



CITY OF SALEM

555 Liberty St SE
Salem, OR 97301

Revisions to the Agenda #1

City Council

Monday, May 17, 2021

6:00 PM

Virtual Meeting

City Council Work Session - Homelessness and Sheltering Update and Planning

1.2a. [21-221](#)

Initiatives to reduce homelessness and increase sheltering

Ward(s): All Wards

Councilor(s): All Councilors

Neighborhood(s): All Neighborhoods

Result Area(s): Natural Environment Stewardship; Welcoming and Livable Community.

Add - Added attachments provided by Janet Carlson on behalf of Mid-Willamette Valley Homeless Alliance.

Accomplishments

Here is a recap of major events and accomplishments since the inception of the Mid-Willamette Valley Homeless Alliance.

2019

- October 2019 – Kaiser Permanente contributes the \$10,000 fee for the Marion-Polk region to join Built for Zero <https://www.joinbuiltforzero.org/>; Mid-Willamette Valley Community Action Agency signs the contract on behalf of the yet-to-be-official Continuum of Care
- December 6, 2019 – Development Council submits application to HUD to form a new Continuum of Care for the Marion-Polk region
- December 11, 2019 – William Snow, Office of Special Needs Assistance, HUD, communicates approval of the new Continuum of Care

2020

- January 16, 2020 - At the final Development Council meeting, Jim Seymour announces a \$150,000 grant over three years to support the Alliance, awarded by the Community Business and Education Leaders Collaborative and funded by Mountain West Investment Corporation
- February 13, 2020 – Alliance board of directors holds first meeting: ratifies charter, elects leaders, appoints committee members, and approves an interim intergovernmental agreement
- March 8, 2020 – Governor Brown declares a state of emergency related to COVID-19; social distancing and hygiene rules go into effect at shelters and programs; governments and service providers respond; hotel programs instituted
- March 13, 2020 – Collaborative Committee holds its first meeting, sharing information about youth homelessness and Built for Zero and providing input on a new strategic plan; other Alliance committees initiate (see organization chart, page 20)
- May 25, 2020 – George Floyd is killed in Minneapolis, Minnesota; protests are organized across the nation, including Salem
- April 23, 2020 – Grant application submitted to Salem Health for \$5,000 award
- June 11, 2020 – Alliance board approves its strategic plan <http://mwvhomelessalliance.org/strategic-plan/>; identified goals are: (1) build the Continuum of Care organization, (2) prioritize services for chronically homeless and youth and address racial and ethnic equity; (3) expand community awareness; (4) use proven approaches, the voices of lived experience and local data to inform decision making; (5) expand the capacity of existing housing, ranging from shelters to transitional housing to permanent housing; and (6) leverage diverse local, state, and federal resources
- June 30, 2020 – Housing Inventory Count (HIC) submitted to HUD for the Marion-Polk region
- July 9, 2020 – Alliance board approves Memorandums of Understanding with the Marion & Polk Early Learning Hub, Chemeketa Community College, and Willamette

Workforce Partnership and local application materials for HUD's annual NOFA; Gap Analysis document presented to the board: <http://mwvhomelessalliance.org/wp-content/uploads/2020/07/MWVHA-Gap-Analysis-Overview-2020-FINAL-7.16.20.pdf>, an abbreviated Fast Facts document to follow in October: [Homeless-Services-Gaps-Fast-Facts-FINAL-10.18.20.pdf \(mwvhomelessalliance.org\)](http://mwvhomelessalliance.org/wp-content/uploads/2020/10/Homeless-Services-Gaps-Fast-Facts-FINAL-10.18.20.pdf)

- August 13, 2020 – ORS 190 Entity is formed; board of directors approves bylaws and COG agreement, elects officers; first joint board meeting with Alliance board held
- August 19, 2020 – Collaborative Committee endorses Universal Release of Information form, promoting alignment by service providers
- September 7, 2020 – Labor Day wildfires ravage the Santiam Canyon; shelter opens at State Fairgrounds for wildfire evacuees; community partners unite to assist
- September 29, 2020 - PACE (Practical Application for Careers & Enterprises) team from Willamette University's Atkinson Graduate School of Management awarded to the Alliance to conduct a comprehensive racial and ethnic disparity assessment
- October 8, 2020 – Shyle Ruder, Fair Housing Council of Oregon, conducts training on fair housing and equity at joint board meeting; Alliance board approves governance charter revisions, five-year Built for Zero agreement, and agreement to delegate certain CoC operations to Community Action; Community Action Executive Director Jimmy Jones reports that one of the longest-term, most in need, and most difficult to place homeless individuals who was living downtown has moved into Redwood Crossings
- October 21, 2020 – Collaborative Committee adopts guiding principles and strategies for including voices of lived experiences and approves creation of Voices of Lived Experience subcommittee
- November 12, 2020 – Challenge to End Youth Homelessness joins the Alliance; board approves Emergency Solutions Grant-COVID (ESG-CV) collaborative application
- December 1, 2020—Performance and Evaluation Committee develops a process to monitor and evaluate CoC-funded projects, ESG-funded projects, and system-wide performance of the region
- December 7, 2020 – Youth partners begin implementing the first youth assessment tool for Coordinated Entry
- December 10, 2020 - Board approves new HMIS Agency Participation and User agreements
- December 28, 2020 –ESG-CV collaborative application submitted to Oregon Housing & Community Services, expanding services through ten community partners

2021

- January 5, 2021—Performance and Evaluation Committee begins monitoring and review of CoC-funded projects, conducted for the first time in the region
- January 12, 2021 – Coordinated Entry Committee reviews findings from the Coordinated Entry System Annual Evaluation Report, identifying priorities for system improvements
- January 14, 2021 – Board reviews System Performance Measures, where staff reports that HMIS participation has increased from 25% in February 2020 to 75% of the region's housing and homeless services providers

- January 26, 2021—Annual Point-In-Time Count begins, with activities conducted over the next two weeks
- February 11, 2021 – First annual CoC Summit held with 109 participants representing 63 organizations
- February 12, 2021 – Historic ice storm hits the region, causing extended power outages and massive tree damage
- March 13, 2021 – Board approves the CoC’s 2020 System Performance Measures
- March 19, 2021—Oregon Housing and Community Services announces its intent to award \$5.5 million ESG-CV grant to the Alliance

Significant Issues Facing the Alliance in 2021-22

Whether the numbers confirm it or not, the residents of the Marion-Polk region perceive a surge in homelessness and are becoming increasingly concerned about this issue. Public expectations for action have heightened. Yet adding affordable housing units and addressing longstanding chronic homelessness takes time – years even, not just weeks or months. I believe the most pressing issue facing the Alliance is demonstrating that we can achieve results, effectively housing people in need. Otherwise, the entire effort could be perceived as time, money, talk, and paperwork. In compiling the list of accomplishments thus far, I think we are well on our way to achieving the results we seek, if we can continue the momentum.

The second significant issue facing the Alliance is laying the groundwork for permanent, stable housing – particularly for people who meet the definition of chronically homeless. Emergency shelters and warming centers are essential community resources. Yet we all must recognize that while these resources address the short-term situation of people needing housing, without programs that connect people with treatment services, employment, counseling, and affordable housing, we may be helping people who stay in a state of homelessness but are not moving towards ending homelessness.

When we began this journey in the spring of 2019, talking with city councils and boards of commissioners in the two-county region, I would often say, “it’s not about the money ... but it’s ALWAYS about the money!” What I meant by that is that if we were to form a Continuum of Care simply for the reason to increase the money we receive from HUD, we might as well not go through the effort. Building capacity in the Continuum of Care to meet the many federal requirements is time-intensive and the dollars available through the Continuum of Care program are small (although they can be built upon over time) in comparison with state, local, and other revenues already being invested in homelessness.

Our higher calling is to catch the vision of how the resources we already have – people, skills, technology, policies, leadership – aligned and rowing in the same direction, can most effectively guide people in need to housing and services, focusing on people most difficult to house, yet most likely to benefit from proven programs and services – and then to use our collaboration as a springboard to leverage new resources from many sources.

MID-WILLAMETTE VALLEY HOMELESS ALLIANCE

Progress Report

Spring 2021

A photograph of a person sleeping on a cobblestone street. The person is wearing a blue and white plaid shirt and a grey hoodie, and is lying on a grey blanket. A cardboard sign is placed on the ground in front of them, with the words "Homeless & Hungry" written in black marker. A blue cup is placed on the ground next to the sign. The background is a brick wall.

Homeless
& Hungry

Who is Homeless?

OUT OF WORK
HOMELESS

ANYTHING HELPS

THANK YOU



Who is Homeless?

1,188 people in the Marion-Polk region

- **579 chronically homeless**
- **815 single individuals**
- **120 families**

-- Source: Coordinated Entry Data, June 2020

Who is Homeless?

2019-20

NORTH MARION SCHOOLS

• Gervais	27
• Mt. Angel	13
• North Marion	14
• Silver Falls	71
• St. Paul	16
SUBTOTAL	<u>141</u>
• Woodburn	296
TOTAL	<u>437</u>

EAST/CANYON SCHOOLS

• Cascade	114
• North Santiam	76
TOTAL	<u>190</u>

SALEM-KEIZER SCHOOLS

• Shelter	60
• Doubled Up	866
• Unsheltered	109
• Motel/Hotel	83
TOTAL	<u>1,118</u>
• Unaccompanied	205

POLK COUNTY SCHOOLS

• Central	53
• Dallas	60
• Falls City	43
• Perrydale	11
TOTAL	<u>167</u>

TOTAL SCHOOL-AGE YOUTH

1,912



Homelessness
can happen to
anyone



Why are people homeless?

Top causes of homelessness:

- Insufficient income, poverty
- Lack of affordable housing
- Foreclosures
- For women, domestic violence is the leading cause of homelessness
- Mental illnesses
- Substance abuse

*-- Source: National Law Center on Homelessness and Poverty,
January 2015*



Who is Homeless?



People experiencing homelessness are part of our community. They are:

Youth and young adults
Families
Veterans
Seniors
Women and children
People with mental illnesses
People experiencing chronic homelessness

OUR JOB:...to meet the unique and complex needs of adults, youth, children, and families in Marion and Polk counties who are at risk of or are experiencing homelessness.

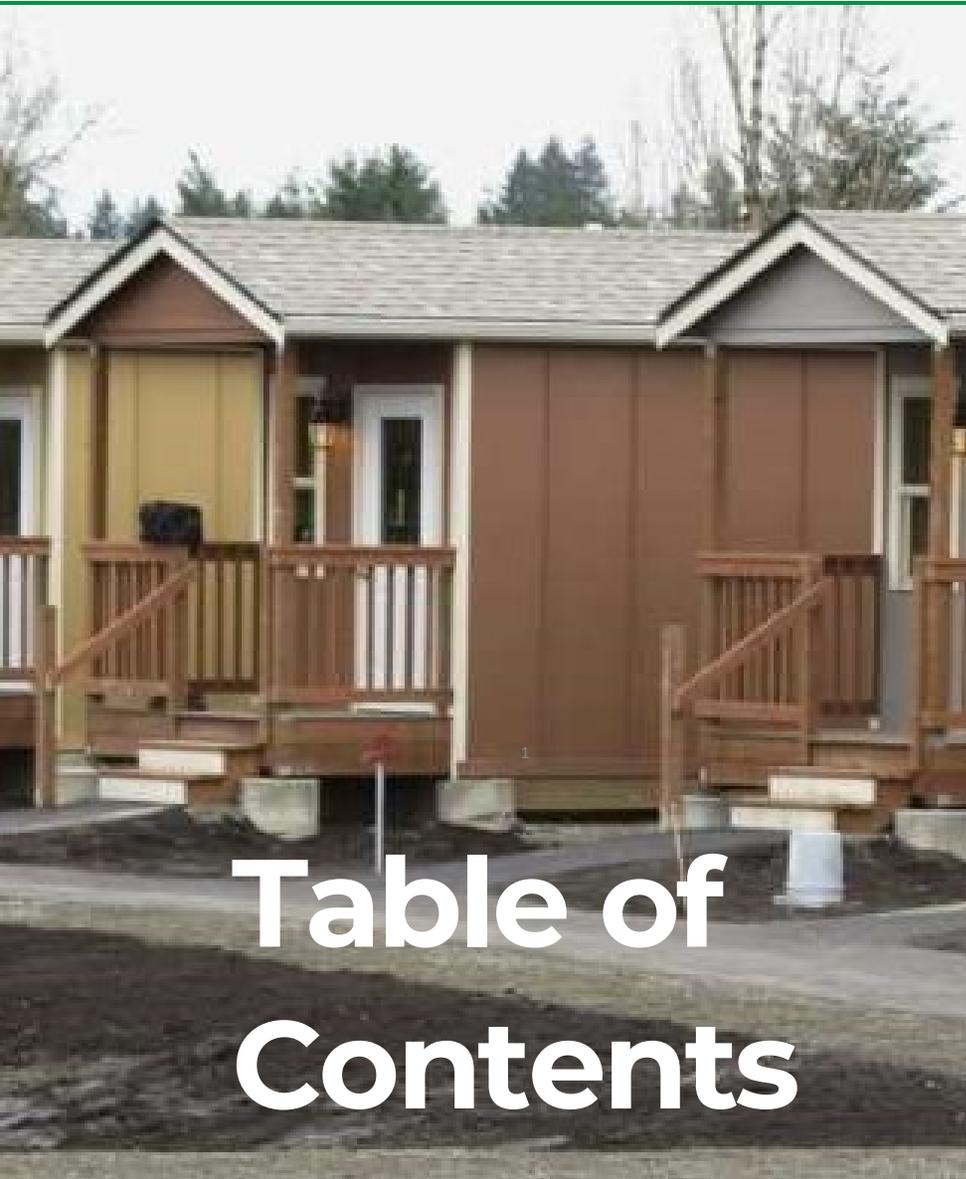


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**MID-WILLAMETTE VALLEY
HOMELESS ALLIANCE**

**MOVING TO END AND
PREVENT HOMELESSNESS**

OUR 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.

-- Strategic Plan, approved June 2020

SYMBOLS AND MEANINGS



MID-WILLAMETTE VALLEY
HOMELESS ALLIANCE



Upward

Through teamwork, we hope to raise public awareness about community needs, and lift up local service providers and volunteers to help those in need.



Circle

Recognizing the cycle involved in solving homelessness is at the core of our work.



Unity

As the Marion-Polk region works together toward ending and preventing homelessness, we aim to strengthen connections, set mutual goals, and build a consistent approach.



**MID-WILLAMETTE
VALLEY HOMELESS
ALLIANCE IS THE
CONTINUUM OF
CARE**

**A local
Continuum of Care
promotes
communitywide
commitment to
ending
homelessness**

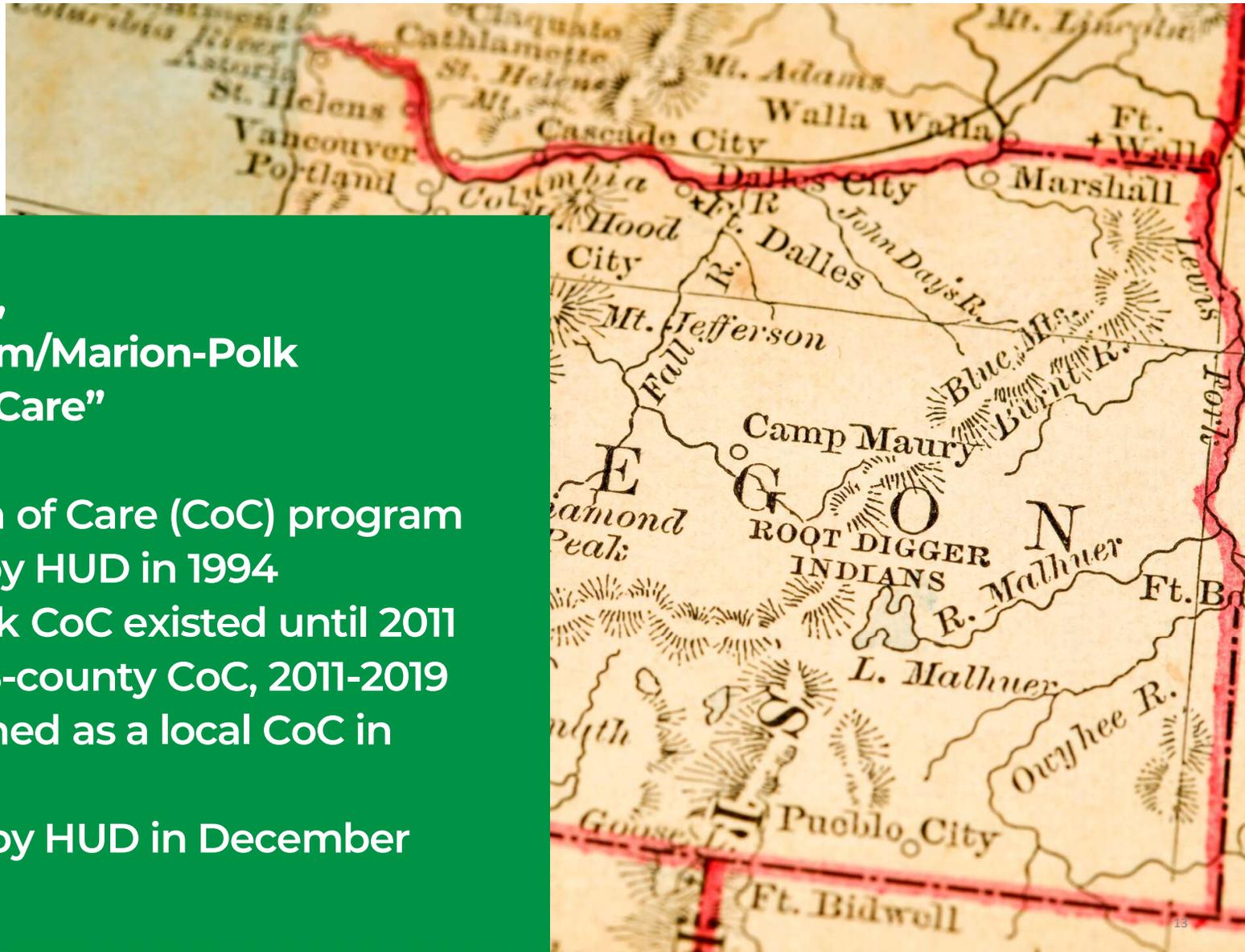
PURPOSE OF THE FEDERAL CONTINUUM OF CARE PROGRAM

**Stimulate communitywide planning
and coordination of programs for
people experiencing homelessness**

**Coordinate single community
applications for federal dollars
through the McKinney-Vento
Homeless Assistance Act**



BRIEF HISTORY OF OUR CoC



Also known as,
"OR-504 – Salem/Marion-Polk
Continuum of Care"

- Continuum of Care (CoC) program launched by HUD in 1994
- Marion-Polk CoC existed until 2011
- Part of a 28-county CoC, 2011-2019
- Re-envisioned as a local CoC in early 2019
- Approved by HUD in December 2019

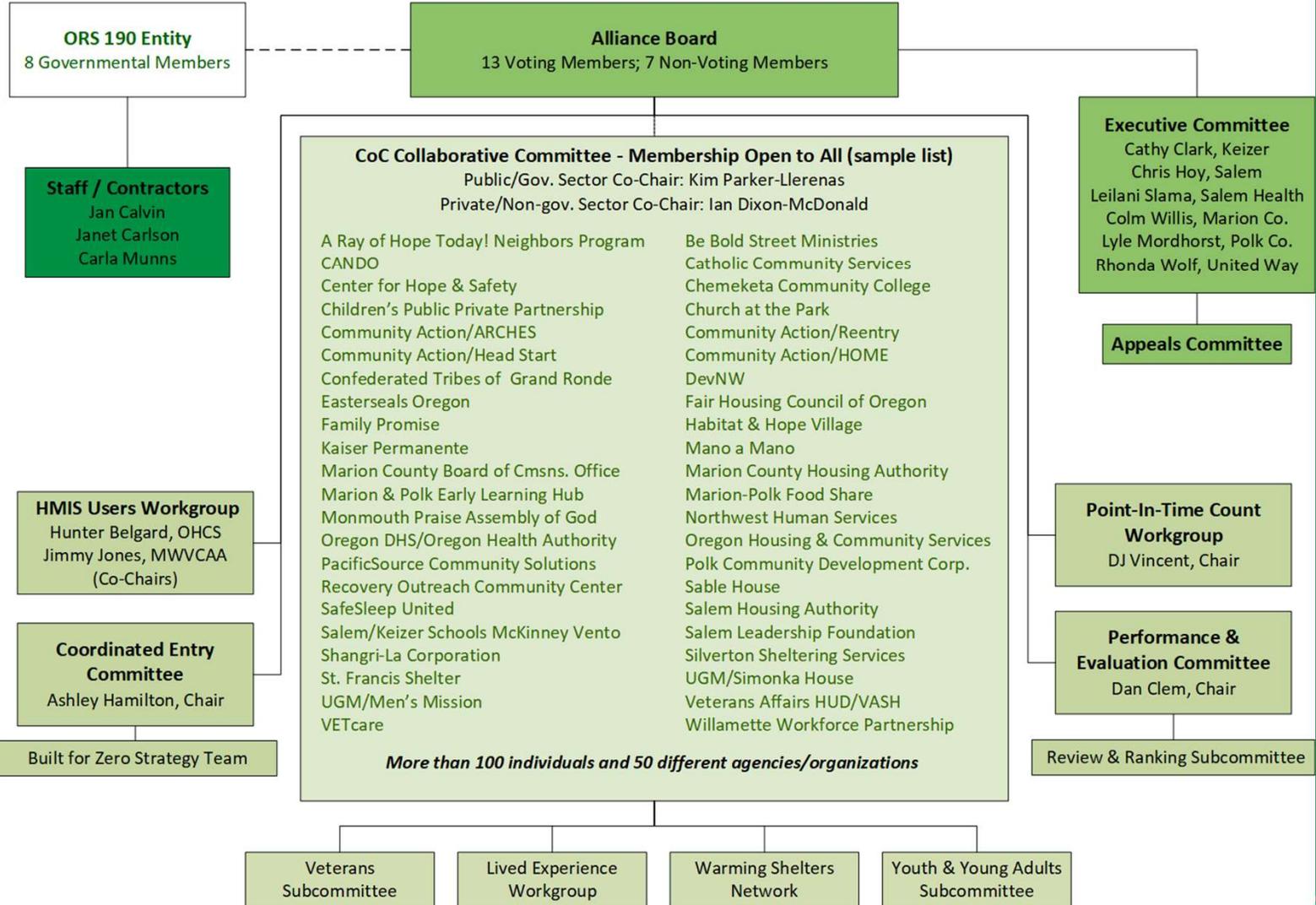
CONTINUUM OF CARE DESIGNATION REQUIRES:

- Regional planning
- Data collection and analysis
- Program evaluation
- Service coordination and collaboration
- Maximizing the use of resources
- Prioritizing projects and applying for HUD funding

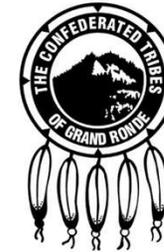
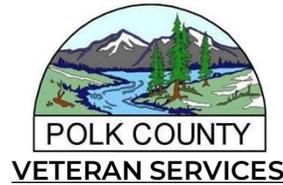


Our Structure

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



Alliance Board Members



Our Goals

We link our **9 Goals** to key data, strategies, metrics, and desired outcomes that drive our organizational roadmap.

1

Homeless Services System

that is robust, responsive, coordinated, and client-focused

Affordable Housing

Increase access and expand units

Emergency Shelters

Address gaps and need for low-barrier shelters

Transitional Housing

Address gaps and expand case management

Permanent Housing

to address the needs of the high number of chronically homeless

Health & Safety

Address physical and mental health and safety issues

Systems Alignment and Prevention Services

Align systems and expand strategies that mitigate risks of becoming homeless or returning to homelessness

Specific Populations

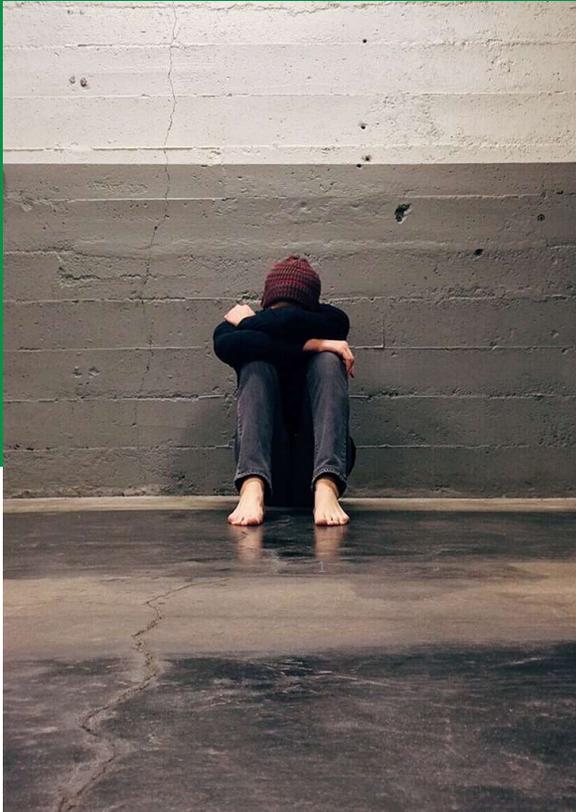
Address the unique needs of specific populations

Community Engagement

Increase leadership, communication, collaboration, and community engagement

OUR STRATEGIES

Strategies based on our local need and community input.



As your local Continuum of Care, we want to use ongoing input to continuously shape our strategies.

#1 - Engage a full array of stakeholders to build an effective, competitive Continuum of Care.

1

We are well on our way, as so many organizations and community members have joined the Alliance. Together, we can end and prevent homelessness.





#2 - Advocate and prioritize services for chronically homeless individuals and youth, while supporting a range of unique populations.

Our region has a high number of chronically homeless, needing specialty programming.

#3 - Address racial/ethnic equity throughout the homeless services system

This is a core focus for the Mid-Willamette Valley Homeless Alliance.



#4 - Expand community awareness of homelessness issues and ways agencies, groups, and individuals can get involved.¹

The Alliance is working with local media to share important stories about the drivers of homelessness and proven approaches.





#5 - Use proven approaches, the voices of lived experience, and analysis of local data to make informed decisions.

Right now, the Alliance is focused on assessing local metrics to make sure we are on track, using the whole picture to make decisions about where to target resources.



#6 - Build on existing services and expand the capacity of shelters, transitional housing, permanent housing, and efforts to prevent first-time and reoccurring homelessness.

We are proud of the local effort and want to build from those strengths.

#7 - Leverage diverse local, state, and federal resources in support of a coordinated homeless services system.

Through regular meetings, advocacy, and conversation, the Alliance is building support at all levels of government.



MID-WILLAMETTE VALLEY
HOMELESS ALLIANCE

1

Our Plan

01

Create the Environment
for change

02

Use Data to make
decisions – collect,
analyze, report

03

Facilitate Consensus
about community
priorities

04

Focus Resources where
they can do the most
good

05

Help Organizations
coordinate and
collaborate to end and
prevent homelessness

ACCOMPLISHMENTS - 2019

October

Kaiser Permanente contributes \$10,000 joining fee for Built for Zero

December 6

Development Council submits CoC application to HUD

December 11

HUD approves Salem/Marion-Polk Continuum of Care

Start from the belief that
homelessness
can be solved.



ACCOMPLISHMENTS - 2020

January 16

Community, Business, and Education Leaders
Collaborative awards \$150,000 to Alliance over three
years, funded by Mountain West Investment Corporation

February 13

Board of directors organized: ratifies charter, elects
leaders, appoints committee members, approves interim
intergovernmental agreement

June 11

Board approves strategic plan

July 9

Board approves local application materials for HUD's
annual NOFA; regional Gap Analysis presented



ACCOMPLISHMENTS - 2020 (continued)

August 13

ORS 190 Entity formed

August 19

Collaborative Committee endorses Universal Release of Information form

September 29

Willamette University PACE (Practical Application for Careers & Enterprises) MBA student team begins comprehensive racial and ethnic disparity assessment

November 12

Challenge to End Youth Homelessness joins the Alliance

December 1

Performance and Evaluation Committee develops process to monitor and evaluate region's funded projects and system-wide performance

December 10

Board approves new HMIS Agency Participation and User agreements

ACCOMPLISHMENTS - 2021

January 14

HMIS participation reported increase from 25% in February 2020 to 75% of the region's housing and homeless services providers

January 26

Annual Point-In-Time Count begins, with activities conducted over the next two weeks

February 11

First annual CoC Summit held with 109 participants representing 63 organizations

March 19

Oregon Housing and Community Services announces intent to award the Alliance a \$5.5 million ESG-CV grant



CoC Collaborative Committee

Wednesday,
January 20, 2021

Collaborative Committee Breakout Room Discussions

Meeting participants were asked to answer the following questions about the CoC's first year:

- *System Development – what structures have been put in place to create/enhance the system?*
- *Practice Improvements – what have we gotten better at doing?*
- *Client Benefits/Outcomes – how have clients benefitted in the past year?*
- *Capacity-Building – what new skills, resources, partnerships have been developed?*



**MID-WILLAMETTE VALLEY
HOMELESS ALLIANCE**
M WVHOMELESSALLIANCE.ORG

**Join us,
to end and
prevent
homelessness**

Contribute ◆ Volunteer ◆ Join a Committee ◆ Inform Others

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mwvHomelessAlliance.org

**MID-WILLAMETTE VALLEY HOMELESS ALLIANCE
BOARD OF DIRECTORS**

VOTING MEMBERS

Organization (in alpha order)	Organization Delegate	Elected or Staff Role
City of Independence	Shannon Corr	City Councilor
City of Keizer	Cathy Clark, <i>Chair</i>	Mayor
City of Monmouth	Christopher Lopez	City Councilor
City of Salem	Chris Hoy, <i>Vice Chair</i>	Council President
City of Salem	Chuck Bennett	Mayor
Confederated Tribes of Grand Ronde	Lisa Leno	Tribal Council Member
Law Enforcement Assisted Diversion*	Josh Lair	LEAD Navigator
Marion County	Colm Willis	Commissioner
Polk County	Lyle Mordhorst	Commissioner
Salem Health	Leilani Slama	Vice President, Community Engagement
Salem-Keizer School District 24J	Christy Perry	Superintendent
Union Gospel Mission	Dan Clem	Executive Director
United Way of the Mid-Willamette Valley	Rhonda Wolf	CEO

* Representing individuals who are homeless or formerly homeless

EX OFFICIO (NON-VOTING) MEMBERS

Organization (in alpha order)	Organization Delegate	Staff Role
Collaborative Committee	Kim Parker-Llerenas	Co-Chair
Collaborative Committee	Ian Dixon-McDonald	Co-Chair
Marion County Housing Authority	Candace Jamison	Executive Director
Mid-Willamette Valley Community Action Agency	Jimmy Jones	Executive Director
Polk County Veteran Services	Eric Enderle	Veteran Services Officer
Salem Housing Authority	Nicole Utz	Housing Administrator
West Valley Housing Authority	Christian Edelblute	Executive Director

ORS 190 ENTITY BOARD OF DIRECTORS

Organization (in alpha order)	Organization Delegate	Elected or Staff Role
City of Independence	Shannon Corr	City Councilor
City of Keizer	Cathy Clark, <i>President</i>	Mayor
City of Monmouth	Christopher Lopez	City Councilor
City of Salem	Chris Hoy, <i>Vice President</i>	Council President
Confederated Tribes of Grand Ronde	Lisa Leno	Tribal Council Member
Marion County	Colm Willis	Commissioner
Polk County	Lyle Mordhorst	Commissioner
Salem-Keizer School District 24J	Christy Perry	Superintendent

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

Alliance Board
13 Voting Members; 7 Non-Voting Members

ORS 190 Entity
8 Governmental Members

Staff / Contractors
Jan Calvin
Janet Carlson
Carla Munns

CoC Collaborative Committee - Membership Open to All (sample list)
Public/Gov. Sector Co-Chair: Kim Parker-Llerenas
Private/Non-gov. Sector Co-Chair: Ian Dixon-McDonald

A Ray of Hope Today! Neighbors Program	Be Bold Street Ministries
CANDO	Catholic Community Services
Center for Hope & Safety	Chemeketa Community College
Children’s Public Private Partnership	Church at the Park
Community Action/ARCHES	Community Action/Reentry
Community Action/Head Start	Community Action/HOME
Confederated Tribes of Grand Ronde	DevNW
Easterseals Oregon	Fair Housing Council of Oregon
Family Promise	Habitat & Hope Village
Kaiser Permanente	Mano a Mano
Marion County Board of Cmsns. Office	Marion County Housing Authority
Marion & Polk Early Learning Hub	Marion-Polk Food Share
Monmouth Praise Assembly of God	Northwest Human Services
Oregon DHS/Oregon Health Authority	Oregon Housing & Community Services
PacificSource Community Solutions	Polk Community Development Corp.
Recovery Outreach Community Center	Sable House
SafeSleep United	Salem Housing Authority
Salem/Keizer Schools McKinney Vento	Salem Leadership Foundation
Shangri-La Corporation	Silverton Sheltering Services
St. Francis Shelter	UGM/Simonka House
UGM/Men’s Mission	Veterans Affairs HUD/VASH
VETcare	Willamette Workforce Partnership

More than 100 individuals and 50 different agencies/organizations

Executive Committee
Cathy Clark, Keizer
Chris Hoy, Salem
Leilani Slama, Salem Health
Colm Willis, Marion Co.
Lyle Mordhorst, Polk Co.
Rhonda Wolf, United Way

Appeals Committee

HMIS Users Workgroup
Hunter Belgard, OHCS
Jimmy Jones, MWVCAA
(Co-Chairs)

Coordinated Entry Committee
Ashley Hamilton, Chair

Built for Zero Strategy Team

Point-In-Time Count Workgroup
DJ Vincent, Chair

Performance & Evaluation Committee
Dan Clem, Chair

Review & Ranking Subcommittee

Veterans Subcommittee

Lived Experience Workgroup

Warming Shelters Network

Youth & Young Adults Subcommittee