=130) open to organizational staff, community members, and policy makers in Marion and Polk Counties. Lived Experience Survey (N=114 English-language responses) for individuals with current or prior experience of homelessness. Both surveys closed May 1, 2026.

FINDINGS

The following six themes emerged consistently across interviews, focus groups, and survey data. Each is supported by findings from multiple independently collected sources.

1 Referrals frequently do not result in a confirmed connection to services

– **81% of General Survey respondents who make referrals** reported the most common referral outcome is a client placed on a waitlist with no timeline (43%) or a referral sent with no receipt confirmation (38%).

2 Affordable housing is the most significant gap named by survey respondents

– **72% of General Survey respondents** identified affordable housing as the largest missing piece in the regional system, far ahead of any other category. Interviews and focus groups reinforced this consistently.

3 Individuals with behavioral health needs are the most frequently named priority population

– **38% of General Survey respondents** named individuals with behavioral health needs as the top priority population, higher than any other group.

4 Medical respite is a consistently named gap

– Discharge planners, shelter staff, health system leaders, and people with lived experience all identified the absence of medical respite as an acute gap.

5 **Rural areas have distinct and underserved needs**

- **General Survey data shows a meaningful geographic difference in priorities:** Polk County respondents ranked families with children ahead of individuals with behavioral health needs as the top priority population. This reflects genuine differences in the rural service landscape, not a data artifact.

6 **People with lived experience described barriers that build on each other**

- **61% of Lived Experience Survey respondents identified working consistently with the same person** as the most important factor in accessing services. This was the single most-selected trust and safety indicator in the survey.

RECOMMENDATION

The Health & Safety Committee recommends for Board approval the following six pilots. All pilots fall within identified, pre-authorized funding and will spend these funds by the required June 2027 date. As a small, time-limited tests, these pilots are designed to operationalize a solution to an identified gap, study what happens, adjust as needed, and expand or stop.

Sustainability plans will be provided in the final report, but are intentionally loose as much of the design has not been defined and is meant to be worked out with partners as real needs emerge. The Health & Safety Committee will provide oversight through pilot definition, testing, and potential expansion.

RECOMMENDATIONS AT A GLANCE

	Recommendation	Key System Opportunities	Phase & Cost	Budget Rationale / Core Funding Drivers
1	**Lived Experience Advisory**	Center evidence-based framework in intake and transitions; build emerging policy and funding feedback loops.	Pilot: **$17,000**	**Internal Optimization:** Mandate is absorbed into an existing internal MWVHA role to save overhead. 100% of non-personnel funds prioritized for member stipends.
2	**Standard Handoff Protocol**	Close the "Referral Black Hole" using standard handoff protocols and 24–72 hour loop closure.	Absorbed into existing FTE **$2,500**	**Integration:** Purely workflow and operational implementation; configurable into tracking platforms (e.g., UniteUs).
3	**Regional Coordination & Outreach**	Replicate successful outreach models; establish a multi-disciplinary co-location hub pilot at NWHS; mobile outreach..	Phase 1: **$38,200** Phase 2: **$209,000 pre-approved**	**Unified Workforce Pipeline:** Deploys a new Coordinated Entry Assessor to the NWHS hub (using existing salary lines). Phase 2 contract funds a 1.0 FTE mobile outreach field dyad for 6 months, expanding into a 2- 3.0 FTE model
4	**Strengthen Navigation Capacity**	Deploy an embedded navigator to the hospital Emergency Department (ED) to resolve structural barriers and anchor medical respite transitions.	Phase 1: **$71,500** Phase 2: Transition to outside funding	**Health System Transition Model:** 100% MWVHA-funded for 1.0 FTE in Year 1. Operational budget is projected to transition entirely to outside funding in Year 2
5	**Landlord Engagement**	Institutionalize a 1.0 FTE Coordinator and revolving stability fund to lower landlord refusal and inventory barriers.	Pilot: **$149,800** *(+$36,200 LTRA Match)*	**Braided Resource Strategy:** Total operational footprint is $186,000. Leverages existing LTRA funds to cover the tenant education and licensing components.
6	**Medical Respite**	Expand post-acute capacity for medically fragile discharges, support healthcare integration.	Pilot: **$125,000**	**Clinical Care Overlay:** Funds an embedded 0.5 FTE Nurse and 1.0 FTE Peer Specialist to elevate standard shelter beds. Projected transition to direct OHP Medicaid billing post-Year 1.
TOTAL INVESTMENT: All Six Initiatives			**$613,000**	

RECOMMENDATION DETAILS

Recommendation 1: Lived Experience Advisory Council

Proposal: Establish a Lived Experience Advisory Council housed within MWVHA, launched initially as a pilot under the Health and Safety Committee. The council will adopt an evidence-based like Dignity by Design and operational best practices from proven regional councils, including Willamette Health Council's Community Advisory Council, to aid in charter creation, stipend implementation and barrier-removal strategies. The council will operate as a 12-month pilot, allowing for continual evaluation and evolution, with a Year 2 plan developed and resourced at the end of the pilot period.

Purpose of Council:

- Create and maintain a safe space for participants to surface emerging gaps, systemic challenges, and community-driven solutions that traditional data systems might miss.
- Apply a lived experience lens to guide strategic priorities such as regional homeless crisis response policy, system design, and funding allocation decisions.
- Provide immediate feedback on the rollouts of Recommendation 2 (Standard Handoff Protocols) and Recommendation 3 (Regional Coordination) to reduce friction points.

Budget: $17,000 (Year 1, with six member council)
Includes funding for member stipends, meeting transportation, childcare support, and compensation reflecting expanded scope for the Health & Homeless Systems Liaison.

Recommendation 2: Initiate a Standard Handoff Protocol

Proposal: Establish a shared regional standard for referral loop closure to ensure individuals remain continuously connected during transitions between homeless, housing, and health agencies. This recommendation serves as the critical process runway needed to successfully leverage and optimize regional technology-supported referral systems, such as UniteUs. Rather than waiting for a technology platform to solve coordination gaps, establishing this protocol now defines the operational workflow and accountability standards that any future platform will be configured to optimize.

Purpose:

- Implement processes to ensure a 24-72 hour loop closure standard, regardless of referral source and destination.
- Establish a standard data set (no more than 8 elements) that accompanies every referral, regardless of source and destination, and that paves the way for technology referral processes like UniteUs
- Build trust, shared goals, and accountability across homeless, housing, and health partners in Marion and Polk Co.

Budget: This recommendation is absorbed within the Health & Homeless Systems Liaison's existing role and requires no net-new personnel. A small operational budget for pilot communications and coordination materials may be identified as needed, estimated at under $2,500.

Recommendation 3: Regional Coordination and Outreach Pilots

Proposal: Coordination models that prioritize person-to-person communication result in significantly higher rates of direct service connection. This recommendation includes a phased approach to improving coordination through a flexible workforce pipeline that expands in scope only as milestones are met.

Coordination was the most frequently named missing piece across interviews, surveys, and focus groups. Providers described making referrals and never learning what happened, leaving people to fall through the gaps between systems. The region already has coordination work to build on, including multiple Service Integration Teams (SITs) and Multidisciplinary Teams (MDTs) across both counties. The pilot is designed to connect to these, not replace them.

Proposed Phasing

Phasing Concept	Proposed Action
Phase 1a Gap Analysis	Inventory existing coordination resources, including funded outreach and existing SIT and MDT structures; report findings to Health & Safety Committee.
Phase 1b Co-Location	Place the incoming Coordinated Entry assessor on-site at NWHS to test co-located coordination alongside existing outreach staff.
Phase 1c Case Conferencing	Stand up a recurring case conferencing structure for the priority population identified in Phase 1a, with appropriate data-sharing in place.
Phase 2a Mobile Outreach	Pilot a 0.5 FTE peer specialist and 0.5 FTE community health worker through a trusted regional provider, focused on a high-need location confirmed by the gap analysis.
Scale-Up (Year 2)	Based on gap analysis findings, either build a program-agnostic case management team or invest in existing team capacity.

Pilot budget

Identified, pre-authorized funding is in place to support this phased approach, with final decision about scale-up being made by June 2027. The Year 2 scale-up is a decision point which could result in varying FTE and population focused pathways with continuous oversight by Health & Safety Committee.

Recommendation 4: Strengthen Navigation Capacity

Proposal: Deploy 1.0 FTE Navigator fully funded by MWVHA in Year 1 and fully embedded within the hospital ED to coordinate transitions for high-utilizers from acute clinical environments to community services. The Navigator will report operationally to hospital clinical leadership, while maintaining data and outcome accountability reporting to the MWVHA Health & Homeless Systems Liaison.

This role serves as the vital structural connector between hospital discharge planners and regional stabilization resources, which will serve as an anchor for Recommendation 6 (Medical Respite). The Navigator will actively "reach in" to acute settings, personally facilitating the warm handoff and transition to appropriate community placements, including medical respite, to resolve the lack of community-based navigation.

During Year 1, MWVHA staff and clinical leadership will track specific key performance indicators, including reductions in ED readmissions, shortened length-of-stay (LOS) for patients who no longer

require acute medical care but lack a safe discharge option, and discharge planner satisfaction. This localized ROI data will form the direct business case for transitioning the full operational cost of this position to hospital system or CCO funding in Year 2.

Pilot Budget: $71,500 covering a 1.0 FTE base salary of approximately $55,800 plus 28% benefits.

Recommendation 5: Landlord Engagement & Housing Stability Pilot

Proposal: Launch a 1-year pilot of a 1.0 FTE Landlord Engagement & Housing Stability Coordinator housed within the Alliance, reporting directly to the MWVHA Health & Homeless Systems Liaison. This role acts as a trusted, neutral go-between who links property owners and community case managers to directly address the finding that 75% of local providers identify landlord refusal as the primary placement barrier.

Position responsibilities will cover landlord network development and forum facilitation; tenant readiness and mitigation education, and stability fund administration.

Pilot Budget: $149,800 The total operational footprint is $186,000 ($78,000 total compensation + $100,000 seed capital + $8,000 operations). By strategically braiding resources, $36,200 of the educational and curriculum licensing components could be funded via existing LTRA funds.

Recommendation 6: Medical Respite Pilot

Proposal: The Alliance will establish a formalized, competitive solicitation process to identify a primary shelter management partner and an integrated health services provider to anchor a localized medical respite pilot. The Health and Safety Committee will serve as the formal approving body, reviewing and voting on awarded partnerships based on National Institute for Medical Respite Care (NIMRC) standards and criteria.

Discharge planners cannot place patients with open wounds in any standard shelter option, a specific gap this medical respite pilot could be designed to close. The evidence-based starting point is a shelter-based, coordinated care model versus a 24 hour care model.

Proposed FTE	Potential Role
0.5 FTE Embedded Nurse	Scheduled daytime clinical oversight, wound care, medication management, and clinical consultation. Nursing hours and visit frequency would be set in the clinical partner agreement, with oversight from Health & Safety Committee.
1.0 FTE Peer Support Specialist	Primary daily on-site presence: intake, daily check-ins, medication reminders, transportation logistics, connection to behavioral health and primary care, discharge planning.
Clinical oversight and after-hours care	Provided by the clinical partner organization. The partner's on-call or emergency response arrangement could be a required element of the solicitation, and after-hours escalation follows established protocols, including 911 where appropriate.

Pilot budget
Partner selection happens through an open, criteria-based solicitation. The Health & Homeless Systems Liaison develops NIMRC-based criteria for Health & Safety Committee approval, partners are approved before launch, and Year 2 builds toward NIMRC certification and a co-investment pathway. The budget will cover all embedded FTEs and clinical oversight system.

NEXT STEPS

Following Board approval, an overview of the Environmental Scan findings and recommendations will be presented to the joint Board and Collaborative Committee and final report will be provided to the Alliance team to prepare for pilot launch.

Mid-Willamette Valley Homeless Alliance

Staff Updates

MAY - JUNE

Cassie Bay,
Administration & Communications Specialist

Emily Mewbourn,
Health and Homeless Systems Liaison

David Peak,
HMIS Data Analyst

Cassie Bay
Information & Systems Specialist
MWVHA Staff Update – May 2026 to June 2026

Board & Committee Support

Provided administrative and compliance support for multiple MWVHA Board and committee meetings by preparing agendas, meeting packets, minutes, rosters, public notices, Zoom coordination, and supporting Oregon Public Meeting Law (ORS 192) compliance requirements. Continued maintaining digital documentation and records management for meeting materials and compliance tracking.

Began training and transitioning Board and committee support responsibilities to the incoming Administration & Committee Support Specialist through job shadowing, process reviews, and knowledge transfer activities. Shared policies, procedures, tracking tools, templates, and organizational resources to support continuity of operations and successful onboarding.

Supported:

- Joint Board of Director/ORS190 Meeting
- Finance & Executive Committee
- Health and Safety Committee
- HMIS Users Workgroup
- Collaborative Committee

Coordinated Entry (CE) System Improvement

Continued working closely with HUD Technical Assistance (HUD TA) to support ongoing Coordinated Entry system improvement efforts.

HMIS Support, Training & System Administration

Continued expanding HMIS administration knowledge and responsibilities through hands-on system support, training, and provider assistance.

Activities included:

- Participated in HMIS administration training and job shadowing activities
- Received training on HMIS reporting, provider reporting tools, Coordinated Entry workflows, visibility settings, and data security requirements
- Assisted providers with HMIS navigation, visibility, permissions, troubleshooting, and user support requests
- Managed user account maintenance and access coordination
- Participated in HMIS meetings and regional coordination discussions
- Supported HMIS & CE Training with David

Outreach, Collaboration & Community Engagement

Supported planning and implementation of the Youth Resource Fair in coordination with the Youth and Young Adult (YYA) Lead and Executive Director. Assisted with event logistics, coordinated supplies and materials for the Youth Action Board outreach booth, arranged transportation and rides for participating

youth, and supported youth engagement efforts to increase participation and access to community resources. Collaborated with community partners and internal staff to ensure successful event coordination and outreach activities.

Staff Onboarding & Organizational Preparation

Provided onboarding and organizational support in preparation for new staff joining MWVHA.

Activities included:

- Participated in onboarding planning and preparation activities for incoming staff
- Job shadowed and received cross-training to support knowledge transfer and continuity of operations
- Assisted with training and onboarding support for Steve
- Prepared policies, procedures, and organizational reference materials for new staff
- Coordinated computer deployment by delivering equipment to the Help Desk for programming and setup
- Conducted inventory of organizational equipment, technology assets, and office supplies
- Organized and prepared onboarding materials and workspace supplies for incoming employees
- Retrieved and organized office equipment and furniture from storage locations
- Transported desks, chairs, and office furnishings to support workspace setup
- Met with new hires to distribute equipment and assist with onboarding logistics
- Supported workspace preparation and operational readiness for incoming staff

Emily Mewbourn
Health and Homeless Systems Liaison
Staff Update

Environmental Scan and Integration Mapping

- Continued coordination with Elle Group Consulting on the Environmental Scan and Integration Mapping project.
- Supported planning and logistics for stakeholder engagement activities, including focus groups, interviews, and committee discussions.
- Worked with the Health & Safety Committee to review consultant recommendations and identify proposals appropriate for committee consideration.
- Coordinated a special Health & Safety Committee meeting to further discuss recommendations requiring additional clarification before advancement to the Board.

Health & Safety Committee Coordination

- Facilitated ongoing Health & Safety Committee operations, including agenda development, meeting preparation, member communication, and follow-up activities.
- Developed materials to support committee review of Environmental Scan recommendations and pilot project concepts.
- Coordinated onboarding activities for new committee leadership and membership appointments.
- Continued development of committee workplan implementation activities aligned with MWVHA strategic priorities.

Strategic Planning and Pilot Project Development

- Supported development of implementation planning materials related to pilot projects emerging from the Environmental Scan process.
- Assisted with preparing board-facing materials and supporting documentation for proposed pilot initiatives.
- Began planning efforts to align pilot project implementation with available funding timelines and reporting requirements.

Partner Coordination and Community Engagement

- Participated in meetings with healthcare, housing, homeless services, and community partners to strengthen cross-sector coordination efforts.
- Continued engagement with regional partners regarding health-related social needs (HRSN), community capacity-building opportunities, and system integration efforts.
- Supported Tribal Engagement workgroup planning and coordination activities.

Systems and Operations Support

- Continued development of organizational tracking tools and project management resources to support strategic planning and implementation efforts.
- Assisted with website, communication, and document management updates to support MWVHA operations and public-facing information.
- Provided ongoing administrative and coordination support for Alliance initiatives and partner activities.

Staff Update David Peak May 2026

HMIS Lead

- Managing new users alongside Cassie
- New user training
- Continuing to work with OHCS to adjust programs and troubleshoot HMIS issues including visibility and settings.
- Helping manage Helpdesk and Personal work email correspondence to assist agencies in operations
- Assist MWVCAA in updating projects
- Added and trained new users
- Worked with Cassie to add Bridgeway to HMIS
- Built 2 new projects for Bridgeway
- Providing ongoing TA for agencies within the CoC
- Met with Solterra to discuss onboarding to HMIS

Data Analysis and Reporting

- Creating reports for use in data checking
- Provided Data Corrections requested by OHCS
- Collect and submit VSP CAPER reports to OHCS from Sable House and Center for Hope and Safety
- Compiled Vet BNL Data for MWVCAA and VA

Coordinated Entry

- Coordinated meetings with Homebase HUD TA
- Collaborated with OHCS for improvements to By Name List
- Worked with Veterans Administration on ensuring Veterans on OR 504 By Name List (BNL)
- Provided CE training for 9 MWVCAA staff
- CES/BNL Maintenance

Meetings

- Quad Squad (Vice Chair)
- HMIS Lead
- HMIS Check-In
- Weekly Staff meetings
- CE Committee
- Statewide Data Governance Committee

Staff Update David Peak May 2026

- Homebase HUD TA
- National Alliance to End Homelessness Webinar
- CoC Lead meetings
- Solterra informational meeting
- Bridgeway build-out meetings
- Informational meetings with providers

Mid-Willamette Valley Homeless Alliance

2026 Meeting Schedule

Finance & Executive Committee

Location: Virtual via Zoom

Time: 12:00 pm to 1:00 pm

Day: 10 days before BOD Meeting

2026 Dates:

- December 30
- February 3
- March 3
- March 31
- May 5
- June 2
- June 30
- August 4
- September 1
- September 29
- November 3
- December 1

Joint Boards of Directors MWVHA & ORS190 Entity

Location: Hybrid Virtual via Zoom
*Marion County Board of Commissioners

Time: 3:00 pm to 5:00 pm

Day: Second Thursday

2026 Dates:

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

For additional information, contact:
staff@mwvhomelessalliance.org

*Marion County Board of Commissioners
Commissioner's Board Room
555 Court St NE
Salem, OR 97301