

Mid-Willamette Valley Homeless Alliance

100 High Street * Suite 200 * Salem, OR 97301 * 503.588.6177

December 6, 2019

William Snow, Senior Program Specialist
Office of Special Needs Assistance Programs
U.S. Department of Housing & Urban Development
451 7th Street SW
Washington, DC 20410

Dear Mr. Snow:

This letter is written on behalf of the Mid-Willamette Valley Homeless Alliance to request Continuum of Care status. The Alliance seeks to register as the Continuum of Care representing residents within the boundaries of Marion and Polk counties in Oregon, beginning with the 2020 Notice of Funding Availability registration opportunity. In doing so, the Alliance will separate from the Rural Oregon Continuum of Care.

You will find attachments providing evidence for each of the required elements. Please contact Janet Carlson at jcarlson4560@gmail.com or 503.569.0376 with questions or requests for additional information.

We thank the U.S. Department of Housing & Urban Development for the technical assistance that you have provided to us throughout this year. We look forward to successfully implementing and operating a Continuum of Care in 2020 that effectively addresses the needs of people experiencing homelessness in our region.

Sincerely,



Mayor Cathy Clark, City of Keizer
Chair, Mid-Willamette Valley Homeless Alliance
Development Council

cc: MWVHA Development Council
Nora Lally and Matt Olsson, Homebase
Sidhartha Nilakanta, U.S. Department of Housing & Urban Development

Evidence is provided herein for the following seven required elements.

1. Documentation that the stakeholders of the new CoC voted to form a new CoC.

Evidence of broad-based support to form the new Continuum of Care for the Marion-Polk region called the Mid-Willamette Valley Homeless Alliance (MWVHA) is included in Appendices A-C. MWVHA staff made 20 presentations to governments, school boards, stakeholder forums, and others starting in the spring of 2019 to provide information about the Continuum of Care and elicit feedback.

A. Resolutions (Appendix A) – Resolutions to form a new Continuum of Care for the region were passed by the following cities in Marion and Polk counties: Detroit, Independence, Keizer, Monmouth, Salem, and Silverton; the county commissioners of Marion and Polk counties, and the Salem-Keizer School District, the largest district in the region and second largest district in Oregon, with 42,000 students in 65 schools.

B. Letters of Support (Appendix B) – The following consortiums and organizations provided letters of support to form a new Continuum of Care: CAN-DO neighborhood association in downtown Salem; Marion & Polk Early Learning Hub; Family Promise; Marion-Polk Health & Housing Workgroup; Marion County Children & Families Commission; Marion County Public Safety Coordinating Council; Mid-Willamette Valley Community Action Agency serving Marion and Polk counties; Salem Health Hospitals and Clinics, the Marion-Polk region's largest health care provider and Salem's largest private employer; St. Francis Shelter; and Willamette Valley Community Health, the Marion-Polk region's Coordinated Care Organization.

C. Vote at Development Council Meeting (Appendix C) – On September 24, 2019, the MWVHA Development Council voted unanimously to form a new Continuum of Care. The council was formed by a Memorandum of Agreement, with parties contributing funding to support the organization. The council includes representatives from the cities of Independence, Keizer, Monmouth, and Salem; Marion and Polk counties; the Confederated Tribes of Grand Ronde; the Salem-Keizer School District; Mid-Willamette Valley Community Action Agency; Mid-Willamette Valley Council of Governments; Union Gospel Mission of Salem; and United Way of the Mid-Willamette Valley.

D. Vote at Stakeholder Forum – A SurveyMonkey vote opportunity was open from November 17 through November 30. Representing a broad cross-section of homeless services providers serving Marion and Polk counties, 54 participants voted with 53 in favor and 1 opposed.

On December 5, 2019, 39 providers of services to individuals and families experiencing homelessness voted unanimously at a stakeholder forum to form a new Continuum of Care.



2. Documentation that the new CoC notified the existing CoC of its intent to form a new CoC.

On October 1, 2019, a letter from MWVHA Development Council Chair Cathy Clark was hand-delivered to the Rural Oregon Continuum of Care (ROCC), with copies sent via email to HUD officials. The letter was authorized by unanimous vote of the MWVHA Development Council on September 24, 2019. The letter is included as **Appendix D**.

3. A governance charter that documents the new CoC's governance structure in compliance with the CoC Program Interim Rule.

On October 24, 2019, the MWVHA Development Council unanimously approved a governance charter for the new Continuum of Care. The charter was reviewed by the Mid-Willamette Valley Council of Governments' (COG) legal counsel. The COG will serve as the new CoC's Collaborative Applicant. It was also reviewed by Homebase technical assistance consultants and the HMIS provisions were endorsed by Hunter Belgard, HMIS Administrator of Oregon Housing & Community Services. The charter is included as **Appendix E**.

4. Evidence of efforts to establish a coordinated entry system.

The Mid-Willamette Valley Community Action Agency developed a coordinated entry system for Marion and Polk counties in 2016. Between October 2016 and October 2019, 4,279 households that include 7,481 individuals in the Marion-Polk region have participated in the coordinated assessment. The Mid-Willamette Valley Homeless Alliance recently joined the *Built for Zero* initiative as a cohort sponsored by Kaiser Permanente, which will further enhance our Coordinated Entry work.

Prior to the development of this system, most homeless services in the region were accessed on a first-come, first-served system, or by case manager referrals to services. There was no methodology to base housing placements on the concepts of vulnerability nor much effort made to make appropriate placements by need level. Instead, the results were generally that lower needs individuals were housed ahead of higher needs homeless clients, and the chronically homeless rate increased to twice the expected national average.

The Community Action ARCHES program implemented the Coordinated Assessment model in the same year, using a single door methodology, combined with extensive outreach, to make sure that every homeless client in Marion and Polk counties were counted, assessed for vulnerability, and entered into the Coordinated Entry System. The system made use of the VI-SPDAT suite, along with additional assessment methodologies including the Vulnerability Assessment Tool (VAT).

By 2019, data generated by these assessment methodologies and expanded demographic data collection gave the region more than 700,000 data points on the homeless population. It also paved the way for a much more integrated homeless services system, with all HUD homeless placements and most other housing placements using the single Coordinated Assessment Referral System.

A description of the Marion-Polk region's Coordinated Entry System is included as **Appendix F**. There will be no impact to the Coordinated Entry system with the creation of the new Continuum of Care and separation from the Rural Oregon Continuum of Care. With a more focused Marion-Polk Continuum of Care, it is anticipated that there will be opportunities to add community providers, further expand outreach, and enhance consistent intake processes across the region.

5. Documentation that the new CoC has selected a Collaborative Applicant.

On November 6, 2019, the Mid-Willamette Valley Council of Governments Board of Directors unanimously approved a motion to serve as the new Continuum of Care's Collaborative Applicant. Meeting materials and draft meeting minutes are included as **Appendix G**.

The Council of Governments (COG) agreed to serve in this role until the Mid-Willamette Valley Homeless Alliance forms its own legal entity under the umbrella of the COG. The new legal entity will then contract directly for administrative services (financial, legal, clerical support) with the COG.

6. Evidence of an operational Homeless Management Information System (HMIS) that is consistent with HUD's most recent HMIS data standards and able to create all necessary reports.

The Mid-Willamette Valley Homeless Alliance will continue to participate in the Homeless Management Information System operated by Oregon Housing & Community Services, a state agency. A letter confirming this agreement is included as **Appendix H**. The region's designated Coordination Entity will continue to be Mid-Willamette Valley Community Action Agency. Both entities have been serving in these roles for many years as the Marion-Polk geographic area has been a designated region within the Rural Oregon Continuum of Care structure.

As noted in #3 above, the HMIS provisions of the Mid-Willamette Valley Homeless Alliance's governance charter have been reviewed and endorsed by Oregon Housing and Community Services (OHCS). Because the HMIS system for the Rural Oregon Continuum of Care (ROCC) has been operated by OHCS, the HMIS administrator at OHCS has the capacity to immediately pull data for the Marion-Polk region to complete required system performance measurements. Representatives from MWVHA and ROCC are working with Mike Lindsey of ICF on any needed data sharing arrangements.

The Point-in-Time Count for the Marion-Polk region has historically been conducted by Mid-Willamette Valley Community Action Agency. Forming the new Continuum of Care will not impact the Marion-Polk region in conducting future Point-in-Time Counts.

7. A list of projects to be included in the new CoC.

The following projects currently operating in and serving clients in the Marion-Polk county region to be included in the new Continuum of Care are listed below, including three projects that are considered “Continuum-wide;” i.e., serving clients across the entire balance of state area.

The three Continuum-wide projects, which are the last three projects listed in the table below, were discussed at a meeting on October 25, 2019, with representatives from the new Marion-Polk region and the Rural Oregon Continuum of Care, along with observers from the HUD regional office and Homebase technical assistance organization. Notes from that negotiations meeting are included as **Appendix I**.

The MWVHA Development Council endorsed the negotiated portions (listed below) for the three Continuum-wide projects at its November 18, 2019 council meeting. The Rural Oregon Continuum of Care (ROCC) and Community Action Partnership of Oregon (CAPO) also approved the recommended apportioned amounts on November 20, 2019.

Center for Hope and Safety DV BONUS	\$354,706
Center for Hope and Safety PH RRH Renewal FIRST YEAR	\$188,561
Shangri-La PSH Consolidated Renewal	\$138,581
Shangri-La PH Bonus SHAP-O Renewal	\$172,604
Mid-Willamette Valley Community Action Agency CE Renewal	\$36,309
HMIS Grant	\$14,696
OR Coalition Against Domestic and Sexual Violence Renewal CE FIRST YEAR RENEWAL	\$29,132
Total	\$934,589

All amounts in the above table are based on the 2019 NOFA priority list as Tier 1 projects, submitted by the Rural Oregon Continuum of Care to HUD, and are subject to HUD approval.

Appendix A

Resolutions

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MARION COUNTY, OREGON

In the Matter of Establishing a)
Continuum of Care for the)
Mid-Willamette Region)

RESOLUTION No. 19R-8

WHEREAS, more than 2,600 homeless individuals in Marion and Polk counties were identified through evidence-based assessments between October 2016 and January 2019, and homelessness is a critical issue in the Mid-Willamette region, in Oregon, and across the nation; and

WHEREAS, the U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to “engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services;” mainstream services denoting public housing, Section 8 housing choice vouchers, and services for runaway and homeless youth, victims of domestic violence, veterans, seniors, and people experiencing addictions and/or mental illness; and

WHEREAS, children, families, veterans, and chronically homeless individuals experiencing mental illness and addictions comprise a large portion of the region’s homeless population; and

WHEREAS, in 2011, the Marion-Polk Continuum of Care joined 26 Oregon counties in the “balance of state” Rural Oregon Continuum of Care; and

WHEREAS, the Mid-Willamette Homeless Initiative was established in 2016 “to identify and launch proven strategies to reduce homelessness” in the region; and

WHEREAS, the Mid-Willamette Homeless Initiative’s strategic plan recommended that the region “assess local inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems of homelessness and needs of people experiencing homelessness;” and


WHEREAS, the Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that the region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region;

NOW THEREFORE, BE IT RESOLVED that Marion County supports establishing a Continuum of Care for the Mid-Willamette region and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.

Dated at St. Paul, Oregon this 22nd day of May, 2019.

MARION COUNTY BOARD OF COMMISSIONERS


Chair


Commissioner


Commissioner

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6 **BEFORE THE BOARD OF COMMISSIONERS**
7 **FOR POLK COUNTY, OREGON**
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9 In the Matter of establishing a)
10 regional Continuum of Care and)
11 its corresponding federal funding to)
12 address homelessness locally)
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15 **RESOLUTION NO. 19-05**
16

17 **WHEREAS**, homelessness is a critical issue in the Mid-Willamette Region, in Oregon, and
18 across the nation; and
19

20 **WHEREAS**, more than 2,600 homeless individuals in Marion and Polk counties were
21 identified through evidence-based assessments between October 2016 and January 2019; and
22

23 **WHEREAS**, children, families, veterans, and chronically homeless individuals
24 experiencing mental illness and addictions comprise a large portion of the region's homeless
25 population; and
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27 **WHEREAS**, both Marion and Polk counties have identified and launched proven
28 strategies/programs to reduce homelessness in the region; and
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30 **WHEREAS**, a region consisting of Marion and Polk counties is best suited to these
31 identified homelessness issues; and
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33 **WHEREAS**, a strategic plan recommended that the region "assess local inclusion in the
34 Rural Oregon Continuum of Care to understand how best to address the problems of homelessness
35 and needs of people experiencing homelessness; and
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37 **WHEREAS**, the U.S. Department of Housing and Urban Development created the
38 Continuum of Care program in 1994 as a means for communities across the nation to "engage in
39 multi-year strategic planning for homeless programs and services that are well integrated with
40 planning for mainstream services;" mainstream services denoting public housing, Section 8 housing
41 choice vouchers, and services for runaway and homeless youth, victims of domestic violence,
42 veterans, seniors, and people experiencing addictions and/or mental illness; and
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44 **WHEREAS**, in 2011, the Marion-Polk Continuum of Care joined 26 Oregon counties in
45 the "balance of state" Rural Oregon Continuum of Care; and
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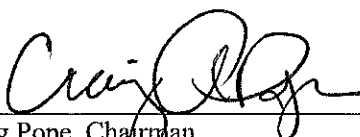
47 **WHEREAS**, the region could benefit from creating its own Continuum of Care, with
48 enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce
49 homelessness in the region; now, therefore:
50

51 **IT IS HEREBY RESOLVED THAT**, Polk County supports establishing a Continuum of
52 Care for the Med-Willamette region and supports the new Continuum of Care registering with the
53 U.S. Department of Housing and Urban Development in 2020.
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55 Dallas, Oregon, April 24, 2019
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57 **POLK COUNTY BOARD OF COMMISSIONERS**
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Craig Pope, Chairman

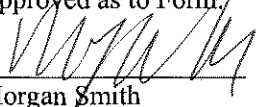


Lyle Mordhorst, Commissioner



Mike Ainsworth, Commissioner

Approved as to Form:



Morgan Smith
County Counsel

RESOLUTION NO. 590

CONTINUUM OF CARE

Approved by Mid-Willamette Homeless Initiative Steering Committee on March 28, 2019

WHEREAS, homelessness is a critical issue in the Mid-Willamette region, in Oregon, and across the nation; and

WHEREAS, more than 2,600 homeless individuals in Marion and Polk counties were identified through evidence-based assessments between October 2016 and January 2019; and

WHEREAS, children, families, veterans, and chronically homeless individuals experiencing mental illness and addictions comprise a large portion of the region's homeless population; and

WHEREAS, the Mid-Willamette Homeless Initiative was established in 2016 "to identify and launch proven strategies to reduce homelessness" in the region; and

WHEREAS, the Mid-Willamette Homeless Initiative's strategic plan recommended that the region "assess local inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems of homelessness and needs of people experiencing homelessness;" and

WHEREAS, the U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to "engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services;" mainstream services denoting public housing, Section 8 housing choice vouchers, and services for runaway and homeless youth, victims of domestic violence, veterans, seniors, and people experiencing addictions and/or mental illness; and

WHEREAS, in 2011, the Marion-Polk Continuum of Care joined 26 Oregon counties in the "balance of state" Rural Oregon Continuum of Care; and

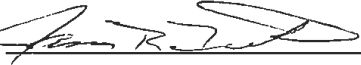
WHEREAS, the Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that the region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region;

NOW THEREFORE, BE IT RESOLVED that the City Council of Detroit, Oregon, supports establishing a Continuum of Care for the Mid-Willamette region and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.

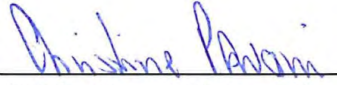
PASSED BY THE COMMON COUNCIL OF THE CITY OF DETROIT, Marion County, Oregon this 14th day of May, 2019

Effective date: Upon approval

Ayes 6 Nays 0 Absent 1 Abstain 0

Signed: 
James R. Trett, Mayor

ATTEST:


Christine Pavoni, City Recorder

A Resolution Supporting Establishment of a
Continuum of Care for the Mid-Willamette Region

WHEREAS, the Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that the region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region;

WHEREAS, representatives from the Mid-Willamette Homeless Initiative made a detailed presentation at a joint Independence/Monmouth work Session; NOW THEREFORE,

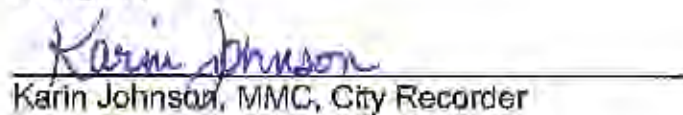
IT IS HEREBY RESOLVED that the City Council of the City of Independence supports establishing a Continuum of Care for the Mid-Willamette region that could include Marion, Polk, and Yamhill counties and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.

ADOPTED by the City Council: 06-11-2019
SIGNED by the Mayor: 06-11-2019
EFFECTIVE: 06-11-2019



MAYOR JOHN McARDLE

ATTEST:



Karin Johnson, MMC, City Recorder

1 CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

2
3 Resolution R2019- 2970

4
5 SUPPORTING THE ESTABLISHMENT OF A CONTINUUM
6 OF CARE FOR THE MID-WILLAMETTE REGION AND
7 SUPPORTING SUCH CONTINUUM OF CARE
8 REGISTRATION WITH THE U.S. DEPARTMENT OF
9 HOUSING AND URBAN DEVELOPMENT IN 2020

10
11 WHEREAS, homelessness is a critical issue in the Mid-Willamette region, in
12 Oregon, and across the nation;

13 WHEREAS, more than 2,600 homeless individuals in Marion and Polk counties
14 were identified through evidence-based assessments between October 2016 and January
15 2019;

16 WHEREAS, children, families, veterans, and chronically homeless individuals
17 experiencing mental illness and addictions comprise a large portion of the region's
18 homeless population;

19 WHEREAS, the Mid-Willamette Homeless Initiative was established in 2016 "to
20 identify and launch proven strategies to reduce homelessness" in the region;

21 WHEREAS, the Mid-Willamette Homeless Initiative's strategic plan
22 recommended that the region "assess local inclusion in the Rural Oregon Continuum of
23 Care to understand how best to address the problems of homelessness and needs of
24 people experiencing homelessness;"

1 WHEREAS, the U.S. Department of Housing and Urban Development created the
2 Continuum of Care program in 1994 as a means for communities across the nation to
3 “engage in multi-year strategic planning for homeless programs and services that are
4 well integrated with planning for mainstream services;” mainstream services denoting
5 public housing, Section 8 housing choice vouchers, and services for runaway and
6 homeless youth, victims of domestic violence, veterans, seniors, and people experiencing
7 addictions and/or mental illness;

8 WHEREAS, in 2011, the Marion-Polk Continuum of Care joined 26 Oregon
9 counties in the “balance of state” Rural Oregon Continuum of Care;

10 WHEREAS, the Mid-Willamette Homeless Initiative Steering Committee
11 carefully considered relevant factors and determined that the region could benefit from
12 creating its own Continuum of Care, with enhanced service coordination, local
13 autonomy, and alignment of goals to more effectively reduce homelessness in the region;

14 NOW, THEREFORE,

15 BE IT RESOLVED by the City Council of the City of Keizer that the City of
16 Keizer supports establishing a Continuum of Care for the Mid-Willamette region that
17 could include Marion, Polk, and Yamhill counties and supports the new Continuum of
18 Care registering with the U.S. Department of Housing and Urban Development in 2020.

1 BE IT FURTHER RESOLVED that this Resolution shall take effect immediately
2 upon the date of its passage.

3 PASSED this 6th day of May, 2019.

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5 SIGNED this 6th day of May, 2019.

6
7 Cathy Clark
8 Mayor

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10 Mary Dye
11 City Recorder

CITY OF MONMOUTH, COUNTY OF POLK

STATE OF OREGON

A Resolution in Support of Establishing)
A Continuum of Care For the Mid-Willamette)
Region and Registering With the U.S.)
Department of Housing and Urban)
Development in 2020)

Resolution 1882

WHEREAS, homelessness is a critical issue in the Mid-Willamette region, in Oregon, and across the nation; and

WHEREAS, more than 2,600 homeless individuals in Marion and Polk counties were identified through evidence-based assessments between October 2016 and January 2019; and

WHEREAS, children, families, veterans, and chronically homeless individuals experiencing mental illness and addictions comprise a large portion of the region's homeless population; and

WHEREAS, the Mid-Willamette Homeless Initiative was established in 2016 "to identify and launch proven strategies to reduce homelessness" in the region; and

WHEREAS, the Mid-Willamette Homeless Initiative's strategic plan recommended that the region "assess local inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems of homelessness and needs of people experiencing homelessness;" and

WHEREAS, the U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to "engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services;" mainstream services denoting public housing, Section 8 housing choice vouchers, and services for runaway and homeless youth, victims of domestic violence, veterans, seniors, and people experiencing addictions and/or mental illness; and

WHEREAS, in 2011, the Marion-Polk Continuum of Care joined 26 Oregon counties in the "balance of state" Rural Oregon Continuum of Care; and

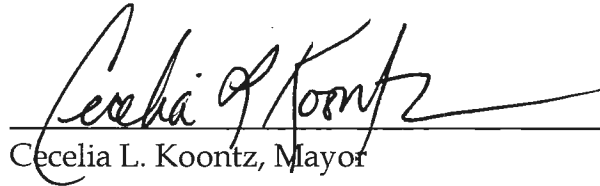
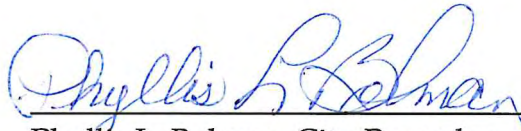
WHEREAS, the Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that the region could benefit from creating

its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region;

NOW THEREFORE, BE IT RESOLVED that the City of Monmouth supports establishing a Continuum of Care for the Mid-Willamette region and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.

Adopted and approved by the City Council
and signed by the Mayor: May 21, 2019.

Attest:


Cecelia L. Koontz, Mayor
Phyllis L. Bolman, City Recorder

RESOLUTION NO. 2019-17

A RESOLUTION TO SUPPORT WITHDRAWAL FROM THE RURAL OREGON CONTINUUM OF CARE AND ESTABLISHING A REGIONAL CONTINUUM OF CARE FOR THE MID-WILLAMETTE REGION

Whereas, homelessness is a critical issue in the Mid-Willamette region, in Oregon, and across the nation; and

Whereas, more than 2,600 homeless individuals in Marion and Polk counties were identified through evidence-based assessments between October 2016 and January 2019; and

Whereas, children, families, veterans, and chronically homeless individuals experiencing mental illness and addictions comprise a large portion of the region's homeless population; and

Whereas, the Mid-Willamette Homeless Initiative was established in 2016 "to identify and launch proven strategies to reduce homelessness" in the region; and

Whereas, the Mid-Willamette Homeless Initiative's strategic plan recommended that the region "assess local inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems of homelessness and needs of people experiencing homelessness;" and

Whereas, the U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to "engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services;" mainstream services denoting public housing, Section 8 housing choice vouchers, and services for runaway and homeless youth, victims of domestic violence, veterans, seniors, and people experiencing addictions and/or mental illness; and

Whereas, in 2011, the Marion-Polk Continuum of Care joined 26 Oregon counties in the "balance of state" Rural Oregon Continuum of Care; and

Whereas, the Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that the region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SALEM, OREGON, RESOLVES AS FOLLOWS:

Section 1. The City of Salem hereby supports establishing a Continuum of Care for the Mid-Willamette region and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.


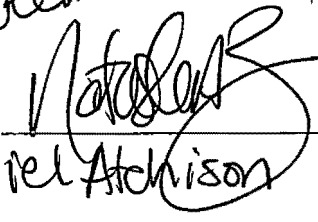
Section 2. This resolution is effective upon adoption.

ADOPTED by the City Council this 10th day of June 2019.

ATTEST:

City Recorder

Approved by City Attorney:



for Daniel Atchison

Checked by: K.Retherford

CITY OF SILVERTON
RESOLUTION
19-23

A RESOLUTION OF THE SILVERTON CITY COUNCIL SUPPORTING THE ESTABLISHMENT OF A CONTINUUM OF CARE FOR THE MID-WILLAMETTE REGION

WHEREAS, homelessness is a critical issue in the Mid-Willamette region, in Oregon, and across the nation; and

WHEREAS, more than 2,600 homeless individuals in Marion and Polk counties were identified through evidence-based assessments between October 2016 and January 2019; and

WHEREAS, children, families, veterans, and chronically homeless individuals experiencing mental illness and addictions comprise a large portion of the region's homeless population; and

WHEREAS, the Mid-Willamette Homeless Initiative was established in 2016 "to identify and launch proven strategies to reduce homelessness" in the region; and

WHEREAS, the Mid-Willamette Homeless Initiative's strategic plan recommended that the region "assess local inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems of homelessness and needs of people experiencing homelessness;" and

WHEREAS, the U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to "engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services;" mainstream services denoting public housing, Section 8 housing choice vouchers, and services for runaway and homeless youth, victims of domestic violence, veterans, seniors, and people experiencing addictions and/or mental illness; and

WHEREAS, in 2011, the Marion-Polk Continuum of Care joined 26 Oregon counties in the "balance of state" Rural Oregon Continuum of Care; and

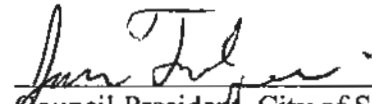
WHEREAS, the Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that the region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region.

NOW THEREFORE, BE IT RESOLVED BY THE CITY OF SILVERTON, AS FOLLOWS:

Section 1: Supports establishing a Continuum of Care for the Mid-Willamette region and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.

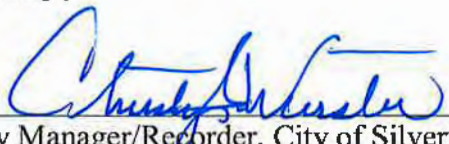
Section 2: That this resolution is and shall be effective after its passage by the City Council.

Resolution adopted by the City Council of the City of Silverton, this 6th day of May, 2019.



Council President, City of Silverton
Jason Freilinger

ATTEST



City Manager/Recorder, City of Silverton
Christy S. Wurster

RESOLUTION NO. 201819-10

SUPPORT OF CONTINUUM OF CARE FOR MID-WILLAMETTE REGION

WHEREAS, homelessness is a critical issue in the Mid-Willamette region, in Oregon, and across the nation; and

WHEREAS, more than 2,600 homeless individuals in Marion and Polk counties were identified through evidence-based assessments between October 2016 and January 2019; and

WHEREAS, children, families, veterans, and chronically homeless individuals experiencing mental illness and addictions comprise a large portion of our region's homeless population; and

WHEREAS, homelessness affects the well-being of Salem-Keizer students, families, and community, with more than 1,100 K-12 students identified as experiencing homelessness during the 2018-2019 school year; and

WHEREAS, the Mid-Willamette Homeless Initiative was established in 2016 "to identify and launch proven strategies to reduce homelessness" in our region; and

WHEREAS, the Mid-Willamette Homeless Initiative's strategic plan recommended that the region "assess local inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems of homelessness and needs of people experiencing homelessness"; and

WHEREAS, the U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to "engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services," mainstream services denoting public housing, Section 8 housing choice vouchers, and services for runaway and homeless youth, victims of domestic violence, veterans, seniors, and people experiencing addictions and/or mental illness; and

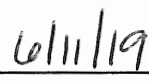
WHEREAS, in 2011, the Marion-Polk Continuum of Care joined 26 Oregon counties in the "balance of state" Rural Oregon Continuum of Care; and

WHEREAS, the Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that our region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to bring more resources to our community to more effectively reduce homelessness in our region;

NOW, THEREFORE, BE IT RESOLVED that the Salem-Keizer School District Board of Directors supports establishing a Continuum of Care for the Mid-Willamette region and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.



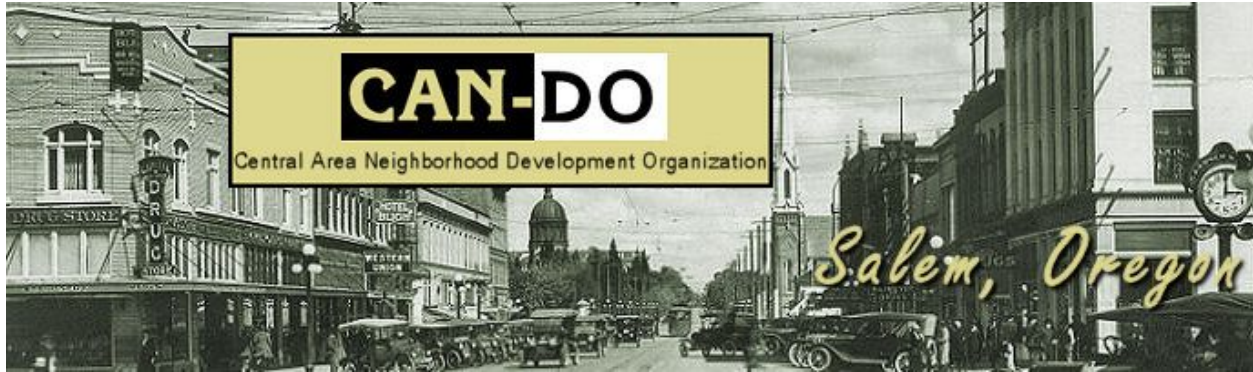
Kathy Goss, Chairperson, Board of Directors
Salem-Keizer Public Schools



Date

Appendix B

Letters of Support



February 21, 2017

To the Boards of Commission of Marion and Polk Counties, and the Mayors of Salem and Keizer:

It has come to our attention that the Mid-Willamette Homeless Initiative Task Force recently approved a recommendation that Marion and Polk Counties “[a]ssess local inclusion in the Rural Oregon Continuum of Care” (ROCC) to determine whether it was in the community's best interest to remain within this 28-county organization, or to re-form the Marion-Polk CoC.

Having given the matter due consideration, our board has concluded that the goal of preventing and ending homelessness in Marion and Polk Counties could be advanced significantly if the community could concentrate its planning and coordinating efforts on Marion and Polk Counties, rather than continuing to try to plan and coordinate with the other 26 other counties in the ROCC. We therefore favor a decision to proceed to the planning phase to determine how best to proceed with recreating a Marion & Polk Counties CoC .

Sincerely,
s/Bruce Hoffman
CANDO Chair

November 15, 2019

U.S. Department of Housing and Urban Development
451 7th Street SW
Washington, DC 20410

To Whom It May Concern;

Homelessness is a critical issue in the Mid-Willamette region, in Oregon, and across the nation. The Center for Hope & Safety has provided services to victims and survivors of domestic violence, sexual assault, stalking and human trafficking in Marion and Polk Counties for more than 46 years. **Research throughout the nation demonstrates intimate personal violence is one of the leading causes of homelessness for women and children.**

Center for HOPE & SAFETY



Formerly Mid-Valley Women's Crisis Service

More than 2,600 homeless individuals in Marion and Polk counties were identified through evidence-based assessments between October 2016 and January 2019. In the July 2018 local coordinated entry data, of the 1,657 people assessed in Marion County, 733 reported a history of domestic violence (44.2%). Of those 733 individuals, 331 (19.9% of the total; 45% of the reported DV) stated that they were fleeing from their last relationship. In Polk County, there were 164 assessed. Of those, 79 reported a history of DV (48%) and 40 (24% of the total, and 50.6% of the reported DV) stated that they were fleeing. **In the last year, CHS received more than 30,000 contacts to our program.**

In the Mid-Willamette Valley Community Action Agency 2018 Community Needs Assessment, the category **“Victims of DV” had the highest number reported under the “Housing & Homelessness” subpopulations** (including Chronically Homeless, Severely Mentally Ill, Chronic Substance Abuse, Veterans, and HIV/AIDS.). Of those surveyed, 46.1 of households reported recent DV, with 17.7% actively fleeing DV. Of the female head of households, 69.9% reported experiencing DV in their lifetime and 29.9% were currently fleeing.

The Mid-Willamette Homeless Initiative was established in 2016 “to identify and launch proven strategies to reduce homelessness” in the region. The Mid-Willamette Homeless Initiative’s strategic plan recommended that the region “assess local inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems of homelessness and needs of people experiencing homelessness.”

The U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to “engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services;” mainstream services denoting public housing, Section 8 housing choice vouchers, and services for runaway and homeless youth, **victims of domestic violence**, veterans, seniors, and people experiencing addictions and/or mental illness.

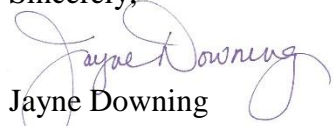
In 2011, the Marion-Polk Continuum of Care joined 26 other Oregon counties in the “balance of state” Rural Oregon Continuum of Care, making it a 28-county service area. The Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that the region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region.

605 Center St NE • Salem, OR 97301 • hopeandsafety.org
503-378-1572 office • 503-399-7722 hotline

because everyone deserves a life free of violence

The Center for Hope & Safety supports establishing a Continuum of Care for the Mid-Willamette region of Marion and Polk counties and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.

Sincerely,

A handwritten signature in purple ink that reads "Jayne Downing". The signature is fluid and cursive, with the first name "Jayne" and last name "Downing" clearly legible.

Jayne Downing
Executive Director



earlylearninghub.org

July 11, 2019

U.S. Department of Housing and Urban Development
451 7th Street SW
Washington, DC 20410

To Whom It May Concern;

Homelessness is a critical issue in the Mid-Willamette region, in Oregon, and across the nation. More than 2,600 homeless individuals in Marion and Polk counties were identified through evidence-based assessments between October 2016 and January 2019. Children, families, veterans, and chronically homeless individuals experiencing mental illness and addictions comprise a large portion of the region's homeless population. This complex issue requires engagement across all sectors.

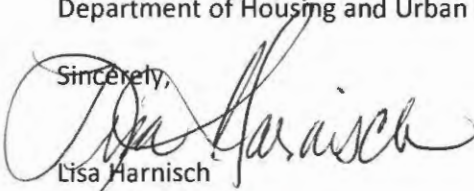
The Mid-Willamette Homeless Initiative was established in 2016 "to identify and launch proven strategies to reduce homelessness" in the region. The Mid-Willamette Homeless Initiative's strategic plan recommended that the region "assess local inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems of homelessness and needs of people experiencing homelessness."

The U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to "engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services;" mainstream services denoting public housing, Section 8 housing choice vouchers, and services for runaway and homeless youth, victims of domestic violence, veterans, seniors, and people experiencing addictions and/or mental illness.

In 2011, the Marion-Polk Continuum of Care joined 26 other Oregon counties in the "balance of state" Rural Oregon Continuum of Care, making it a 28-county service area. The Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that the region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region.

Marion & Polk Early Learning Hub supports establishing a Continuum of Care for the Mid-Willamette region that could include Marion, Polk, and Yamhill counties and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.

Sincerely,


Lisa Harnisch
Executive Director



(503) 485-3219



info@earlylearninghub.org



2995 Ryan Drive SE, Suite 100 Salem, OR 97301



BOARD OF DIRECTORS through July 2019

Name	Officer	Organization	Sector Type
Rheinholdt, David	Treasurer	Rheinholdt Insurance	Business/Community
Kendall, Grant		Edward Jones	Business/Community
Dodson, Donalda		Oregon Child Development Coalition, Executive Director	Early Education & Care
Hamilton, Tanya		Family Building Blocks, Therapeutic Early Childhood Program Director	Early Education & Care
Blackwell, Angie		Confederated Tribes of Grand Ronde	Early Education & Care
Blea, Phil		Marion County Children's Behavioral Health	Healthcare
Blum, Kerry		Polk County Children's Behavioral Health	Healthcare
Savage, Jeanne		Willamette Valley Community Health	Healthcare
Novotney, Dave	Secretary	Willamette ESD, Superintendent	K-12 & Post Secondary Education
Perry, Christy		Salem-Keizer School District, Superintendent	K-12 & Post Secondary Education
Udell, Tom		Center on Early Learning at The Research Institute at Western Oregon University	K-12 & Post Secondary Education
Vickery, Dorie		Central School District, Director of Curriculum, Instruction and Federal Programs	K-12 & Post Secondary Education
Alzahrani, LeRina		MPELH Parent Advisory Committee	Parent/Care Giver
Lake, Stacy		DHS District Manager for Self-Sufficiency & Child Welfare	Social Services
Herrera Lopez, Levi		Mano a Mano, Executive Director	Social Services
Jones, Jimmy		Mid-Willamette Valley Community Action	Social Services
Seymour, Jim		Catholic Community Services, Executive Director	Social Services



U.S. Department of Housing and Urban Development
451 7th Street SW
Washington, DC 20410

September 11, 2019

To Whom It May Concern;

Homelessness is a tragedy for anyone, but it is especially devastating for families with children. Our organization was founded in 1999 to ensure that children in our community have a safe place to sleep at night. Today, our mission statement highlights our work as congregations practicing hospitality to stand together against homelessness and see lives changed; including our own.

With more than 2,600 homeless individuals in Marion and Polk counties were identified through evidence-based assessments between October 2016 and January 2019. Children, families, veterans, and chronically homeless individuals experiencing mental illness and addictions comprise a large portion of the region's homeless population. This complex issue requires engagement across all sectors.

The Mid-Willamette Homeless Initiative was established in 2016 "to identify and launch proven strategies to reduce homelessness" in the region. The Mid-Willamette Homeless Initiative's strategic plan recommended that the region "assess local inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems of homelessness and needs of people experiencing homelessness."

The U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to "engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services;" mainstream services denoting public housing, Section 8 housing choice vouchers, and services for runaway and homeless youth, victims of domestic violence, veterans, seniors, and people experiencing addictions and/or mental illness.

In 2011, the Marion-Polk Continuum of Care joined 26 other Oregon counties in the "balance of state" Rural Oregon Continuum of Care, making it a 28-county service area. The Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that the region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region. Family Promise of the Mid-Willamette Valley supports establishing a Continuum of Care for the Mid-Willamette region of Marion and Polk counties and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.

Sincerely,

T.J. Putman
Executive Director



Marion County
OREGON

July 18, 2019

(503) 588-7975
(503) 373-4460 - FAX

**BOARD OF
COMMISSIONERS**

Kevin Cameron
Sam Brentano
Colm Willis

U.S. Department of Housing and Urban Development
451 7th Street SW
Washington, DC 20410

To Whom It May Concern;

**CHIEF
ADMINISTRATIVE
OFFICER**
Jan Fritz

DIRECTOR
Tamra Goettsch

Children & Families

County Fair

Dog Services

Economic Development

Marion County Extension &
4-H Service District

Homelessness is a critical issue in the Mid-Willamette region, in Oregon, and across the nation. The Marion County Children and Families Commission, comprised of twenty-one CEO-level community leaders, support organizations that provide services to the community, in various capacities. Many of our members provide services to homeless individuals and worked to address the issues of homelessness in our area as part of their core mission. The commission's primary mission is to bring together community efforts and resources to ensure an equal opportunity for all children and families in Marion County to attain their full potential, and our collective work intersects with the underlying causes and impacts of homelessness.

More than 2,600 homeless individuals in Marion and Polk counties were identified through evidence-based assessments between October 2016 and January 2019. Children, families, veterans, and chronically homeless individuals experiencing mental illness and addictions comprise a large portion of the region's homeless population. This complex issue requires engagement across all sectors.



**Community
Services
Department**

The Mid-Willamette Homeless Initiative was established in 2016 "to identify and launch proven strategies to reduce homelessness" in the region. The Mid-Willamette Homeless Initiative's strategic plan recommended that the region "assess local inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems of homelessness and needs of people experiencing homelessness."

The U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to "engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services;" mainstream services denoting public housing, Section 8 housing choice vouchers, and services for runaway and homeless youth, victims of domestic violence, veterans, seniors, and people experiencing addictions and/or mental illness.



Marion County
OREGON

In 2011, the Marion-Polk Continuum of Care joined 26 other Oregon counties in the “balance of state” Rural Oregon Continuum of Care, making it a 28-county service area. The Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that the region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region.

The Marion County Children and Families Commission supports establishing a Continuum of Care for the Mid-Willamette region that could include Marion, Polk, and Yamhill counties and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.

On behalf of the Marion County Children and Families Commission,

Tamra Goettsch, Director
Marion County Community Services



Marion County Children & Families Commission Roster

Commission Member Name, Organization and Contact Information		
1. Patrice Altenhofen Family Building Blocks Executive Director 2425 Lancaster Drive NE, Salem, OR 97305	Phone: 503-798-4744 Email: patrice@familybuildingblocks.org	<i>Term Ending Date: 1/31/21</i>
2. Phillip Blea Marion County Health and Human Services 3180 Center St NE Salem, OR 97309	Phone: 503-361-2733 Email: pblea@co.marion.or.us	<i>Term Ending Date: 1/31/22</i>
3. Sue Bloom* Boys and Girls Club of Salem, Marion, and Polk Counties, Executive Director 1395 Summer St. NE, Salem, OR 97301	Phone: 503-581-7383 Ext. 13 Email: sbloom@bgc-salem.org	<i>Term Ending Date: 1/31/22</i>
4. Deputy Chief George Burke Salem Police Department, Deputy Chief 555 Liberty St SE, Rm 130 Salem, OR 97301	Phone: 503-588-6026 Email: gburke@cityofsalem.net	<i>Term Ending Date: 1/31/21</i>
5. Paige Clarkson Marion County District Attorney 555 Court St NE PO Box 14500, Salem, OR, 97309	Phone: 503-588-5485 Email: pclarkson@co.marion.or.us	<i>Term Ending Date: 1/31/21</i>
6. Jayne Downing (Vice-Chair)* Center for Hope and Safety 605 Center St NE Salem, OR 97301	Phone: 503-378-1572 Email: jayne@hopeandsafety.org	<i>Term Ending Date: 1/31/22</i>
7. Troy Gregg* Marion County Juvenile Services Director PO Box 14500 Salem, OR 97309	Phone: 503-584-4806 Email: tgregg@co.marion.or.us	<i>Term Ending Date: 1/31/22</i>
8. Lisa Harnisch Marion & Polk Early Learning Hub, Inc. 2995 Ryan Dr. Ste. 100 Salem, OR 97301	Phone: 503-967-1185 Email: lharnisch@earlylearninghub.org	<i>Term Ending Date: 1/31/22</i>
9. Levi Herrera-Lopez Mano a Mano Family Center, Executive Director 2921 Saddle Club St SE Salem, OR 97317	Phone: 503-315-2290 Email: levi@manoamanofc.org	<i>Term Ending Date: 1/31/22</i>
10. Sheriff Joe Kast Marion County Sheriff's Office 100 High Street NE Salem, OR 97301	Phone: 503-588-5094 Email: sheriff@co.marion.or.us	<i>Term Ending Date: 1/31/21</i>

***Steering Committee Member**



Marion County Children & Families Commission Roster

Commission Member Name, Organization and Contact Information		
11. Stacy Lake State of Oregon, Department of Human Services District 3 Child Welfare Manager 3420 Cherry Avenue NE, Suite 110, Salem, OR 97303	Phone: 503-373-1758 Email: Stacy.L.lake@state.or.us	<i>Term Ending Date: 1/31/22</i>
12. Kimberly Lemman St. Francis Shelter, Executive Director 1820 Berry St. S. Salem, OR 97302	Phone: 503-588-0428 Email: kim@sfssalem.org	<i>Term Ending Date: 03/31/23</i>
13. Pete McCallum 370 Ironwood Terrace Woodburn, OR 97071	Phone: 503-982-5741 Email: pimac@web-ster.com	<i>Term Ending Date: 1/31/22</i>
14. Judge Cheryl Pellegrini Circuit Court Judge P.O. Box 12869 Salem, OR 97309	Phone: 503-588-5020 Email: cheryl.a.pellegrini@ojd.state.or.us	<i>Term Ending Date: 1/31/22</i>
15. Allan Pollock Salem-Keizer Transit 555 Court St. NE Ste. 5230 Salem, OR 97301	Phone: 503-361-2550 Email: allan.pollock@cherriots.org	<i>Term Ending Date: 1/31/20</i>
16. Eric Richards* Salem-Keizer School District 2575 Commercial Street SE Salem, OR 97302	Phone: 503-983-1978 Email: richards_eric@salkeiz.k12.or.us	<i>Term Ending Date: 1/31/22</i>
17. Jim Seymour Catholic Community Services, Executive Director 3737 Portland Rd SE Salem, OR 97301	Phone: 503-856-7001 Email: jseymour@ccswv.org	<i>Term Ending Date: 1/31/20</i>
18. Sam Skillern* Salem Leadership Foundation, Executive Director P O Box 7384 Salem, OR 97303	Phone: 503-315-8924 Email: sam@salemllf.org	<i>Term Ending Date: 1/31/20</i>
19. Shaney Starr* CASA Executive Director 659 Cottage St. NE Salem, OR 97301	Phone: 503-967-6420 Cell: 503-577-0853 Email: shaney@casamarionor.org	<i>Term Ending Date: 1/31/22</i>

***Steering Committee Member**



Marion County Children & Families Commission Roster

Commission Member Name, Organization and Contact Information		
20.	Commissioner Colm Willis – BOC Designee Marion County Board of Commissioners 555 Court Street NE PO Box 14500, Salem, OR 97309	Phone: 503-588-5212 Email: cwillis@co.marion.or.us

Honorary Commission Members Name, Organization and Contact Information		
1.	Gladys Blum Blum Real Estate 785 Commercial St. SE Salem, OR 97301	Phone: 503-485-1900 Email: Gladys@blumre.com <i>Term Ending Date 1/31/22</i>
2.	Gayle Caldarazzo-Doty McGilchrist Roth Bldg. 447 State St. Salem, OR 97301	Phone: 503-949-0121 Email: gaylehome@msn.com <i>Term Ending Date: 6/30/23</i>
3.	Marilyn Dedrick Silverton Together Community Progress Team Silverton, OR 97381	Phone: 503-873-2339 Email: bdedrick@teleport.com <i>Term Ending Date: 1/31/21</i>
4.	Donalda Dodson Oregon Child Development Coalition, Executive Director 9140 SW Pioneer Court, Suite E Wilsonville, OR 97070	Phone: 503-570-1110 E-mail: donalda.Dodson@ocdc.net <i>Term Ending Date: 1/31/20</i>
5.	Ron Hays United Way of the Mid-Willamette Valley, Exe. Director 455 Bliler Ave NE Salem, OR 97301	Phone: 503-363-1651 Email: rhays@unitedwaymwv.org <i>Term Ending Date: 1/31/21</i>
6.	Charles (Chuck) Lee Mountain West Investment, Pres. Mtn. West Career Institute 201 Ferry St. SE, Ste. 400 Salem, Oregon 97301	Phone: 503-551-5661 Email: chuck@mwinv.com <i>Term Ending Date: 6/30/23</i>
7.	Krina Lee	Phone: Email:
8.	Chief Gerald Moore Salem Police Department, Chief of Police 555 Liberty St SE, Rm 130 Salem, OR 97301	Phone: 503-588-6308 E-mail: gmoore@cityofsalem.net <i>Term Ending Date: 1/31/21</i>

***Steering Committee Member**



Marion County Children & Families Commission Roster

Honorary Commission Members

Name, Organization and Contact Information

9. Carla Munns Community Member	Phone: 503-539-3377 Email: carla.kye@gmail.com <i>Term Ending Date: 6/30/23</i>
10. Sheriff Jason Myers Marion County Sheriff 100 High Street NE Salem, OR 97301	Phone: 503-588-5094 E-mail: jmyers@co.marion.or.us <i>Term Ending Date: 1/31/21</i>
11. Stephen E. Thorsett President, Willamette University Office of the President 900 State Street, Salem, OR 97301	Phone: 503-370-6209 E-mail: president@willamette.edu <i>Term Ending Date: 1/31/20</i>

Staff Contact Information:

Main Office Phone: 503-588-7975 Fax: 503-373-4460
Tamra Goettsch, Director ~ 503-589-3200 ~ tgoettsch@co.marion.or.us
Melinda Hautala ~ 503-589-3276 ~ mhautala@co.marion.or.us
Heather Johnson ~ 503-373-4481 ~ hjohnson@co.marion.or.us

<http://www.co.marion.or.us/CS/CFC>

***Steering Committee Member**



MARION COUNTY

PUBLIC SAFETY COORDINATING COUNCIL

Chair: Commissioner Kevin Cameron
Vice-Chair: Don Frederickson

Council Members:

Mark Caillier
Citizen at Large

Kevin Cameron, Commissioner
Marion County

Robert Camey, Councilor
City of Woodburn

Paige Clarkson, District Attorney
Marion County

Kim Doster
Veterans' Representative

Jayne Downing, Director
Center for Hope & Safety

Jim Ferraris, Police Chief
City of Woodburn

Don Frederickson
Citizen at Large

Judge Courtland Geyer
Marion County Circuit Court

Tamra Goetsch, Director
Community Services Department

Troy Gregg, Director
Marion County Juvenile Department

Levi Herrera-Lopez, Director
Mano a Mano

Roland Herrera, Councilor
City of Keizer

Justin Hopkins, Executive Director
Mid-Valley BCN

Lt. Mike Iwai
Oregon State Police

Jessica Kampfe
Public Defender

Pastor Garland King
NAACP

Rick Lewis, Representative
District 18

Pete McCallum
Citizen at Large

Todd McCann
Public Defender/Attorney

Ed McKenney
Citizen at Large

Cary Moller, Administrator
Health & Human Services Department

Jerry Moore, Police Chief
City of Salem

Diane Morse, Administrator
Marion County Circuit Court

Jason Myers, Sheriff
Marion County

Judge Tracy Prall
Marion County Circuit Court

Mike Runyon, Supervisor
Oregon Youth Authority

Cari Sessums, Representative
Alcohol & Drug Planning Committee

John Van Dreal
Salem-Keizer School District

June 11, 2019

U.S. Department of Housing and Urban Development
451 7th Street SW
Washington, DC 20410

To Whom It May Concern:

Homelessness is a critical issue in the Mid-Willamette region, in Oregon, and across the nation. The Marion County Public Safety Coordinating Council has approved funding through state grants for those homeless individuals transitioning from incarceration to the community and worked to address the issues of homelessness in our area since 2016. Our primary mission is to *"Increase community safety by reducing violence to and by children, youth and adults; reduce alcohol and drug abuse; reduce fear of crime."*, and our services intersect with the underlying causes and impacts of homelessness.

More than 2,600 homeless individuals in Marion and Polk counties were identified through evidence-based assessments between October 2016 and January 2019. Children, families, veterans, and chronically homeless individuals experiencing mental illness and addictions comprise a large portion of the region's homeless population. This complex issue requires engagement across all sectors.

The Mid-Willamette Homeless Initiative was established in 2016 "to identify and launch proven strategies to reduce homelessness" in the region. The Mid-Willamette Homeless Initiative's strategic plan recommended that the region "assess local inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems of homelessness and needs of people experiencing homelessness."

The U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to "engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services;" mainstream services denoting public housing, Section 8 housing choice vouchers, and services for runaway and homeless youth, victims of domestic violence, veterans, seniors, and people experiencing addictions and/or mental illness.

In 2011, the Marion-Polk Continuum of Care joined 26 other Oregon counties in the "balance of state" Rural Oregon Continuum of Care, making it a 28-county service area. The Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that the region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region.

The Marion County Public Safety Coordinating Council supports establishing a Continuum of Care for the Mid-Willamette region that could include Marion, Polk, and Yamhill counties and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.

Sincerely,


Commissioner Kevin Cameron, Chair
Marion County Public Safety Coordinating Council

Mid-Willamette Valley Health & Housing Work Group

Mid-Willamette Homeless Initiative Steering Committee
Mid Willamette Valley Council of Governments
100 High Street, Suite 200
Salem, Oregon 97301

May 13, 2019

Honorable Members of Steering Committee:

The Mid-Willamette Valley Health & Housing Work Group is an informal organization of health and housing providers in Marion and Polk counties that meets monthly to hear about and discuss community needs touching on health and housing, share resources, and look for ways to improve service coordination.

With close to 3,000 individuals assessed as homeless in Marion and Polk counties since October 2016, homelessness has been at the center of these discussions. We have also been aware for some time that the decision in 2011 to join the Rural Oregon Continuum of Care has not improved the region's ability to access resources or address the needs of people experiencing homelessness, and that the region could benefit from re-creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals with state and national priorities.

Therefore, on behalf of the Work Group members present and voting at the May 13, 2019 meeting, we strongly support the Committee's efforts to form a regional Continuum of Care and register it with the U.S. Department of Housing and Urban Development in 2020.

Sincerely,

A handwritten signature in black ink, appearing to read 'Sarah Smith', with a stylized, cursive script.

Sarah Smith
Work Group Chair

Mid-Willamette Valley Health & Housing Workgroup

NAME	ORGANIZATION	E-MAIL ADDRESS
Calvin, Jan	Mid-Willamette Valley Homeless Alliance	calvin.jan@yahoo.com
Cvitanovich, Diana	Polk County Community Development Corp.	dcvitanovich@polkcdc.org
Ehenger, Shelly	Salem Urban Development Dept.	sehenger@cityofsalem.net
Geibel, Carrie	Childhood Health Associates of Salem	carrieg@childhoodhealth.com
Grimshaw, Erin	Neighborhood Economic Development Corp.	erin.grimshaw@w-nhs.org
Hughes, Christie	Mid-Willamette Valley Community Action Agency	christie.hughes@mwvcaa.org
Jamison, Candace	Marion County Housing Authority	CJamison@mchaor.org
Jensen, Annette	Marion County Health & Human Services	ajensen@co.marion.or.us
Jones, Chris	Catholic Community Services	chrisjones@ccswv.org
Kimm, Eunice	Salem Planning Division	ekim@cityofsalem.net
Knight, Rebecca	Northwest Family Services Project Access	rebecca.knight6@gmail.com
Kuenz-Barber, Kristin	Northwest Human Services	kkuenz-barber@nwhumanservices.org
Lief, Jennifer	Polk County Adult Behavioral Health	lief.jennifer@co.polk.or.us
Livingston, Michael	CAN-DO Neighborhood Association	michaellivingston1@msn.com
Maestas, Eddie	Salem Housing Authority	emaestas@salemhousingOR.com
McBeth, Kimm	Salem Housing Authority	kmcbeth@salemhousingOR.com
McIntosh, Alison	Oregon Housing Alliance	amcintosh@neighborhoodpartnerships.org
Merck, Harley	Oregon State Hospital	merck6160@gmail.com
Owens, Sarah	Salem Housing Advisory Committee	hlowens2@msn.com
Reiman, Emily	Neighborhood Economic Development Corp.	emily@nedcocdc.org
Ross, Cameron	Union Gospel Mission of Salem	cross@ugmsalem.org
Shultz, Dana	Mid-Willamette Valley Community Action Agency	dana.schultz@mwvcaa.org
Smith, Sarah	formerly with WVP Health Authority	ssmith2160@yahoo.com
Steele, Jeramy	Oregon Dept. of Human Services	jeramy.l.steele@state.or.us
Utz, Nicole	Salem Housing Authority	nutz@cityofsalem.net



COMMUNITY ACTION

2475 Center St. NE
Salem, Oregon 97301

Ph. 503-585-6232
Fax 503-375-7580
www.mycommunityaction.org

***HELPING PEOPLE
EXIT POVERTY***

September 26, 2019
U.S. Department of Housing and Urban Development
451 7th Street SW
Washington, DC 20410

To Whom It May Concern;

Homelessness is a critical issue in the Mid-Willamette region, in Oregon, and across the nation. Mid-Willamette Valley Community Action Agency's ARCHES program has provided services to homeless individuals and worked to address the issues of homelessness in our area for over 15 years. More than 2,600 homeless individuals in Marion and Polk counties were identified through evidence-based assessments between October 2016 and January 2019. Children, families, veterans, and chronically homeless individuals experiencing mental illness and addictions comprise a large portion of the region's homeless population. This complex issue requires engagement across all sectors.

The Mid-Willamette Homeless Initiative was established in 2016 "to identify and launch proven strategies to reduce homelessness" in the region. The Mid-Willamette Homeless Initiative's strategic plan recommended that the region "assess local inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems of homelessness and needs of people experiencing homelessness." The U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to "engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services;" mainstream services denoting public housing, Section 8 housing choice vouchers, and services for runaway and homeless youth, victims of domestic violence, veterans, seniors, and people experiencing addictions and/or mental illness.

In 2011, the Marion-Polk Continuum of Care joined 26 other Oregon counties in the "balance of state" Rural Oregon Continuum of Care, making it a 28-county service area. The Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that the region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region.

MWVCAA and ARCHES support establishing a Continuum of Care for the Mid-Willamette region of Marion and Polk counties and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.

Sincerely,

Jimmy Jones
Executive Director of Mid-Willamette Valley Community Action Agency



October 1, 2019

U.S. Department of Housing and Urban Development
451 7th Street SW
Washington, DC 20410

To Whom It May Concern:

Homelessness is a critical issue in the Mid-Willamette, in Oregon, and across the nation. Salem Health is the mid-valley's largest hospital and health care organization, with the busiest emergency room from Seattle to San Francisco. We know how homelessness has changed the landscape of our communities. Our mission is to improve the health and well-being of the people and communities we serve, and we interact daily with individuals and families struggling with homelessness. As an organization, we are committed to advancing the social determinants of health, and housing is a cornerstone of this work.

More than 2,600 homeless individuals live in Marion and Polk counties, identified through evidence-based assessments between October 2016 and January 2019. This population is made up of children, families, veterans, and chronically homeless individuals, often-experiencing mental illness and addictions.


The U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to "engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services." Mainstream services means public housing, Section 8 housing choice vouchers, and services for runaway and homeless youth, victims of domestic violence, veterans, seniors, and people experiencing addictions and/or mental illness.

The Mid-Willamette Homeless Initiative was established in 2016 "to identify and launch proven strategies to reduce homelessness" in the region. The initiative's strategic plan recommended that the region "assess local inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems of homelessness and needs of people experiencing homelessness."

In 2011, the Marion-Polk Continuum of Care joined 26 other Oregon counties in the "balance of state" Rural Oregon Continuum of Care, making it a 28-county service area. The Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that the region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region.

Based on our regional history and the critical issue of homelessness facing the health and well-being of our citizens, Salem Health supports establishing a Continuum of Care for the Mid-Willamette region of Marion and Polk counties and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.

Sincerely,

A handwritten signature in black ink, appearing to read "Leilani Slama". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Leilani Slama
VP Community Engagement
Leilani.salma@salemhealth.org

August 14, 2019

U.S. Department of Housing and Urban Development
451 7th Street SW
Washington, DC 20410

To Whom It May Concern;

Homelessness is a critical issue in the Mid-Willamette region, in Oregon, and across the nation. St. Francis Shelter has provided services to homeless individuals and worked to address the issues of homelessness in our area since 1987. Our primary mission is to provide temporary housing and life skills so that homeless families with children can return to self-sufficiency and our services intersect with the underlying causes and impacts of homelessness.

More than 2,600 homeless individuals in Marion and Polk counties were identified through evidence-based assessments between October 2016 and January 2019. Children, families, veterans, and chronically homeless individuals experiencing mental illness and addictions comprise a large portion of the region's homeless population. This complex issue requires engagement across all sectors.

The Mid-Willamette Homeless Initiative was established in 2016 "to identify and launch proven strategies to reduce homelessness" in the region. The Mid-Willamette Homeless Initiative's strategic plan recommended that the region "assess local inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems of homelessness and needs of people experiencing homelessness."

The U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to "engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services;" mainstream services denoting public housing, Section 8 housing choice vouchers, and services for runaway and homeless youth, victims of domestic violence, veterans, seniors, and people experiencing addictions and/or mental illness.

In 2011, the Marion-Polk Continuum of Care joined 26 other Oregon counties in the "balance of state" Rural Oregon Continuum of Care, making it a 28-county service area. The Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that the region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region.



BOARD OF DIRECTORS

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Scott Daniels

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Executive Director
Kim Lemman

"A Safe Place for Families"

1820 Berry Street SE • Salem, Oregon 97302 • 503.588.0428 • sfssalem.org

St. Francis Shelter supports establishing a Continuum of Care for the Mid-Willamette region of Marion and Polk counties and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.

Sincerely,



Kimberly Lemman
Executive Director, St. Francis Shelter



BOARD OF DIRECTORS

Chair
Scott Daniels

Vice Chair
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Marilyn Boman

Secretary
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Brena Moyer Lopez
Nate McCall
Dave Porter
Diana Ramallo
Annie VonDomitz
Bridget Welborn

Executive Director
Kim Lemman

“A Safe Place for Families”



May 15, 2019

U.S. Department of Housing and Urban Development
451 7th Street SW
Washington, DC 20410

To Whom It May Concern:

Homelessness is a critical issue in the Mid-Willamette region, in Oregon, and across the nation. More than 2,600 homeless individuals in Marion and Polk counties were identified between October 2016 and January 2019. Individuals experiencing mental illness and addictions comprise a large portion of the region's homeless population. This complex issue requires engagement across all sectors.

Willamette Valley Community Health (WVCH) is the local Coordinated Care Organization in the Mid-Willamette Valley region. WVCH works to address the issues of homelessness and improve social determinants of health which affect housing status and resiliency. WVCH's mission is to improve the health status and outcomes for Medicaid members in the Willamette Valley through promoting prevention and wellness in a system that is cost-effective, integrated and equitable. Our services and supports intersect with the underlying causes and impacts of homelessness.

The Mid-Willamette Homeless Initiative was established in Marion and Polk counties in 2016 to identify and implement proven strategies to reduce homelessness. The Mid-Willamette Homeless Initiative's strategic plan recommends the region assess inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems and needs of people experiencing homelessness.

The U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to "engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services."

In 2011, the Marion-Polk Continuum of Care joined 26 other Oregon counties in the Rural Oregon Continuum of Care, making it a 28-county service area. The Mid-Willamette Homeless Initiative Steering Committee carefully considered relevant factors and determined that the region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region.

Willamette Valley Community Health supports establishing a Continuum of Care for the Mid-Willamette region that could include Marion, Polk, and Yamhill counties and supports the new Continuum of Care registering with the U.S. Department of Housing and Urban Development in 2020.

Sincerely,

A handwritten signature in black ink that reads "Jeanne S. Savage". The signature is fluid and cursive, with the first name "Jeanne" being the most prominent part.

Jeanne S. Savage, MD | Chief Medical Officer

Appendix C

Development Council Vote

MINUTES OF SEPTEMBER 24, 2019

MID-WILLAMETTE VALLEY HOMELESS ALLIANCE DEVELOPMENT COUNCIL

**MWVCOG Conference Room
100 High Street SE, Suite 200
Salem, Oregon**

MEMBERS PRESENT

CHAIR: Mayor Cathy Clark, City of Keizer
VICE CHAIR: Councilor Chris Hoy, City of Salem (by phone)
Commissioner Colm Willis, Marion County
Scott McClure, City Manager, City of Monmouth
Tom Pessemier, City Manager, City of Independence
Mayor Chuck Bennett, City of Salem
Commissioner Lyle Mordhorst, Polk County
Dan Clem, Executive Director, United Gospel Mission of Salem
Rhonda Wolf, Deputy Director, United Way of the Mid-Willamette Valley
Julie Conn-Johnson, McKinney-Vento Liaison, Salem-Keizer School District
Jimmy Jones, Executive Director, Mid-Willamette Valley Community Action Agency (MWVCAA)

MEMBERS ABSENT

Christy Perry, Superintendent, Salem-Keizer School District

OTHERS PRESENT

Jan Calvin, MWVHA Consultant
Janet Carlson, MWVHA Consultant
Sean O'Day, Executive Director, MWVCOG
Denise VanDyke, Admin. Specialist II, MWVCOG
Sarah Owens
Michael Livingston
Robin Winkle, Shangri-La
Jayne Downing, Center for Hope & Safety
Kristin Retherford, Urban Development Director, City of Salem (Alternate)
Lisa Trauernicht, Senior Policy Analyst, Marion County

CALL TO ORDER & INTRODUCTIONS

Mayor Clark called the meeting to order at 3:04 p.m. The presence of a quorum was noted. Introductions were made around the room for the benefit of Councilor Chris Hoy, who was attending by phone, new members, and guests.

MEMORANDUM OF AGREEMENT AMENDMENT

Ms. Carlson explained that this amendment would add the Confederated Tribes of Grand Ronde to the Development Council Memorandum of Agreement.

MOTION: By Commissioner Mordhorst, **SECONDED** by Commissioner Willis, to **ENDORSE THE AGREEMENT TO ADD THE CONFEDERATED TRIBES OF GRAND RONDE TO THE DEVELOPMENT COUNCIL MEMORANDUM OF AGREEMENT, AS PRESENTED.**

Motion carried.

IN FAVOR: Willis, McClure, Pessemier, Clark, Hoy, Mordhorst, Clem, Wolf, Retherford, Conn-Johnson, Jones. **OPPOSED:** None. **ABSTAINED:** None.

ELECTION OF OFFICERS

Commissioner Willis nominated Mayor Clark for Chair of the new Development Council, and Councilor Chris Hoy as Vice Chair. Both nominees expressed their willingness to serve. There were no other nominations.

MOTION: By Mr. Clem, **SECONDED** by Commissioner Mordhorst, to **ELECT MAYOR CATHY CLARK AS CHAIR OF THE DEVELOPMENT COUNCIL AND COUNCILOR CHRIS HOY AS VICE CHAIR.**

Motion carried.

IN FAVOR: Willis, McClure, Pessemier, Clark, Hoy, Mordhorst, Clem, Wolf, Retherford, Conn-Johnson, Jones. **OPPOSED:** None. **ABSTAINED:** None.

AFFIRMATION TO CREATE A NEW CONTINUUM OF CARE

Ms. Carlson referred to page three in the agenda packet. This will fulfill item “c” on the list of necessary steps for our application to the U.S. Department of Housing and Urban Development (HUD) by formalizing the collective agreement to form a new Continuum of Care (CoC).

MOTION: By Councilor Hoy, **SECONDED** by Mr. Clem, to **AFFIRM THE NEED TO CREATE A CONTINUUM OF CARE.**

Motion carried.

IN FAVOR: Willis, McClure, Pessemier, Clark, Hoy, Mordhorst, Clem, Wolf, Retherford, Conn-Johnson, Jones. **OPPOSED:** None. **ABSTAINED:** None.

MOTION: By Mr. Clem, **SECONDED** by Mr. Jones, to **AUTHORIZE THE CHAIR TO PREPARE A LETTER OFFICIALLY NOTIFYING THE RURAL OREGON CONTINUUM OF CARE (ROCC) OF THE PENDING SEPARATION AND PROPOSED GEOGRAPHIC BOUNDARIES OF THE NEW COC.**

Discussion: Concern was expressed regarding the timing of the letter. Staff can make sure the letter does not go out before October 1, 2019.

FRIENDLY AMENDMENT by Mr. Clem: Letter to be delivered on or after October 1, 2019.

Motion carried.

IN FAVOR: Willis, McClure, Pessemier, Clark, Hoy, Mordhorst, Clem, Wolf, Retherford, Conn-Johnson, Jones. **OPPOSED:** None. **ABSTAINED:** None.

NAMING THE NEW CONTINUUM OF CARE

Ms. Calvin referred to page 7 of the agenda packet, which shows the results of a survey regarding the naming of the new CoC. The survey takers included stakeholders and the community. The options were discussed.

MOTION: By Mr. Clem, **SECONDED** by Mr. McClure, to **SELECT THE NAME: MID-WILLAMETTE VALLEY HOMELESS ALLIANCE (MWVHA).**

Discussion: Concerns were expressed regarding the use of the term “homeless” and the stigma attached. Consensus was to avoid confusion with the acronym, especially with the Mid-Willamette Valley Community Action Agency (MWVCAA). It was pointed out that the public does not know what a Continuum of Care or CoC is.

Motion carried.

IN FAVOR: Willis, McClure, Pessemier, Clark, Hoy, Mordhorst, Clem, Wolf, Bennett, Conn-Johnson, Jones. **OPPOSED:** None. **ABSTAINED:** None.

FACILITATION SERVICES AGREEMENT

Ms. Carlson explained that this agreement would be with North Star Leadership Consulting as a neutral facilitator for negotiating with the Rural Oregon Continuum of Care (ROCC). Tamara Mack's LinkedIn biography was included in the agenda packet. The fee, including all pre-work, is \$1,850. Chair Clark expressed her concern that neutrality is vital, and she appreciates the effort to find a neutral facilitator.

MOTION: By Commissioner Willis, **SECONDED** by Ms. Wolf, to **APPROVE AN AGREEMENT WITH NORTH STAR LEADERSHIP CONSULTING TO SERVE AS A NEUTRAL FACILITATOR IN NEGOTIATIONS BETWEEN MWVHA AND ROCC.**

Discussion: Commissioner Willis mentioned that HUD staff in Washington, D.C. are aware of the upcoming negotiations.

Motion carried.

IN FAVOR: Willis, McClure, Pessemier, Clark, Hoy, Mordhorst, Clem, Wolf, Bennett, Conn-Johnson, Jones. **OPPOSED:** None. **ABSTAINED:** None.

A roster of member representatives was passed around for additions and corrections to the list.

GOVERNANCE CHARTER

Ms. Carlson stated that the next big item is to create a governance charter. This will need to be submitted to HUD in December. A draft charter document was provided and reviewed. Ms. Carlson went over the differences between the Board and the Continuum of Care (CoC) as an entity. The CoC consists of the CoC Board and the Collaborative Committee. The Board makes the final decisions.

The concept of having a board consisting only of members with no conflicts of interest, which would receive input from non-voting ex officio members was discussed. Commissioner Willis and Mayor Bennett expressed their concern regarding having a very large board. Consensus was to avoid conflict of interest. The list of those required to be represented on the CoC Board and the "first cut" list were reviewed. Mr. O'Day explained how the MWVCOG Board members are selected and who is represented. Discussion ensued regarding the idea of having a small cities representative instead of an at-large member, maybe specifically from the Santiam Canyon area. It was agreed that the board size needs to be manageable, and communication is important. It was agreed that the board will be designated as having at least 13 voting members.

The CoC needs to focus and seek funds to be self-supporting. Should contribution of funds equal having a voice? This could lead to a smaller, committed group. Financial contributions will be needed until enough funding is received to be self-sufficient.

Ms. Carlson recommended that voting members be allowed to authorize an alternate, in writing (which includes email), in advance of a meeting, but not make it necessary to designate an official alternate.

Termination of a representative would require a 2/3 vote rather than a simple majority. It was agreed that resignation would be implied if a person is no longer associated with the organization they represent. For example, if an elected official loses an election or a charitable organization's officer resigns, they would no longer be eligible to represent their jurisdiction or organization.

Ways to handle joint meetings with the Collaborative Committee were discussed. Ms. Calvin will look at how the Clackamas CoC works.

Discussion ensued regarding how to show Salem and Marion County having two votes each. Ms. Carlson will include the wording used for the Memorandum of Agreement in the next charter draft.

Items shown in the current draft that have blue highlighting are recommendations by HUD technical assistance staff. Those will be reviewed at the next meeting.

The CoC Board will need to make an official request to the COG Board about becoming a collaborative applicant. According to the technical assistance consultants, it could take as long as two years to become a Unified Funding Agency (UFA). The UFA will be discussed further at a future meeting.

Chair Clark requested that the term “Secretary” be changed to “Board Administrator.”

Commissioner Willis recommended that the Development Council specify that COG serve as the Collaborative Applicant for the new Continuum of Care.

MOTION: By Mr. Clem, **SECONDED** by Mr. Jones, to **ASK MWVCOG TO SERVE AS A COLLABORATIVE APPLICANT.**

Discussion: This would serve to open the conversation and see if the COG Board is interested in having this happen. It will require a special meeting of the MWVCOG Board. This needs to be a thoughtful discussion, and a backup plan will need to be created in case the COG Board declines. Motion carried.

IN FAVOR: Willis, Pessemier, Clark, Hoy, Mordhorst, Clem, Wolf, Bennett, Conn-Johnson, Jones.

OPPOSED: None. **ABSTAINED:** None.

Ms. Carlson asked the council to read over the draft charter and send comments to her for the next draft, which will be reviewed at the October 24th meeting.

ADJOURNMENT

Hearing no further business, Chair Clark adjourned the meeting at 5:12 p.m.

Janet Carlson, MWVHA Consultant

**A MEMORANDUM OF AGREEMENT
RELATING TO THE CREATION OF A DEVELOPMENT COUNCIL
TO FORM A CONTINUUM OF CARE COLLABORATIVE GOVERNANCE STRUCTURE
FOR THE MARION AND POLK COUNTY REGION**

This Memorandum of Agreement ("Agreement") is by and among the City of Independence ("Independence"); the City of Keizer ("Keizer"); the City of Monmouth ("Monmouth"); the City of Salem ("Salem"); Marion County; Polk County; the Salem-Keizer 24J School District; the Mid-Willamette Valley Community Action Agency ("Community Action"); the Mid-Willamette Valley Council of Governments; Union Gospel Mission of Salem; and United Way of the Mid-Willamette Valley, collectively referred to as "the Parties."

1. RECITALS.

WHEREAS, homelessness is a critical issue in the Mid-Willamette region, in Oregon, and across the nation; and

WHEREAS, more than 2,600 homeless individuals in Marion and Polk counties were identified through evidence-based assessments between October 2016 and January 2019; and

WHEREAS, children, families, veterans, and chronically homeless individuals experiencing mental illness and addictions comprise a large portion of the region's homeless population; and

WHEREAS, the Mid-Willamette Homeless Initiative's strategic plan, adopted in 2017, recommended that the region "assess local inclusion in the Rural Oregon Continuum of Care to understand how best to address the problems of homelessness and needs of people experiencing homelessness;" and

WHEREAS, the U.S. Department of Housing and Urban Development created the Continuum of Care program in 1994 as a means for communities across the nation to "engage in multi-year strategic planning for homeless programs and services that are well integrated with planning for mainstream services;" mainstream services denoting public housing, Section 8 housing choice vouchers, and services for runaway and homeless youth, victims of domestic violence, veterans, seniors, and people experiencing addictions and/or mental illness; and

WHEREAS, in 2011, the Marion-Polk Continuum of Care joined 26 Oregon counties in the "balance of state" Rural Oregon Continuum of Care; and

WHEREAS, the parties to this Agreement carefully considered relevant factors and determined that the region could benefit from creating its own Continuum of Care, with enhanced service coordination, local autonomy, and alignment of goals to more effectively reduce homelessness in the region; and

WHEREAS, the parties to this Agreement represent affected local governments, school districts, and nonprofit organizations that contribute to the system of services for people experiencing homelessness, including analyzing system gaps and strengths, investing resources in evidence-based strategies, expanding capacity for shelter and emergency services; conducting the Point-in-Time count of homeless individuals, gathering data through the Homeless Management Information System, and developing and training agencies on a process for Coordinated Entry that targets available resources most effectively;

NOW, THEREFORE, for good and sufficient consideration, the Parties agree as follows.

2. PURPOSE. The purpose of this Agreement is to create a collaborative governance structure called the “Development Council” that will oversee and manage the development of a Continuum of Care for the Marion and Polk county region of Oregon. The Agreement sets forth the understanding among the parties to coordinate resources toward this effort.

3. RESPONSIBILITIES.

3.1 Each Party to this Agreement will identify persons to represent each organization’s interests at joint meetings of the Development Council. The designated person(s) will hold elected or senior staff roles in decision-making for the organization.

3.2 The Development Council will meet at least monthly to accomplish the purpose(s) of this Agreement.

3.3 Subject to funding provided through this Agreement, the Mid-Willamette Valley Council of Governments will provide staff support, both contracted and in-kind as well as in-kind materials and services, through April 2020 and will develop proposals for the Development Council to review and consider. To maintain a neutral role in facilitating council meetings, staff representing the Council of Governments will not hold authority to vote on matters placed before the Development Council membership.

3.4 The Development Council membership will consider and make recommendations on the following issues:

3.4.1 Nominations of individuals to serve on the new Marion-Polk region’s Continuum of Care’s initial board of directors and steering committee. Board of directors and steering committee members shall represent the various roles required by the U.S. Department of Housing & Urban Development, along with any additional roles deemed of local importance in the system of services for homeless individuals living in Marion and Polk counties;

3.4.2 Content of a charter and bylaws for the new Continuum of Care’s board of directors and steering committee that include a HUD-endorsed conflict of interest policy and collaborative decision-making processes, including processes for appointing individuals to serve on the board and committees;

3.4.3 A committee structure and organizations recommended to participate on various committees;

3.4.4 An identified organization that will serve as the Continuum of Care’s Collaborative Applicant and Unified Funding Agency;

- 3.4.5 A budget and funding strategy that will support Continuum of Care staff and regional priorities to reduce homelessness for the transition and initial five years of the new Continuum of Care's operations;
 - 3.4.6 Position descriptions for staff positions; and
 - 3.4.7 Any other tasks identified by the Parties required for the effective development and management of a Continuum of Care organization.
- 3.5 A majority, defined as 50% plus one, of the appointed, voting Development Council membership will constitute a quorum for the transaction of all business at meetings.
- 3.6 Development Council decisions or recommendations to the future Continuum of Care board of directors shall be made by a majority of the total votes available to the entire appointed, voting Development Council membership, consistent with the votes described in Paragraph 4.2 of this agreement.

4. FINANCIAL CONTRIBUTIONS.

4.1 Each Party will make a two-year commitment to contribute funds, contingent on budgetary authority, according to the attached table.

4.1.1 Independence, Keizer, Monmouth, Salem, and Marion County will each receive a credit towards this assessment, based on contributions made to the Mid-Willamette Valley Council of Governments for the Mid-Willamette Homeless Initiative's 2019-20 fiscal year.

4.1.2 Community Action will receive credit towards this assessment for in-kind funds applied to providing Homeless Management Information System (HMIS) data for the region.

4.1.3 Contributions for 2019-20 will be submitted by the Parties to the Mid-Willamette Valley Council of Governments by September 1, 2019.

4.1.4 Contributions for 2020-21 will be submitted by the Parties to the Mid-Willamette Valley Council of Governments by September 1, 2020.

4.1.5 The remaining 2018-19 fund balance for the Mid-Willamette Homeless Initiative will be directed towards the purpose(s) of this Agreement.

4.2 In recognition of their significant financial contributions to the effort, Marion County and the City of Salem may select two persons to represent each organization's interests at joint meetings of the parties, or in the alternative may select one representative who shall have two votes on any matter.

5. TERM: The term of this Agreement shall run from the date of signature of the last party (Effective Date) until June 30, 2021, unless further extended by the mutual agreement of the parties.

6. ADHERENCE TO LAW: Each party shall comply with all federal, state, and local laws and ordinances applicable to this Agreement.

7. NON-DISCRIMINATION: Each party shall comply with all requirements of federal and state civil rights and rehabilitation statutes and local non-discrimination ordinances.

8. SUBCONTRACTS: No party will subcontract or assign any part of this Agreement without the written consent of the other parties.

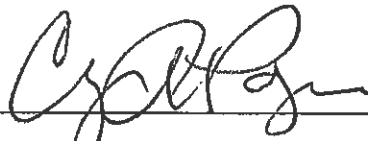
9. TERMINATION: This Agreement will terminate on June 30, 2021, provided, however, any party may terminate its involvement upon giving 30 days written notice. Any party terminating its involvement in this Agreement will receive a pro-rated refund of unobligated monies. Upon termination, a party's obligations under this agreement will cease, provided, however, that a party's obligation to indemnify shall survive termination of this Agreement.

10. INDEMNIFICATION: Subject to the conditions and limitation of the Oregon Constitution and the Oregon Tort Claims Act, the parties shall indemnify, defend, and hold harmless each other from and against all liability, loss, and costs arising out of or resulting from the acts of that party, its officers, employees, and agents in the performance of this Agreement.

11. AMENDMENTS: This Agreement may be modified or amended only by the written agreement of the Parties. Other governmental jurisdictions and agencies may be added to this Agreement by an amendment with the consent of the parties.

12. ENTIRE AGREEMENT: This Agreement constitutes the entire Agreement of the parties. This Agreement may be signed in counterpart, and the individuals signing this Agreement warrant that they have the authority to do so and to bind their respective organizations to the terms and conditions of this Agreement.

POLK COUNTY BOARD OF COMMISSIONERS



Craig Pope, Chair

Mike Ainsworth, Commissioner

Lyle Mordhorst, Commissioner

8. SUBCONTRACTS: No party will subcontract or assign any part of this Agreement without the written consent of the other parties.

9. TERMINATION: This Agreement will terminate on June 30, 2021, provided, however, any party may terminate its involvement upon giving 30 days written notice. Any party terminating its involvement in this Agreement will receive a pro-rated refund of unobligated monies. Upon termination, a party's obligations under this agreement will cease, provided, however, that a party's obligation to indemnify shall survive termination of this Agreement.

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11. AMENDMENTS: This Agreement may be modified or amended only by the written agreement of the Parties. Other governmental jurisdictions and agencies may be added to this Agreement by an amendment with the consent of the parties.

12. ENTIRE AGREEMENT: This Agreement constitutes the entire Agreement of the parties. This Agreement may be signed in counterpart, and the individuals signing this Agreement warrant that they have the authority to do so and to bind their respective organizations to the terms and conditions of this Agreement.

Dated at Salem, Oregon this 21st day of August, 2019.

MARION COUNTY BOARD OF COMMISSIONERS

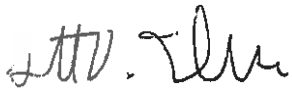

Chair


Commissioner

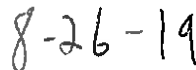

Commissioner

The City of Monmouth hereby executes this **Memorandum of Agreement** relating to the Creation of a **Development Council to form a Continuum of Care Governance Structure for the Marion and Polk County Region** by the signature of its authorized representative.

City of Monmouth



Scott McClure,
City Manager



Date

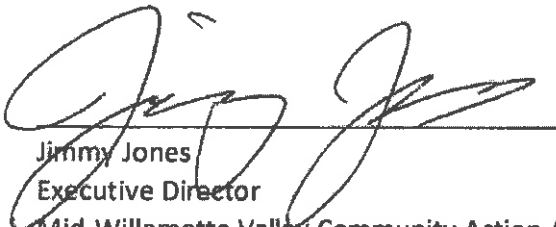
8. SUBCONTRACTS: No party will subcontract or assign any part of this Agreement without the written consent of the other parties.

9. TERMINATION: This Agreement will terminate on June 30, 2021, provided, however, any party may terminate its involvement upon giving 30 days written notice. Any party terminating its involvement in this Agreement will receive a pro-rated refund of unobligated monies. Upon termination, a party's obligations under this agreement will cease, provided, however, that a party's obligation to indemnify shall survive termination of this Agreement.

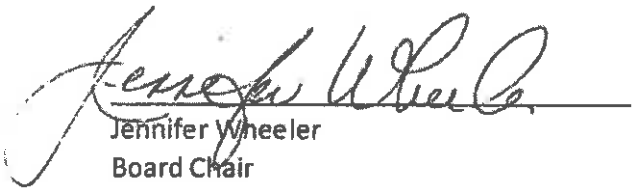
10. INDEMNIFICATION: Subject to the conditions and limitation of the Oregon Constitution and the Oregon Tort Claims Act, the parties shall indemnify, defend, and hold harmless each other from and against all liability, loss, and costs arising out of or resulting from the acts of that party, its officers, employees, and agents in the performance of this Agreement.

11. AMENDMENTS: This Agreement may be modified or amended only by the written agreement of the Parties. Other governmental jurisdictions and agencies may be added to this Agreement by an amendment with the consent of the parties.

12. ENTIRE AGREEMENT: This Agreement constitutes the entire Agreement of the parties. This Agreement may be signed in counterpart, and the individuals signing this Agreement warrant that they have the authority to do so and to bind their respective organizations to the terms and conditions of this Agreement.


Jimmy Jones
Executive Director
Mid-Willamette Valley Community Action Agency

8-29-2019
DATE


Jennifer Wheeler
Board Chair
Mid-Willamette Valley Community Action Agency

8/29/19
DATE

**A MEMORANDUM OF AGREEMENT
RELATING TO THE CREATION OF A DEVELOPMENT COUNCIL
TO FORM A CONTINUUM OF CARE COLLABORATIVE GOVERNANCE STRUCTURE
FOR THE MARION AND POLK COUNTY REGION**

Signature Page:

City of Keizer

Agency

By: _____


Christopher C. Eppley,
City Manager

Date

9-4-19

Approved as to form:

 9-4-19

Keizer City Attorney

8. SUBCONTRACTS: No party will subcontract or assign any part of this Agreement without the written consent of the other parties.

9. TERMINATION: This Agreement will terminate on June 30, 2021, provided, however, any party may terminate its involvement upon giving 30 days written notice. Any party terminating its involvement in this Agreement will receive a pro-rated refund of unobligated monies. Upon termination, a party's obligations under this agreement will cease, provided, however, that a party's obligation to indemnify shall survive termination of this Agreement.

10. INDEMNIFICATION: Subject to the conditions and limitation of the Oregon Constitution and the Oregon Tort Claims Act, the parties shall indemnify, defend, and hold harmless each other from and against all liability, loss, and costs arising out of or resulting from the acts of that party, its officers, employees, and agents in the performance of this Agreement.

11. AMENDMENTS: This Agreement may be modified or amended only by the written agreement of the Parties. Other governmental jurisdictions and agencies may be added to this Agreement by an amendment with the consent of the parties.

12. ENTIRE AGREEMENT: This Agreement constitutes the entire Agreement of the parties. This Agreement may be signed in counterpart, and the Individuals signing this Agreement warrant that they have the authority to do so and to bind their respective organizations to the terms and conditions of this Agreement.



Marty Heyen, Chairperson, Board of Directors
Salem-Keizer Public Schools


9/10/2019

Date

**A MEMORANDUM OF AGREEMENT
RELATING TO THE CREATION OF A DEVELOPMENT COUNCIL
TO FORM A CONTINUUM OF CARE COLLABORATIVE GOVERNANCE STRUCTURE
FOR THE MARION AND POLK COUNTY REGION**

Signature Page:

Agency: United Way of the Mid-Willamette Valley

By 
Ronald J. Hays
CEO

Date 9/24/2019

**A MEMORANDUM OF AGREEMENT
RELATING TO THE CREATION OF A DEVELOPMENT COUNCIL
TO FORM A CONTINUUM OF CARE COLLABORATIVE GOVERNANCE STRUCTURE
FOR THE MARION AND POLK COUNTY REGION**

Signature Page:

Agency: Mid-Willamette Valley Council of Governments

By 
Sean E. O'Day, Executive Director

Date 9/30/19

**A MEMORANDUM OF AGREEMENT
RELATING TO THE CREATION OF A DEVELOPMENT COUNCIL
TO FORM A CONTINUUM OF CARE COLLABORATIVE GOVERNANCE STRUCTURE
FOR THE MARION AND POLK COUNTY REGION**

Signature Page:

City of Independence

Agency


By: _____

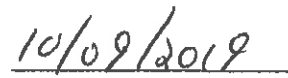
Tom Pessemier
City Manager

10-04-2019

The City of Salem hereby executes this **Memorandum of Agreement** relating to the **Creation of a Development Council to form a Continuum of Care Governance Structure for the Marion and Polk County Region** by the signature of its authorized representative.


City of Salem


Steve Powers,
City Manager

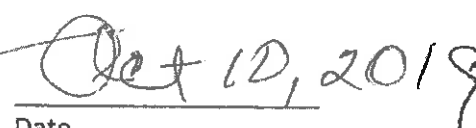

Date

The Union Gospel Mission of Salem hereby executes this **Memorandum of Agreement** relating to the **Creation of a Development Council to form a Continuum of Care Governance Structure for the Marion and Polk County Region** by the signature of its authorized representative.

Union Gospel Mission of Salem



Dan Clem,
Executive Director

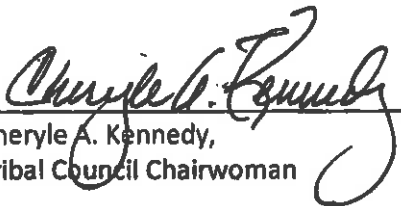


Date

**AMENDMENT TO THE
MEMORANDUM OF AGREEMENT RELATING TO
THE CREATION OF A DEVELOPMENT COUNCIL
TO FORM A CONTINUUM OF CARE GOVERNANCE STRUCTURE
FOR THE MARION AND POLK COUNTY REGION**

The Confederated Tribes of the Grand Ronde Community of Oregon are hereby added as a Party to this Memorandum of Agreement and execute the agreement by the signature of their authorized representative. The Tribes commit to contribute \$3,000 in FY 2019-20 and \$3,000 in FY 2020-21, contingent on budgetary authority, pursuant to Section 4.1 of said Memorandum of Agreement.

Confederated Tribes of Grand Ronde


Cheryl A. Kennedy,
Tribal Council Chairwoman

9-17-19
Date

ATTACHMENT 1	(FINAL) FINANCIAL CONTRIBUTIONS TABLE			
Memorandum of Agreement Relating to the Creation of a Development Council to Form a Continuum of Care Collaborative Governance Structure for the Marion and Polk County Region	2019-20		2020-21	TOTAL
				Funding Target
Jurisdiction	106,000	106,000	212,000	
Marion County (less member cities)	\$ 45,000	\$ 40,000	\$ 85,000	
City of Aumsville				
City of Aurora				
City of Detroit				
City of Donald				
City of Gates				
City of Gervais				
City of Hubbard				
City of Idanha				
City of Jefferson				
City of Keizer	\$ 5,000	\$ 10,000	\$ 15,000	
City of Mill City				
City of Mt. Angel				
City of St. Paul				
City of Scotts Mills				
City of Silverton				
City of Stayton				
City of Sublimity				
City of Turner				
City of Woodburn				
Polk County (less member cities)	\$ 6,000	TBD	\$ 6,000	
City of Dallas				
City of Falls City				
City of Independence	\$ 5,000	\$ 5,000	\$ 10,000	
City of Monmouth	\$ 5,000	\$ 6,000	\$ 11,000	
MARION AND POLK COUNTIES				
City of Salem	\$ 45,000	\$ 40,000	\$ 85,000	
SPECIAL DISTRICTS				
Salem Area Transit District				
Chemeketa Community College				
Salem/Keizer School District	\$ 5,000	TBD	\$ 5,000	
Willamette ESD				
Confederated Tribes of the Grand Ronde				
Community of Oregon			\$ -	
NONPROFIT ORGANIZATIONS				
Union Gospel Mission of Salem	\$ 1,000	TBD*	\$ 1,000	
United Way of the Mid-Willamette Valley	\$ 1,000	TBD*	\$ 1,000	
Mid-Willamette Valley Community Action				
Agency	*	*	*	
TOTALS	\$ 118,000	\$ 101,000	\$ 219,000	
*Denotes in-kind credit for system supports				

Appendix D

Notification of Intent Letter

Mid-Willamette Valley Homeless Alliance

100 High Street * Suite 200 * Salem, OR 97301 * 503.588.6177

October 1, 2019

Janet Merrell, CAPO Executive Director
Rural Oregon Continuum of Care
c/o Community Action Partnership of Oregon
350 Mission Street SE, Suite 201
Salem, Oregon 97302

Dear Ms. Merrell:

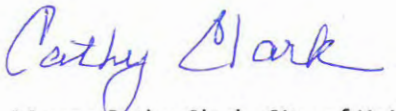
This letter is the official notice to the Rural Oregon Continuum of Care that the Mid-Willamette Valley Homeless Alliance intends to register as the Continuum of Care representing residents within the boundaries of Marion and Polk counties in Oregon, beginning with the 2020 Notice of Funding Availability registration opportunity.

This action was authorized by a unanimous vote of the Alliance's Development Council on September 24, 2019, and is supported by jurisdictions across the two counties, along with service providers and other stakeholders.

We appreciate the participation of ROCC staff in negotiating this separation and look forward to working together with ROCC as we establish our new governance structure and begin operations.

Please contact Jan Calvin at calvin.jan@yahoo.com or Janet Carlson at jcarlson4560@gmail.com for any additional information as we proceed.

Sincerely,



Mayor Cathy Clark, City of Keizer
Chair, Mid-Willamette Valley Homeless Alliance
Development Council

cc: MWVHA Development Council
Nora Lally and Matt Olsson, Homebase
Sidhartha Nilakanta, U.S. Department of Housing & Urban Development

Appendix E

MWVHA Governance Charter

MID-WILLAMETTE VALLEY HOMELESS ALLIANCE GOVERNANCE CHARTER

FINAL – Approved by the CoC Development Council on 10-24-19

ARTICLE I. CONTINUUM OF CARE NAME AND PURPOSE

A. NAME OF THE CONTINUUM OF CARE (COC)

The name of this organization is the Mid-Willamette Valley Homeless Alliance, which serves as the region's Continuum of Care, herein referred to as "the CoC."

B. CONTINUUM OF CARE (COC) OVERVIEW

1. **GEOGRAPHIC BOUNDARIES.** The CoC represents the geographic region within the boundaries of Marion and Polk counties.
2. **PURPOSE.** The CoC is organized to carry out the purposes of the U.S. Housing and Urban Development (HUD) Continuum of Care program as described in 24 CFR Part 578. The CoC promotes communitywide commitment to the goal of preventing and ending homelessness; provides funding for efforts by nonprofit providers and state, tribal and local governments to quickly rehouse homeless individuals, including unaccompanied youth and families, while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promotes access to and effective utilization of mainstream housing and homeless services programs by homeless individuals, and optimizes self-sufficiency among individuals and families experiencing homelessness. Its work includes gathering and analyzing data to determine local needs of and resources available to people experiencing homelessness, developing and prioritizing a menu of strategic responses, collaboratively implementing a strategic plan, promoting service coordination, educating the public on homeless issues, providing advice and input on homeless services operations, leveraging resources for maximum impact, and measuring and promoting strong program performance. Through collaborative efforts of local and tribal governments, school districts, nonprofit organizations, and other participating stakeholders, the CoC seeks 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.

ARTICLE II. CONTINUUM OF CARE GOVERNANCE STRUCTURE

A. BOARD OF DIRECTORS

1. **NAME.** The name of the CoC governing board is the Mid-Willamette Valley Homeless Alliance Board of Directors, herein referred to as the "CoC Board" or the "Board." The CoC has established a governing board as required by 24 CFR part 578.7(a)(3). The Board is responsible for the overall policy and direction of the CoC and may delegate responsibility for day-to-day operations to staff and committees.

2. **VOTING MEMBERSHIP.** The Board will consist of at least thirteen (13) voting members that have no conflicts of interest as defined in Article III of this charter and 24 CFR part 578.95. Board members will serve without compensation. Board membership includes representation from the following organizations or subpopulations.
 - a. One representative from each of the following organizations:
 - i. Union Gospel Mission, a faith-based organization;
 - ii. The Confederated Tribes of Grand Ronde;
 - iii. Local governments:
 - (a). City of Independence
 - (b). City of Keizer
 - (c). City of Monmouth
 - (d). Polk County
 - iv. Salem-Keizer School District (24J);
 - v. Salem Health;
 - vi. Homeless or formerly homeless individuals appointed by the Law Enforcement Assisted Diversion Program; and
 - vii. United Way of the Mid-Willamette Valley, a nonprofit organization.
 - b. Two representatives from the City of Salem and Marion County. In the alternative, pursuant to Section 11 of Article 2, Marion County and the City of Salem may appoint one representative who may exercise two votes.
3. **EX-OFFICIO BOARD MEMBERS.** In addition, seven (7) ex-officio participants may serve as non-voting, ex-officio board members, participating in discussions and representing such groups as:
 - a. Marion County, Salem, and West Valley Housing Authorities;
 - b. Mid-Willamette Valley Community Action Agency;
 - c. Polk County Veteran Services; and
 - d. Co-chairs of the CoC Collaborative Committee.
4. **BOARD SELECTION PROCESS.**
 - a. The initial CoC Board of Directors will be nominated by the Development Council established by a 2019 Memorandum of Agreement, in consultation with the stakeholders workgroup.
 - b. Each organization nominated for representation on the CoC Board will identify persons to serve who hold elected or senior staff roles in decision-making for that organization.
 - c. Members serve at the pleasure of the CoC Board.
 - d. Any directors representing organizations newly added to the Board by amendment to this charter, will be nominated and confirmed by vote of the CoC board.
 - e. Pursuant to 24 CFR part 578.7(a)(3), the CoC Board will submit this written selection process to the CoC Collaborative Committee, described in Section D of this article, and Board of Directors for review, update, and approval at least once every five (5) years.
5. **BOARD FINANCIAL CONTRIBUTIONS.** Each organization represented as a voting member on the CoC board will contribute funds to supplement CoC operations, contingent on the organization's budgetary authority. Contributions will be reviewed and approved annually by the CoC board.

6. **BOARD ALTERNATES.** Board members may designate an Alternate for a single meeting who can attend in the board member's place if the member must miss a meeting. The Alternate must represent the same organization or subpopulation as the absent Board member. Prior to the board meeting, the absent Board member or his or her designee must communicate in writing to CoC staff confirming the Alternate's attendance and granting authority for the Alternate to vote.
7. **TERMINATION.** The Board may remove any member when it determines it is in the interest of the CoC to do so. Member terminations require a 2/3 vote of the appointed, voting membership. Reasons for removal include excessive absences from meetings, conduct that is contrary to the Board's code of conduct, or noncompliance with conflict of interest or other board policies.
8. **RESIGNATION.** Resignations by Board members shall be submitted in writing to CoC staff, who will forward the resignation notice to board leadership. Resignations will be announced at the next regularly scheduled board meeting. For board positions representing designated organizations, resignation is implied if a person seated on the board is no longer affiliated with the organization that appointed him or her. The appointing organization is then responsible for assuring that another qualified person is appointed to represent that organization.
9. **MEETINGS.** Pursuant to 24 CFR part 578.7(a)(1), the Board will meet at least semi-annually in conjunction with the CoC Collaborative Committee to conduct general CoC business. Inclusive of these semi-annual joint meetings, the board will meet at least quarterly, and may meet more frequently at the call of the chair. The CoC Board is a public body subject to the public meetings and record laws as stated in ORS Chapter 192. All meetings will be open to the public.
10. **QUORUM.** A majority, defined as 50% plus one, of the appointed, voting Board membership will constitute a quorum for the transaction of all business at meetings. Members may attend either in person or by conference call, so long as persons in attendance and on the telephone can both hear and communicate with each other. Members attending by telephone conferencing may be counted towards achieving a quorum.
11. **VOTING.** Each Board member will hold one vote on all matters brought before the board. However, in recognition of their significant financial contributions to the effort, Marion County and the City of Salem may select two persons to represent each organization's interests on the CoC Board, or in the alternative may select one representative who shall have two votes on any matter. Board decisions shall be made by a majority of the total votes available to the entire appointed, voting Board membership.
12. **NOTICE AND INCLUSION.**
 - a. The Board will provide for and give public notice, reasonably calculated to give actual notice, to board members, interested persons, news media that have requested notice, and general public notice. Notice shall include the time and place for holding regular meetings. The notice will also include a list of the primary subjects anticipated to be considered at the meeting. Distribution of meeting notices will be in a manner that maximizes the potential of the public awareness of Board proceedings and for the public to participate in its deliberations.
 - b. Whenever possible, matters resulting in a recommendation to the Board will be deliberated during a minimum of two meetings to assure maximum participation.
 - c. The Board encourages input to its deliberations and decision-making from a diversity of stakeholders, including consumers and community members from diverse genders, racial and ethnic origins, cultural groups, and geographic areas within the CoC boundaries. CoC members are encouraged to bring ideas or concerns to the attention of the CoC Board and staff.

- d. The Board will conduct outreach at least semi-annually with business organizations, such as economic development forums, chambers of commerce, and Rotary clubs, to inform business leaders about current issues surrounding homelessness and gather information from a business perspective.

13. **AGENDAS.** Items may be placed on a meeting agenda by any Board member or by CoC staff. The agenda will be distributed to members and through public notice at least one week prior to a Board meeting.

B. BOARD OFFICERS

1. **CHAIR.** The Board will accept nominations and elect a chair annually. The chair may be elected for subsequent terms. The chair will act as leader of the convened meeting and as the parliamentarian. The chair will enforce Board policies and membership rules and will guide the conduct of public meetings. The chair is the official Board representative and shall be the primary spokesperson to the media.
2. **VICE CHAIR.** The chair will select a vice chair, with board consent. In the absence of the chair, the vice chair will assume the chair's responsibilities. If neither the chair nor vice chair is available for a public meeting, then the assembled quorum of the meeting will select a temporary chairperson to conduct the meeting.
3. **EXECUTIVE COMMITTEE LEADERSHIP.** The chair and vice chair serve as leaders of the CoC Executive Committee, as described in Section E.1.

C. STAFF RESPONSIBILITIES TO THE CoC BOARD

1. **STAFF SUPPORT/COLLABORATIVE APPLICANT.** Subject to available funding for CoC operations, Mid-Willamette Valley Council of Governments (COG) will serve as the Collaborative Applicant, described in Article IV, Section E, and provide staff support that could be employees, contractors, and in-kind support, as well as in-kind materials and services, to support the CoC. To maintain a neutral role in facilitating council meetings, staff representing the COG will not hold authority to vote on matters placed before the CoC Board.
2. **UNIFIED FUNDING AGENCY.** The CoC will seek designation as a Unified Funding Agency from the U.S. Department of Housing & Urban Development.
3. **MEETING PREPARATION.** CoC staff is responsible for meeting preparation, which includes:
 - a. Locating, reserving, and preparing the meeting space;
 - b. Sending meeting notice, agendas, and minutes to the CoC distribution list one week prior to the meeting and a reminder one day prior to the meeting;
 - c. Compiling background materials and staff reports;
 - d. Planning Board meetings in collaboration with the Executive Committee;
 - e. Taking attendance at meetings; and
 - f. Providing facilitation as needed.
4. **MINUTES.** CoC staff will serve as the CoC Board Administrator and prepare meeting minutes. Minutes will include a list of the members present, motions, proposals, resolutions, and orders proposed and their disposition, the results of all votes and a vote by each member by name, the substance of any discussions on any matter, and reference to any document discussed at that meeting. Minutes will be posted on the CoC website and distributed to the Board membership one week prior to the monthly meeting.

5. **RECORDS.** Pursuant to 24 CFR part 578.103 and 24 CFR part 578.5(b), staff will maintain CoC records to document compliance with HUD requirements, including the following:
 - a. Approved CoC governance charter that includes a written process to select the CoC board;
 - b. Documentation of required reviews and updates, including the annual charter review and review of Board selection process every five years;
 - c. CoC Board and committee rosters, designating representation of sectors and subpopulations;
 - d. Agendas and minutes of CoC Board, committee, subcommittee, and workgroup meetings;
 - e. Designation of a single Homeless Management Information System (HMIS) for the CoC;
 - f. CoC applications for funds as set forth in 24 CFR part 578.9;
 - g. Use of planning funds for eligible costs and other grant management documentation, pursuant to 24 CFR part 578.39; and
 - h. Completed and signed CoC conflict of interest forms, required in Article III, Section 5 of this charter.
6. **OTHER RESPONSIBILITIES.** CoC staff will maintain distribution lists, distribute communications to CoC members and the community at large, develop and maintain a CoC webpage, support CoC committees and workgroups, produce and submit applications for funds, and perform other duties as assigned by the CoC Board to support the CoC.

D. CoC COLLABORATIVE COMMITTEE

1. **PURPOSE.** The purpose of the CoC Collaborative Committee is to assist the Board in accomplishing the responsibilities of the Continuum of Care, as described in Article IV.
2. **MEMBERSHIP.** Participation in the Continuum of Care is open through the CoC Collaborative Committee to interested organizations and to interested individuals representing the community at large. Member agencies will be responsible for identifying CoC representatives. Participating agencies may have more than one person identified as a CoC representative. Homeless and formerly homeless people are encouraged and supported to participate. A roster of CoC Collaborative Committee participants will be maintained and posted on the CoC website.
3. **VOTING.** Each member organization and community at large member who has participated in at least two (2) meetings in the preceding twelve (12) months, after the initial year of CoC operations, shall have one vote at subsequent meetings on each matter submitted to a vote of CoC members. To the maximum extent possible, committee meetings shall operate on a consensus basis. However, members can request a majority vote on specific issues. Agencies with more than one representative in attendance will determine in advance which representative will vote. In all cases, each member organization has only one vote.
4. **RESIGNATION.** Member agencies may resign from the CoC Collaborative Committee by sending a written communication to CoC staff.
5. **CO-CHAIRS.** The CoC Board will appoint co-chairs to facilitate CoC Collaborative Committee meetings, based on nominations from the CoC Collaborative Committee. One co-chair will represent the public (governmental) sector and the other will represent the private (nongovernmental) sector. Co-chairs will serve for two-year terms and may be reappointed by the Board.

6. **RECRUITMENT AND OUTREACH.** The CoC Board will publish and disseminate an open invitation at least annually for those within the CoC area to join as new CoC Collaborative Committee members. CoC staff will document recruitment efforts. The CoC Board will identify and address membership gaps in essential sectors and will recruit so that membership requirements are being met, pursuant to 24 CFR part 578.7. Outreach will be conducted to obtain representation from the following groups, listed in 24 CFR part 578.5(a):
- a. Nonprofit homeless assistance providers;
 - b. Victim service providers;
 - c. Faith-based organizations;
 - d. Governments;
 - e. Businesses;
 - f. Advocates;
 - g. Public housing agencies;
 - h. School districts;
 - i. Social service providers;
 - j. Mental health agencies;
 - k. Hospitals and health care organizations;
 - l. Universities;
 - m. Affordable housing developers;
 - n. Law enforcement;
 - o. Organizations that serve veterans;
 - p. Homeless and formerly homeless individuals; and
 - q. Other relevant organizations within the CoC's geographic boundaries, such as organizations and coalitions that serve unaccompanied youth, employment councils, substance abuse providers, and early learning hubs.

E. COMMITTEES AND WORKGROUPS

1. **STANDING COMMITTEES AND WORKGROUPS.** The CoC Board will appoint members representing organizations participating in the CoC Collaborative Committee to the standing committees and workgroups listed in this section as E.1. a through d. The Board will also designate chairs or co-chairs to facilitate committee or workgroup meetings. CoC staff will be assigned to take notes at committee and workgroup meetings and assure that CoC policies and processes are followed. CoC staff will also maintain lists of committee and workgroup membership and post the lists to the CoC webpage.
- a. **PERFORMANCE AND EVALUATION COMMITTEE.** The Performance and Evaluation Committee shall review and recommend to the Board the policies, timelines, and scoring tools for application review and ranking process as part of the Continuum of Care competition for funds. The Performance and Evaluation Committee shall also be responsible for monitoring and reviewing CoC-funded projects and general system performance. The Performance and Evaluation Committee shall make recommendations to the CoC Board to improve system performance with input from the CoC Collaborative Committee. Members of this committee may not have a conflict of interest, described in Article III, and may not be recipients of HUD funds.
 - i. The CoC Board will appoint a subcommittee of not fewer than five (5) Performance and Evaluation Subcommittee members to review and rank project applications during the annual process described in Article IV, Section E.
 - ii. The Board will strive to appoint subcommittee members who are knowledgeable about homelessness and housing in the region and representative of relevant sectors, subpopulations, and geographic areas of the region.

- iii. Subcommittee members must have completed conflict of interest forms on file with CoC staff affirming that they are not employees or do not have a business relationship or other conflicts of interest as described in Article III.
 - iv. Subcommittee members must be willing to dedicate time for application review and subcommittee meetings during the application process.
 - b. **COORDINATED ENTRY COMMITTEE.** The Coordinated Entry Committee creates the policies and procedures for the CoC's coordinated entry system. The committee is also responsible for monitoring the progress of organizations implementing coordinated entry to ensure it is functioning effectively, arranging for technical assistance to participating organizations, and recommending changes, as necessary. The committee shall recruit agencies for participation in coordinated entry.
 - c. **HMIS USERS WORKGROUP.** The HMIS Users Workgroup consists of representatives from organizations using the Homeless Management Information System (HMIS). The workgroup is co-chaired by the HMIS Lead organization or its designee, and the HMIS Designated Coordination Entity, as described in Article IV.B.2. The workgroup shall monitor the progress of organizations using HMIS, develop strategies for improving HMIS ease of use, troubleshoot data reporting and data quality issues, and review and make recommendations on HMIS policies and protocols to the HMIS Lead, HMIS Coordination Entity, and CoC Board.
 - d. **POINT-IN-TIME COUNT WORKGROUP.** The Point-in-Time Count workgroup shall work with the HMIS Coordination Entity named in Section D.2. to organize and conduct the Point-in-Time count, including recruitment, training, and support of volunteer outreach workers for the event.
2. **SPECIAL COMMITTEES AND WORKGROUPS.** The Board may authorize the formation of special committees or workgroups, as necessary to deal with specific problems or issues, as the Board believes appropriate. The Board will appoint members to special committees and workgroups. These special committees or workgroups will be time limited and be provided a scope of work from the Board. Special committees and workgroups will report their findings and recommendations to the Board, upon request or upon the conclusion of their work.
3. **EXECUTIVE COMMITTEE.** The Executive Committee is composed of the chair, vice chair, and at least three additional Board members. The committee works closely with staff to guide the work of the CoC Board. Committee members may not serve on the Performance and Evaluation Committee. Committee responsibilities include the following:
- a. Prepare meeting agendas and ensure matters are ready for Board meetings;
 - b. Act on matters when authority has been delegated by the full Board to do so; and
 - c. Act on time sensitive, administrative matters that require a decision between Board meetings, with notice provided to all Board members prior to taking action and with the action(s) to be ratified at the next Board meeting. Time sensitive, administrative matters include, but are not limited to, required municipal, state or federal reports and letters of support associated with grant applications. Action will not be taken under this subsection if any Board member notifies the Board Chair of the member's objection prior to the Executive Committee's action on a time sensitive matter.
4. **APPEALS COMMITTEE.** The Board may appoint a committee of three (3) Board members to review and make appeal decisions during the application process described in Article IV, Section E. Those appointed to the Appeals Committee may not have participated in the rank and review process, must have signed conflict of interest forms on file with CoC staff, and must affirm upon committee appointment that they do not have conflicts of interest with agencies applying for CoC Program funding. In the alternative, the Board may also delegate this responsibility to the Executive Committee.

ARTICLE III. CONFLICT OF INTEREST AND CODE OF CONDUCT

A. CONFLICT OF INTEREST

1. **GENERAL PROVISIONS.** A conflict of interest is a situation in which a CoC Board member or one of his or her family members has a personal or financial interest that compromises or could compromise the Board or committee member's independence of judgment in exercising his or her responsibilities to the CoC. It is the position of this CoC that conflicts of interest shall not compromise the CoC's work and that even the appearance of a conflict shall be avoided in all circumstances.
2. **ADHERENCE TO CONFLICT OF INTEREST POLICY.** CoC Board and committee members are expected to adhere to the CoC Conflict of Interest Policy, which requires the member to minimize conflicts of interest; disclose ethical, legal, financial, and other conflicts; and remove themselves from decision-making if they would otherwise be called on to act on a conflict involving themselves, their family members or entities with which they or their family members are closely associated. Under the policy, Board members are required to disclose actual or potential conflicts of interest, as well as certain relationships and transactions. No CoC Board member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents, pursuant to 24 CFR part 578.95.
3. **DEFINITIONS.** The CoC will assure that Board and committee members acknowledge the federal and state definitions of conflict of interest and are in full compliance with state and federal law.
 - a. Conflict of Interest definitions aligning with federal statute are:
 - i. **Conflict of Interest** generally means a situation in which a Board member or his or her immediate family member has, directly him- or herself or indirectly through another individual or entity, a personal or financial interest that compromises or could compromise the Board member's independence of judgment in exercising his or her responsibilities to the CoC.
 - ii. **Prohibited Conflict of Interest** means a conflict of interest that would prevent a Board member from serving on the Board or participating in any of the Board activities. A Board member who has a potential or actual Prohibited Conflict of Interest must resign from the Board. Prohibited Conflicts of Interest include: CoC compensation and employment; loans; federal employee status; use of CoC equipment, facilities, assets, or staff time for non-CoC purposes; and acceptance of gifts, gratuities, favors, or anything of monetary value.
 - iii. **Issue-Specific Conflict of Interest** means a conflict of interest that would prevent a Board member from voting on or being present during the discussion of a specific issue, such as votes on contracts and CoC leadership.
 - b. Oregon Revised Statutes Chapter 244 defines actual and potential conflict of interests for members of public bodies. No Board or committee member shall participate in a decision in which he or she has a private pecuniary interest. Affected members shall disqualify themselves from participation by written notification to the Board, as required by ORS 244.120.
 - i. **A potential conflict of interest** exists when a Board or committee member takes an action that reasonably could be expected to have a financial impact on that member, a relative, or a business with which the member or member's relative is associated. The member may participate in an action after declaring the potential conflict and announcing its nature.

- ii. **An actual conflict of interest** exists when an action is reasonably certain to result in a special benefit or detriment to the member, a relative, or a business with which the member or member's relative is associated. The member will declare the actual conflict and announce its nature. The member must then refrain from taking any official action, except when the member's vote is necessary to achieve a quorum. When a vote is necessary to achieve a quorum, the member may vote, but may not participate in any discussion or debate on the issue out of which the actual conflict arises.
- 4. **PENALTIES.** A Board member who purposefully conceals a conflict of interest, refuses to recuse him- or herself from voting, or engages in other conduct that violates the CoC Conflict of Interest policy will be subject to removal from the Board.
- 5. **ANNUAL DECLARATION.** Board and committee members are to annually receive a copy of the CoC Conflict of Interest Policy, sign the CoC's Conflict of Interest form, and submit the form to CoC staff.

B. CODE OF CONDUCT

- 1. **GENERAL PROVISIONS.** CoC members are expected to observe the highest standards of ethical conduct in the execution of their responsibilities, to conduct themselves with courtesy and respect, and to refrain from harassment, intimidation, discrimination, and physical or verbal abuse.
- 2. **CONFIDENTIALITY.** CoC members must respect and maintain the confidentiality of sensitive information they may gain from their association with the CoC. This may include personal information about community members experiencing homelessness.
- 3. **RESPONSIBILITY AND INTEGRITY.** In the performance of their duties, CoC members are expected to carry out CoC duties to the best of their abilities, and to maintain the highest standards of integrity for actions with other CoC members, including CoC Board members, service providers, service recipients, and members of the general public. CoC Board and committee members shall put forth honest effort in the performance of their duties to advance the CoC's mission, exercising sufficient control and supervision over matters for which they are individually responsible, and should not do anything to bring the full CoC or its members into disrepute.
- 4. **MISUSE OF POSITION.** Misuse of position is prohibited. A CoC member must not use his or her position with the CoC for personal gain or for the benefit of family or friends.
- 5. **COMMUNICATIONS.** CoC members shall make clear when communicating publicly or with the media, whether they are speaking in their own name, on behalf of their agency or organization, or on behalf of the CoC, if the CoC Board has empowered them to speak on the CoC's behalf.
- 6. **WASTE, FRAUD, AND ABUSE.** CoC members shall disclose waste, fraud, abuse, and corruption in the operation of the Continuum of Care to appropriate authorities.
- 7. **EQUAL OPPORTUNITY.** CoC Board members shall adhere to laws and regulations that provide equal opportunity for all people regardless of race, color, religion, gender, identity, national origin, ethnicity, sexual orientation, age, or disability.

8. **PENALTIES.** This Code of Conduct will be distributed annually to CoC members. Members in violation of any portion of this Code of Conduct will be subject to disciplinary action, which could include immediate termination from the CoC Board or CoC committees.
9. **ANNUAL DECLARATION.** Board members are to annually receive a copy of the Code of Conduct, acknowledge receipt by signing a form, and submit a copy of the signed form to CoC staff.

ARTICLE IV. OPERATING THE CONTINUUM OF CARE

A. CoC RESPONSIBILITIES

The CoC Board is responsible for assuring that the following responsibilities are accomplished, with broad participation from CoC stakeholders.

1. Hold meetings of the full membership, with published agendas, at least semi-annually, pursuant to 24 CFR part 578.7(a)(1).
2. Make an invitation for new members to join the CoC publicly available within the geographic area at least annually, pursuant to 24 CFR part 578.7(a)(2).
3. Adopt and follow a written process to select a board to act on behalf of the CoC. The process must be reviewed, updated, and approved by the CoC at least once every five (5) years, pursuant to 24 CFR part 578.7(a)(3).
4. Appoint additional committees, subcommittees, or workgroups, pursuant to 24 CFR part 578.7(a)(4).
5. In consultation with the Collaborative Applicant and HMIS Lead, develop, follow, and update annually a governance charter, which will include all procedures and policies needed to comply with Subpart B of part 578.7 and with HMIS requirements as prescribed by HUD; and a code of conduct and recusal process for the board, its chair(s), and any person acting on behalf of the board, pursuant to 24 CFR part 578.7(a)(5).
6. Consult with recipients and subrecipients to establish performance targets appropriate for population and program type, monitor recipient and subrecipient performance, evaluate outcomes, and take action against poor performers, pursuant to 24 CFR part 578.7(a)(6).
7. Evaluate outcomes of projects funded under the Emergency Solutions Grants (ESG) program and the CoC program, and report to HUD, pursuant to 24 CFR part 578.7(a)(7).
8. In consultation with recipients of Emergency Solutions Grants program funds within the geographic area, establish and operate either a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals for housing and services. The CoC must develop a specific policy to guide the operation of the centralized or coordinated assessment system on how its system will address the needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from nonvictim service providers. This requirement, along with requirements established by HUD by notice, is pursuant to 24 CFR part 578.7(a)(8).

9. In consultation with recipients of Emergency Solutions Grants program funds within the geographic area, establish and consistently follow written standards for providing CoC assistance, as further described in 24 CFR part 578.7(a)(9).
10. Designate and operate a single Homeless Management Information System (HMIS) for the geographic area, including designating a single system and an HMIS lead; reviewing, revising, and approving a privacy plan, security plan, and data quality plan for the HMIS; ensuring consistent participation of recipients and subrecipients in the HMIS; and ensuring that the HMIS is administered in compliance with HUD requirements, pursuant to 24 CFR part 578.7(b).
11. Develop a CoC plan that includes coordinating the implementation of a housing and service system that meets the needs of homeless individuals, including unaccompanied youth and families. The system shall include, at a minimum, outreach, engagement, assessment, shelter, housing, supportive services, and prevention strategies, pursuant to 24 CFR part 578.7(c)(1).
12. Plan for and conduct, at least biennially, a Point-in-Time Count of homeless persons within the geographic area, as described in 24 CFR part 578.7(c)(2).
13. Conduct an annual gaps analysis of the homeless needs and services available within the geographic area, pursuant to 24 CFR part 578.7(c)(3).
14. Provide information required to complete the Consolidated Plan(s) within the CoC's geographic area, pursuant to 24 CFR part 578.7(c)(4).
15. Consult with state and local government Emergency Solutions Grants program recipients within the CoC's geographic area on the plan for allocating Emergency Solutions Grants program funds and reporting on and evaluating the performance of Emergency Solutions Grants program recipients and subrecipients, pursuant to 24 CFR part 578.7(c)(5).
16. Prepare an application for funds that includes a collaborative process in response to a Notice of Funding Availability (NOFA) published by HUD under 24 CFR part 578.19.

B. CoC REPORTS

The CoC Board shall approve the following reports and documents prior to releasing such reports and documents to the community:

1. CoC Program Project Priority List;
2. Inventory of Homeless Services;
3. Annual or Biennial Point-in-Time Count Report;
4. Housing Inventory Chart;
5. Longitudinal Systems Analysis (LSA); and
6. Homeless Coordinated Entry System Report.

C. CoC CORRECTIVE ACTIONS PROCESS

1. **ANNUAL PROGRAM REVIEW.** CoC funded programs or projects will be reviewed by the Performance and Evaluation Committee annually, with findings reported to the CoC Board.
2. **RESPONSES TO IMPROVE PROGRAM PERFORMANCE.**
 - a. Should the Board determine that a program is not meeting established performance measures, staff will notify the program or project in writing. The organization overseeing the program or project will have the opportunity to provide additional performance information within 30 days of receipt of the CoC notification.
 - b. If the program or project's performance is related to certain items as determined by the CoC Board, such as, late Annual Performance Report submissions, unused funding, low utilization, low exits to permanent housing, low scores on income measures, or alignment of program participation with wait list protocols, the CoC Board may place a program on probation to improve its performance.
 - c. During the probationary period, the CoC will enter into a Performance Improvement Agreement with the program or project needing improvement, listing specific expectations and timeline.
 - d. CoC staff will facilitate technical assistance, as needed and available, as part of the Performance Improvement Agreement. The organization overseeing the program or project is responsible for requesting specific assistance in low-scoring performance areas and requesting clarifications from the CoC about performance measures and expectations.
 - e. The length of the probationary period will be proposed by the Performance and Evaluation Committee, negotiated by CoC staff, and approved by the CoC Board. Extensions may be requested for extenuating circumstances and are subject to Board approval. If the program or project does not fulfill the agreed-upon expectations included in the Performance Improvement Agreement, the Board may reduce funding or ranking, may reject future applications from that program or project for HUD CoC Program funds, or other remedies approved by HUD.

D. DESIGNATING AND OPERATING A HOMELESS MANAGEMENT INFORMATION SYSTEM

1. **HMIS PURPOSE.** The primary purpose of the CoC's Homeless Management Information System (HMIS) is to aggregate data on homelessness across Marion and Polk counties to accurately describe the region's scope and evaluate the effectiveness of efforts to reduce and end homelessness. The CoC uses HMIS to:
 - a. Understand the characteristics and service needs of homeless people;
 - b. Analyze how homeless people use services;
 - c. Evaluate program effectiveness and outcomes;
 - d. Improve access to and delivery of services for people experiencing homelessness; and
 - e. Strengthen community planning and resource allocation.
2. **DESIGNATED HMIS ROLES.** Oregon Housing & Community Services (OHCS) is designated as the HMIS Lead Agency/Administrator. Portland Housing Bureau is the vendor that provides the licensed software for the HMIS system. Mid-Willamette Community Action Agency is designated as the CoC region's HMIS Coordination Entity, designated by the HMIS Lead to coordinate data collection and data analysis for the region. The CoC Board oversees the work of the HMIS partners.

3. **HMIS DECISIONMAKING AUTHORITY.** HMIS decisions which affect local CoC operations are made by the HMIS Administrator, in consultation with the HMIS Users Workgroup and HMIS Coordination Entity. HMIS decisions which affect CoCs participating in statewide HMIS implementation will be made by the Northwest Social Services Connections Committee, with representation from each CoC in Oregon. The HMIS Lead will keep CoC staff informed of issues and decisions and will provide a summary of key decisions to the CoC Board at least annually.
4. **HMIS LEAD RESPONSIBILITIES.** Oregon Housing & Community Services, as HMIS Lead, works closely with the CoC and is responsible for maintaining the CoC's HMIS system in compliance with HUD standards. OHCS is responsible for coordinating the following activities:
 - a. Providing operation, security, maintenance, system auditing, and technical support of HMIS central hardware, software, and connectivity;
 - b. Executing a written HMIS Participation Agreement with each Contributing HMIS Organization (CHO), which includes the role, obligations, and authority of the HMIS Lead and the organization and requirements to comply with security, privacy, and data quality plans;
 - c. Setting up and managing user accounts, access levels, and passwords;
 - d. Providing technical and user support for HMIS software, including agency account set-up, system monitoring and testing, problem diagnosis and resolution, and routine software and information maintenance;
 - e. Providing and coordinating ongoing training and technical support for the system;
 - f. Ensuring consistent HMIS participation by CoC and Emergency Shelter Grant (ESG) recipients and subrecipients;
 - g. Maintaining and updating a Privacy Plan, Security Plan, and Data Quality Plan;
 - h. Ensuring the accuracy of data including regularly assessing that all participating agencies are accurately and comprehensively capturing participant entry and exit dates and providing technical assistance to correct data quality challenges;
 - i. Coordinating regular end user meetings; i.e., HMIS Users Workgroup meetings, to discuss software updates, data entry, report writing, and system management issues;
 - j. Serving as point of contact for end user questions and concerns;
 - k. Assessing compliance with the CoC's HMIS Policies and Procedures Manual;
 - l. Maintaining contact with the software product developer to ensure consistent and uniform communication among product support personnel and the community;
 - m. Generating information on the community's homeless and housing situation for community planning, advocacy, and funder reporting requirements;
 - n. Assisting end users in the creation of custom reports and queries;
 - o. Providing regular aggregate data reports to participating agencies, CoC staff, and the CoC Board;
 - p. Reviewing and implementing product upgrades;
 - q. Completing the Annual Homeless Assessment Report;
 - r. Conducting regular data quality checks and providing reports to the CoC Board; and
 - s. Serving as the applicant to HUD for grant funds to be used for HMIS activities for the CoC's geographic area, as approved by the CoC Board.
5. **PROVIDER PARTICIPATION.** Any organization within the CoC geographic region that receives Continuum of Care Program and Emergency Solutions Grant (ESG) funds must participate in HMIS as a Contributing HMIS Organization (CHO). In addition, the CoC encourages all providers of services to homeless individuals and families within the CoC geographic area, regardless of whether they receive CoC or ESG funds, to become a CHO and include their data in HMIS.

6. **HMIS MANUAL.** To ensure compliance with HUD requirements, the HMIS Lead, in collaboration with the HMIS Coordination Entity, HMIS Users Workgroup and other stakeholders, is responsible for developing and annually reviewing and updating the CoC's HMIS Policies & Procedures Manual. The manual provides the framework for the ongoing operations of the HMIS system. It includes the CoC's privacy, data quality, and security plans for the HMIS system. At any time, the HMIS Lead, HMIS Coordination Entity, HMIS Users Workgroup, or CoC Collaborative Committee may identify elements of policies or procedures or other HMIS-related plans that need to be revised. Recommendations for revisions are to be submitted to the HMIS Lead. The HMIS Lead will present the HMIS Policies & Procedures Manual to the CoC Board annually, or more frequently if significant substantive changes are proposed.

E. PREPARING AN APPLICATION FOR FUNDS

1. **PURPOSE.** A major function of the Continuum of Care is to prepare and oversee the applications for CoC funds administered by HUD under the McKinney-Vento Homeless Assistance Act. The CoC Program is designed to assist individuals and families experiencing homelessness and to provide the services needed to help them move into housing, with the goal of long-term stability. The CoC Program funds important housing and services programs, such as permanent housing (including permanent supportive housing and rapid re-housing), transitional housing, and supportive services programs. HUD CoC Program funds are granted annually based on a national competition following the release a Notice of Funding Availability (NOFA). Recipients of Emergency Solutions Grant funds, another homeless assistance grant administered under the McKinney-Vento Act, are required by HUD to coordinate with the CoC. The CoC addresses that requirement through coordinating with the ESG review and ranking process and ESG scoring tool development.
2. **COLLABORATIVE APPLICANT.** The Mid-Willamette Valley Council of Governments (COG) is designated as the CoC Collaborative Applicant and is responsible for leading and supporting all aspects of the annual HUD CoC NOFA application process, including submission of the Consolidated Application.
3. **PROJECT REVIEW PROCESS**
 - a. Immediately after HUD's Continuum of Care Program NOFA is released, the Collaborative Applicant will coordinate and carry out the activities needed to successfully submit a Consolidated Application on behalf of the CoC.
 - b. Tasks required for project review in preparation for NOFA submission include the following:
 - i. Prior to the NOFA release, the Collaborative Applicant will develop a draft timeline for the NOFA process and design scoring tools and any corresponding local application materials to assist in the review and ranking of renewal and new project applicants. Review and ranking materials will take into consideration both local and HUD priorities.
 - ii. Scoring tools and the draft timeline will be reviewed by the Performance and Evaluation Committee and recommended to the CoC Board for approval.
 - iii. Upon publication of the NOFA, the Collaborative Applicant will schedule and publicize a date and time for a Technical Assistance Workshop and finalize the timeline and priorities for the NOFA process.
 - iv. Applicants may participate in the Technical Assistance Workshop. At the workshop, the Collaborative Applicant will present an overview of the NOFA and the process for reviewing and ranking applications. The orientation will describe HUD application requirements, supplemental local application materials, the scoring tool, and applicable deadlines and dates. Applicants will also have an opportunity to ask questions. The CoC's NOFA timeline and application materials will be posted in the CoC webpage.
 - v. Applicants will complete and submit application materials by the established deadline.

- vi. Late applications will not be accepted.
 - vii. As an exception to Article IV.D.3.b.vi., applicants with significant extenuating circumstances may submit a petition to CoC staff for an extension. Extensions require the approval of the CoC Board, or the CoC Executive Committee if delegated the authority for this purpose by the Board. It is anticipated that exceptions will be granted in very rare circumstances, and not applied in situations where advance planning could have resulted in the application being submitted timely.
 - viii. Incomplete applications cannot be supplemented with more information or materials to reach a level of completeness, once submitted to the CoC for review and ranking, but must be completed prior to HUD submission, if selected for funding.
 - ix. A subcommittee of the Performance and Evaluation Committee is appointed by the CoC Board to review and rank project applications, as described in Article II, Section E. Subcommittee members receive and review application and scoring materials prior to the subcommittee meeting, in preparation to score each program's application.
 - x. The subcommittee of the Performance and Evaluation Committee meets to jointly discuss and critique each application and may interview applicants as part of the meeting. If applicant interviews are included in the review process, all applicants must have the opportunity for an interview. After discussion and any applicant interviews, subcommittee members individually score applications based on the scoring tools.
 - xi. A preliminary ranked list is created by the following procedures:
 - (a). A ranked list is prepared based on a composite of raw scores for each application.
 - (b). Applications that do not meet certain threshold requirements, as detailed on the scoring tool, will not be included on the ranked list.
 - (c). If the NOFA makes available bonus funds in a program area, the highest scoring eligible projects will be designated for bonus funding in those relevant program areas.
 - xii. The CoC's goals for priority funding are to promote high-performing projects in alignment with community and federal priorities. Scoring tools will reflect the community's implementation of local and federal priorities, as determined by the CoC Board.
 - xiii. Scores and subcommittee feedback on applications are sent to applicants, along with a reminder of the appeals process and deadline by the established deadline.
4. **REALLOCATION OF FUNDS.** HUD encourages CoCs to reallocate funds from projects with substandard performance to higher priority community needs that also align with HUD priorities and goals. Prior to the release of the NOFA, the Performance and Evaluation Committee facilitates a reallocation discussion, in consultation with the CoC Collaborative Committee and CoC Board. Scenarios for potential reallocation decisions, based on the CoC's gaps analysis and strategic plan, are provided to the Performance and Evaluation Subcommittee to consider during the ranking process. Final reallocation decisions are approved by the CoC Board.
5. **APPEALS.**
- a. **APPEALS COMMITTEE.** As described in Article II, Section E, appeals are considered by the Appeals Committee or Executive Committee, as designated by CoC Board. The Appeals Committee will be established only if an applicant requests an appeal.

- b. **ELIGIBILITY TO APPEAL.** Eligible applicants have the opportunity to appeal both their scores and preliminary rankings prior to the ranked list being finalized and approved by the CoC Board.
 - i. The following applicants are eligible to appeal:
 - (a). An applicant that receives less funding than applied for;
 - (b). An applicant that is ranked below Tier 1;
 - (c). An applicant that is ranked in the bottom third of Tier 1;
 - (d). An applicant that believes its score is not reflective of the application information provided;
or
 - (e). An applicant that can describe bias or unfairness in the process that warrants the appeal.
 - ii. Applicants that have not met the threshold requirements are not eligible to appeal.

c. **APPEALS PROCESS**

- i. Appeals must be received in writing with supporting documentation by the established deadline.
- ii. Notices of appeal must be based on the information submitted by the application deadline. No additional or new information will be considered.
- iii. The notice of appeal must include a written statement specifying in detail the grounds and rationale asserted for the appeal.
- iv. Valid appeals will be read, reviewed, and evaluated by the Appeals Committee, that will meet to consider and deliberate appeals, based on the applicant's appeal statement and the application materials that the applicant originally submitted to the CoC.
- v. The Appeals Committee will make modifications to the preliminary list, based on the results of the appeals process. Appeals Committee decisions must be supported by a 2/3 majority vote.
- vi. The appealing agency will receive a written decision of the Appeals Committee within two (2) business days of the Appeals Committee meeting.
- vii. Appeals Committee decisions result in the final prioritized list submitted for approval to the CoC Board.

6. **FINAL PRIORITIZED LIST OF APPLICATIONS**

- a. A final ranked project list is submitted to the CoC Board for review and approval after appeals have been determined and the Appeals Committee has made any modifications to the preliminary prioritized list. Any Board member with a conflict of interest must recuse himself or herself from all related discussions and abstain from voting on the final priority list. As stated in Article II, Section A, and Article III, Board members with conflicts of interest are subject to removal from the Board.
- b. The Collaborative Applicant submits the CoC's approved Consolidated Application to HUD prior to the HUD NOFA deadline.
- c. Conditional award funding is typically based upon the prioritized list of Project Applicants that is submitted; however, actual awards and award amounts are determined by HUD.

ARTICLE V. CHARTER AMENDMENTS

1. **PROCESS.** This governance charter may be amended at any CoC Board meeting by a 2/3 majority vote of the appointed, voting Board membership. Copies of proposed amendments will be available for review at least one week prior to the Board meeting at which the proposed amendments are considered. The Board will seek prior review and recommendation by the CoC Collaborative Committee of any amendments to the charter, unless circumstances require an immediate change. In the latter situation, CoC staff will provide an explanation of the circumstances and provide opportunity for comments and input prior to and as part of the Board meeting.
2. **FREQUENCY OF REVIEW.** The CoC Collaborative Committee and Board will review this charter annually.

Appendix F

Coordinated Entry Description

Coordinated Entry System

Marion and Polk Counties (Oregon)



November 2019

History

In the summer of 2016, the ARCHES Project (the homeless services division of the Mid-Willamette Valley Community Action Agency) began to develop a coordinated entry system for Marion and Polk counties. Prior to the development of this system, most homeless services in the region were accessed on a first-come, first-served system, or by case manager referrals to services. These systems were inadequate to address a large and growing chronically homeless population. Of note, there was no methodology to base housing placements on the concepts of vulnerability nor much effort made to make appropriate placements by need level. Instead, the results were generally that lower needs individuals were housed ahead of higher needs homeless clients, and the chronically homeless rate increased to twice the expected national average.

In October of 2016, ARCHES abandoned its older access system in favor of a philosophy of Coordinated Assessment, which was designed to use a single door methodology, combined with extensive outreach, to make sure that every homeless client in Marion and Polk Counties were counted, assessed for vulnerability, and entered into the Coordinated Entry System. The new system made use of the VI-SPDAT suite, along with additional assessment methodologies including the Vulnerability Assessment Tool (VAT). The data generated by these assessment methodologies and expanded demographic data collection gave the region more than 700,000 data points on the homeless population by November of 2019. It also paved the way for a much more integrated homeless services system, with all HUD homeless placements and most other housing placements using the single Coordinated Assessment Referral System by the summer of 2019. This work also led directly to the City of Salem's first attempt to use its housing authority as the city's primary homeless service's arm. In the summer of 2017, the City of Salem created the Homeless Rental Assistance Program at the Salem Housing Authority, which used the Marion-Polk Coordinated Entry System to house the highest needs chronics in the community, a project which has now housed more than 175 chronically homeless clients in the past 2.5 years.

Mid-Willamette Valley Community Action Agency

ARCHES Coordinated Entry



Affirmative Fair Housing Marketing Plan

The Mid-Willamette Valley Community Action Agency Coordinated Entry is committed to the goals of non-discrimination and equal access, and to affirmatively furthering fair housing. The program has established procedures to affirmatively market housing opportunities offered through the Coordinated Entry program.

The program will not discriminate against any individual or family because of race, color, national origin, religion, gender, disability, familial status, sexual orientation/gender identity, source of income, or domestic violence. Reasonable accommodations will be offered to all disabled persons who request them at any time during the application or selection process, and throughout program involvement.

Targeting

The program spans Marion and Polk counties.

Outreach / Methods for informing the public

1. Engagement and involvement in community collaborations and meetings, which include representation from organizations and programs providing services to underserved populations. The meetings provide the opportunity for community providers and stakeholders to network, educate, and provide updates with other advocates and providers serving the homeless and at-risk populations. The meetings have representation from a vast array of providers serving underserved populations. The Coordinated Entry program will provide program updates at the following meetings, including providing copies of program flyers and application paperwork.
 - The *Emergency Housing Network (EHN)*, run by Salem Housing Authority, meets monthly and covers Marion and Polk counties. In addition, EHN offers the opportunity for providers to advertise agency events and updates in a monthly newsletter which is emailed out to the entire network. Between meetings, electronic communications are used to disburse information to the network.

2. The program participates in the Salem-Keizer Community Connect and Polk County Community Connect events held annually. The events offer the opportunity to connect directly with individuals and families in need and also to connect with other service providers to network.
3. The program advertises services through 211. Individuals seeking assistance can contact 211 via telephone or the internet to access resource information.
4. MWVCAA provides detailed information on programs and services offered via the agency website - <http://mycommunityaction.org/>. The program will provide up-to-date information regarding the program description, eligibility criteria, and notices for open application cycles on the website.

Marketing Materials

All program flyers, application paperwork, and the agency website will include the “Equal Housing Opportunity” logo or slogan.

The Fair Housing Poster will be prominently displayed in the lobby of all locations that Coordinated Entry program is operated, and an Equal Housing Opportunity flyer will be posted in all staff offices and meeting spaces where clients frequent.

All applicants will be informed of their fair housing rights and educated on how to contact the Fair Housing Council of Oregon as part of the intake/enrollment process. The Equal Housing Opportunity logo is included on all paperwork.

Access

In Marion and Polk Counties, Individuals and households that are homeless or are in danger of losing their housing can gain access to services at the following location.

ARCHES located at 615 Commercial St NE Salem OR

Every individual or household seeking services will meet with an assessment specialist who will conduct a Coordinated Entry assessment using the following tools.

- Mutual Respect Policy
- ROI/Liability explanation and signature
- Base assessment
- VI-SPDAT/ Prevention VI-SPDAT

The ARCHES location is wheelchair accessible with several meeting rooms available to meet the needs of the individuals. Individuals and households that are unable to make it to the ARCHES location can request that an assessment team member meet with them at a site that is closer to their location. Community partners can request blocks of time for assessment team members to come to their location and conduct assessments.

Every individual or household seeking services will be assessed regardless of age, familial status, domestic violence status, or veteran status.

If an emergency situation arises that an individual/family needs an emergency assessment, they can request that one be done by asking the ARCHES Coordinated Entry Specialist for an exception.

In the event that a person cannot meet with an assessor in the scheduled time slots, a community partner can request an offsite assessment.

Emergency Access Points are also available throughout Marion/Polk counties with trained assessors.

Outreach

Mid-Willamette Valley Community Action Agency's Community Resource Program (ARCHES) will partner with agencies in Marion and Polk Counties to provide assessments and referrals to partnering agencies clients that are homeless or at risk of being homeless. ARCHES assessment team will work with the agency to schedule a time and location that will allow as many of the partnering agencies clients access to the ARCHES assessment team. The assessment team will meet with the clients and based on their housing status follow the proper assessment and SPDAT procedures. The assessment team member will then place the individual in HMIS and on the correct interest list.

ARCHES will partner with other outreach programs and to make contact with individuals and households that are living in camps or are sleeping on the streets. The assessment team will take with them the necessary paperwork to be able to conduct assessments out in the field. These documents include:

- Mutual Respect Form
- Release of Information/Waiver of liability
- Base Assessment
- VI-SPDAT for singles
- F-VI-SPDAT for families

All assessments completed during outreach will be entered into HMIS within three days and enrolled on the By Name Interest List with the date the assessment was completed in the field. Any individual or family seeking services will be assessed at the field location, regardless of age, domestic violence status or veteran status.

Mid-Willamette Valley Community Action Agency's Community Resource Program (ARCHES) will partner with agencies and groups in Marion and Polk Counties to provide informative staff trainings on the Coordinated Entry process. Any agency or group in Marion and Polk that would like to participate in the Coordinated Entry system should contact the ARCHES Coordinated Entry Specialist and request a training. The Coordinated Entry Specialist will work with the assessment team to develop available times and schedule the training.

Emergency Services

Mid-Willamette Valley Community Action Agency, "ARCHES," and the Community Resource Program does not offer emergency services such as; emergency shelters, crisis hotlines, and short-term residential programs. The assessment team will make the proper referral to the emergency services that the community offers and provide the correct contact information and procedures for gaining entry. Each household or individual will leave with the following:

- An individualized referral sheet with appropriate services specific to their need.
- Resource Packet
- Rent education packet
- Access to a mailbox

Assessment Protocols

This is the breakdown of how to determine which assessment process to use when scheduling or conducting assessments.

Scheduling Appointments: When a person or persons request an assessment

1. The front desk will ask who is requesting assessment
 - a. If it is a single person they will schedule the assessment
 - b. If there is more than one person in the household front desk staff will ask
 - i. If they are legally married or if they share a minor child
 1. If yes to either question schedule an assessment for the whole household

2. If no to both questions each adult needs a separate assessment scheduled. If there is a minor child they will be assessed with their legal guardian or parent.

Completing the assessment: When the assessor sits down with the person or persons

1. They will determine where the person or persons slept the night before or where they sleep 51% of the time.
 - a. If they are sleeping outside, in a car, emergency shelter or fleeing DV the assessor will conduct the assessment using the VI-SPDAT as the assessment tool.
 - i. If there is a minor child in the household the assessor will do one VI-FSPDAT on the head of household's base assessment that will encompass all members of the household.
 1. If there is 2 adults in the household that are both parents of the minor child then the assessor will
 - a. Put the household on the interest list as one household
 - b. Create one shared file for all members of the household
 2. If there are 2 adults in the household and one is not the parent of the minor child then the assessor will
 - a. Assess the parent and minor child as one household
 - i. Add information to the interest list
 - ii. Create file
 - b. Assess the other adult as a single
 - i. Add information to the interest list
 - ii. Create file
 - ii. If there is no minor child each adult will be assessed separately using the VI-SPDAT.
 1. If they are not legally married they will be treated as 2 separate adults. The assessor will
 - a. Conduct the assessments separately
 - b. Put each of them separate on the interest list
 - c. Create a separate file for each one
 - b. If they are sleeping at a friend or family members house or are at eminent risk of losing stable housing
 - i. The assessor will ask if they are over 58, a veteran, or have minor children in the house.
 1. If they answer no to all of those questions, the assessor will give them a denial letter with possible other resources
 2. If they answer yes to any of the questions the assessor will use the PR-VI-SPDAT as the assessment tool.

- a. Any households that have a minor child will receive the PR-VI-FSPDAT on the head of households base assessment that will encompass all members of the household
- b. Any households that qualify but do not have a minor child will receive the PR-VI-SPDAT. Only one PR-VI-SPDAT will be conducted on the head of household.
- c.

Capacity

In an effort to provide all individuals/families at the highest level of service the ARCHES Coordinate Entry has established guidelines to make sure that the assessment team is able to better serve everyone seeking services.

Assessments will be conducted Monday- Thursday from 8:30-3pm. ARCHES will attempt to have two scheduled assessors each of these days. When ARCHES has two assessors, ARCHES will conduct a max of 16 assessments for that day. Assessments will be taken in a first come first serve basis and when the 16th assessment is taken all subsequent individuals/families seeking services will be asked to come back the next day.

If a situation arises that ARCHES only has one assessor available, ARCHES will conduct a max of 8 assessments for that day. Assessments will be taken in a first come first serve basis and when the 8th assessment is taken all subsequent individuals/families seeking services will be asked to come back the next day.

If an emergency situation arises that an individual/family needs an emergency assessment, they can request that one be done by asking the ARCHES Coordinated Entry Specialist for an exception.

Front Lobby

In order to ensure that the communication from the front lobby and assessors remains consistent the following standards will be put into place. There will be a daily Coordinated Entry Schedule in Outlook that will have scheduled assessment appointments with the name of that days assessors,

When an individual/family is seeking an assessment the front lobby team will

1. Check to see if there are assessment slots still available in Outlook
 - a. If there are they will
 - i. Put their name and family size in the scheduled time
 - ii. Inform the individual/family of their scheduled time
 - b. If there are no assessment slots available they will

- i. Inform the individual/family that there are no more slots available and ask them to come back the next day.

In the event that a person cannot meet with an assessor in the scheduled time slots, a community partner can request an offsite assessment.

Safety

Any individual or household seeking services for housing that are fleeing or attempting to flee domestic violence or a human trafficking situation are guaranteed that, wherever they are seeking services, they will be given the opportunity to access services safely.

The assessment team member will allow any adults in a household to be assessed separately so that they can maintain confidentiality and allow all adults in the household the opportunity to access victim services.

The assessment team member will inform the client that they will be asking questions about domestic violence, HIV/Aids status, physical health, and mental health. The assessment team member will inform the client that they are not required to answer any question, and the refusal to answer any question will not disqualify them from services.

The assessment team member will inform the client of their privacy rights, especially that they are not required to enter their information into the HMIS computer data base. In cases where clients state a privacy concern over data collection methods, ARCHES will maintain paper copies of their information, and follow safety procedures so that clients will maintain their spot on the By Name Interest List and access services.

If an individual or household does not want their information put into HMIS the assessment team specialist will do the following

1. Go over the Mutual Respect Policy and request that all adults in the household sign it
2. Cover the ROI/Liability explanation and signature and request that all adults in the household sign it
3. Conduct the Base assessment
4. Administer the proper VI-SPDAT/ Prevention VI-SPDAT for the household's situation.
5. Create a file with the paper forms and the client information
6. Enter the household to the proper waitlist
7. Place the file in the proper file cabinet based on interest list

If an individual does not want their information put to HMIS or the interest list the assessment team will do the following

1. Go over the Mutual Respect Policy and request that all adults in the household sign it

2. Cover the ROI/Liability explanation and signature and request that all adults in the household sign it
3. Conduct the Base assessment
4. Administer the proper VI-SPDAT/ Prevention VI-SPDAT for the household's situation.
5. Create a file with the paper forms and the client information
6. Enter the household to the proper waitlist but instead of putting in their demographics they will do the following
 - Put the first initial of the first name and the first initial of the second name
 - Add the proper SPDAT score
 - Add information about length of homelessness and chronic status
7. Place the file in the file cabinet specific to this group

When a program requests individuals/households for programs and one of these households is eligible the assessment team will copy the file and give it to the program informing them that the household has opted out of having their information in HMIS or the interest list

Data Management

Homeless Management Information Systems

ARCHES Coordinated Entry program and all of its programs use a web-based Homeless Management Information System (HMIS) called Service Point to gather participant information. Homeless Management Information Systems (HMISs) are community wide software solutions that are designed to capture client-level information over time on the characteristics and service needs of individuals and families experiencing homelessness. In response to a congressional directive, the department of Housing and Urban Development (HUD) has required all Continuums of Care (COCs) across the country implement HMIS at a local level. The Primary goal of HMIS is to better understand the scope and dimensions of homelessness locally and nationally in order to address the problem more effectively. Through the implementation of advanced technology HMIS also directly benefits service providers and homeless clients by providing more efficient and coordinated services.

The local HMIS is operated through the Service Point System, a web based Client Information System that provides standardized assessment of client's needs, create individualized service plans and records the use of housing services. This centralized data system is designed to meet data collection and business processing needs of Oregon Housing and Community Services (OHCS), Community Resources Division (CRD), and its partners.

Inputting Data in Service Point-HMIS

ARCHES Coordinated Entry staff input participant information in HMIS within 72 hours of assessment. Participant information is updated at the participant's request, as relevant. This

can include change of homeless status, address, phone number, and household structure changes.

By Name Interest List

Mid-Willamette Valley Community Action Agency's Community Resource Program (ARCHES) will maintain the Coordinated Entry by Name Interest List for Marion and Polk counties. The information gathered by the assessment process will be used to create entries onto By Name Interest List. The By Name Interest List and the information gathered will be used to make appropriate referrals to ARCHES housing programs and community partners.

The by name interest list is kept on Office 365 SharePoint file. SharePoint is a HIPPA compliant cloud sharing program that allows for only 8 staff members of Mid-Willamette Valley Community Action Agency to access the demographics shared on the interest list. The staff members that have access to the list are ARCHES Director, HUD programs manager, Coordinated Entry Specialist, Coordinated Entry assessment team members, and IT staff.

All individuals and households seeking services will be given the option to opt out of sharing their information on the HMIS system and the By Name Interest List at the time of assessment into the Coordinated Entry System. They will still be given the opportunity to receive services and will not be limited access because of it. Those that opt to have their information entered in to the systems will sign the ROI/Waiver of liability

Coordinated Assessment

Mid-Willamette Valley Community Action Agency's ARCHES project has adopted the following assessment process for use with the Coordinated Entry system. All individuals/households that present at the ARCHES location or at any outreach locations where assessments are occurring, will be given the opportunity to meet with an assessment team member. The individual/household will be assessed based on the information that they provide during the appointment. The assessment team member will conduct the following assessment process:

- a. Explain and have them sign the Mutual Respect Policy and Authorization for the Release of Information/Waiver of Liability (Veterans's households will sign the VA release and the Veterans Master waitlist release)
- b. Complete the Base assessment
- c. Complete the VI-SPDAT or Prevention SPDAT
- d. Give the individual/household the Coordinated Entry survey
- e. Enter information into HMIS
- f. Create File

- g. Veteran households remove VA release and Veterans Master Waitlist release attaching a copy of the Release of Information/Waiver of Liability will be given to the individual in charge of the Veterans Master Waitlist.
- h. Add individual/family to the proper waitlist

Once a client is assessed, there will be no changes or reassessments done unless there is a significant change to the living conditions of the original household. If at any point there is a need to combine households in order to bring someone to program that change will be done at a programmatic level.

Any individual/household can request a reassessment and if the assessment team member feels that there has been enough significant change they can reassess.

When an individual/family comes in to be assessed, in order to determine what services they are eligible for, the assessment team member will ask the following question:

Where Did You Sleep Last Night?

If they answer

- **Friends or families house or their own place with an eviction notice**
 - The Assessment team member will:
 - i. Explain and have them sign the Mutual Respect Policy and Authorization for the Release of Information/Waiver of Liability
 - j. Complete the Base assessment
 - k. Complete the Prevention SPDAT
 - l. Give the individual/household the Coordinated Entry survey
 - m. Enter information into HMIS
 - n. Scan releases and any other paper forms to HMIS
 - o. File Releases alphabetically
 - p. Veteran households remove VA release and Veterans Master Waitlist release and place in Vet Program assistant's mailbox
 - q. Add individual/family to the prevention waitlist

If they answer

- **In a Car, Camping, Outside, in a shelter, or Fleeing DV**
 - The Assessment team member will:

- a. Explain and have them sign the Mutual Respect Policy and Authorization for the Release of Information/Waiver of Liability
- b. Complete the base assessment
- c. Complete the SPDAT
- d. Give the individual/Household the Coordinated Entry Assessment
- e. Enter information into HMIS
- f. Scan releases and any other paper forms to HMIS
- g. File releases alphabetically
- h. Veteran households remove VA release and Veterans Master Waitlist release and place in Vet Program's assistants mailbox
- i. Add individual/family to the appropriate waitlist based on their VI-SPDAT score

Authorization for the Release of Information/Waiver of Liability.

The Authorization for the Release of Information/Waiver of Liability is used in order to inform individuals seeking services that if they authorize Mid-Willamette Valley Community Action Agency (MWVCAA) will be entering their information into an HMIS system. The HMIS system is used to assess local service needs and to assist our community to make informed decisions about the most effective service delivery models. It will also give the following community partners access to their information:

- Center for Hope and Safety
- Rural Oregon Continuum of Care
- Salem/Keizer School District
- NW Human Services
- OHOP
- OHCS
- Salem Housing Authority
- Salem Inter-Faith
- Salvation Army
- Shangri-La
- St. Joseph Shelter
- YMCA and YWCA

The individual/ household can limit visibility for any of the above partners at any time. If an individual is unwilling to authorize their information into the HMIS system they will still be eligible for services.

Mutual Respect Form

In order to inform the clients what their rights are when being assessed the assessment team member that they meet with will have them sign a form that explains the following rights and responsibilities of the client and the agency. This includes:

- **Client Participation Disclosure** that states; any individual or household will be informed before the beginning of the assessment process that the assessment process includes questions pertaining to topics of a personal nature. The client is able to refuse to answer any question that they are not comfortable with answering, and they will not be denied services.
- **Mutual respect Policy** that states, it is the goal of Mid-Willamette Valley Community Action Agency to provide services of the highest quality, and to provide those services in a manner that is professional, respectful, and based on the dignity and rights of the people we serve. Likewise, we expect our clients to treat staff members and other clients in a manner that is respectful, and based on the dignity and rights of others.
- **Anti- Discrimination Policy** that states, Coordinated Entry will not discriminate against any individual or family because of race, color, national origin, religion, gender, disability, familial status, sexual orientation/gender identity, source of income, or domestic violence. Reasonable accommodations will be offered to all disabled persons who request them at any time during the application or selection process, and throughout program involvement.
- **Dispute Resolution Process** that states-Willamette Valley Community Action Agency has the right to deny services or terminate services to any individual who: engages in behavior that presents a danger to other people or disrupts the delivery of services to other clients; creates a hostile environment; or commits acts of fraud, deceit, or trickery. Any individual who is denied services or is terminated from services has the right to appeal that decision and may inquire about the Agency's dispute resolution process.

The assessment team member will request that the adults of the household sign the form only as a way of acknowledging that they have been made aware of the above policies.

Veteran Services

When a veteran that is homeless or at risk of homelessness presents for services, they will be assessed through the Coordinated Entry program. They will be asked to sign a release of information for Veteran Affairs. If the veteran is homeless, they will be asked to sign a release to have their information added to the homeless veteran by name waitlist. Once the assessment process has been completed they will be placed on ARCHES Coordinated Entry interest list and the Coordinated Entry Veterans interest list. The information that the Veteran provides with the releases will be given to the gatekeeper for the Veterans programs. The gatekeeper will be responsible for letting the Coordinated Entry Specialist when the following occurs.

- A Vet program has space on their caseload
- A Vet is assigned a case manager and which program they are in
- A Vet is removed from program and the reason or outcome

The HUD VASH social workers will be given access to the Coordinated Entry Veterans interest list. They will contact the Coordinated Entry Specialist directly for any updates to the clients on the interest list. Direct referrals from the local VA and HUD VASH social workers will be taken by the Coordinated Entry Specialist.

BASE ASSESSMENT

The base assessment is a tool used to gather information that allows the assessment team to first determine if the household is literally homeless and if the VI_SPDAT is necessary. The ARCHES Coordinated entry team will use the ARCHES Assessment in HMIS to gather and track the information needed for the base assessment. The information gathered is also used to make appropriate program referrals and to gather the Universal Data Elements (UDE) required by HUD. The UDE's are

- Name
- Social Security Number
- Date of Birth
- Race
- Ethnicity
- Gender
- Veteran Status
- Disabling Condition
- Relationship to Head of Household
- Client Location
- Housing Move-in Date
- Living Situation

The added base assessment questions pertain to

- Criminal background
- Overnight stays in hospital
- Visits to the ER
- Ambulance Trips
- EMT Care
- Domestic Violence
- Income
- Evictions

- Unpaid Rent
- Unpaid utilities
- Identified housing options
- Financial Resources
- Support Network
- History of foster care

The base assessment will be given to every household requesting services.

VI-SPDAT/F VI-SPDAT

The Vulnerability Index & Service Prioritization Decision Assistance Tool (VI-SPDAT) will be used to screen any single individual that is assessed as experiencing homelessness, is chronically homeless, or is fleeing DV. The F VI-SPDAT will be used to screen any families that are experiencing homelessness, are chronically homeless, or are fleeing DV. The SPDAT is designed to:

- Help prioritize which clients should receive what type of housing assistance intervention, and assist in determining the intensity of case management services
- Prioritize the sequence of clients receiving those services
- Help prioritize the time and resources of Frontline Workers
- Allow Team Leaders and program supervisors to better match client needs to the strengths of specific Frontline Workers on their team
- Assist Team Leaders and program supervisors to support Frontline Workers and establish service Priorities across their team
- Provide assistance with case planning and encourage reflection on the prioritization of different Elements within a case plan
- Track the depth of need and service responses to clients over time
(OrgCode Consulting Inc, 2015)

The VI-SPDAT will be conducted by individuals trained to administer the tool and will be used to indicate which individuals are in need of what type of housing services.

The following criteria will be used to determine appropriate housing for individuals. If the individual scores

0-4 they will be placed on the diversion waitlist

5-9 they will be placed in the Transitional/RRH housing waitlist

10+ will be placed on the Permanent Supportive Housing waitlist

The following criteria will be used to determine appropriate housing for households with minor children.

0-5 will be placed on the diversion waitlist

6-11 will be placed on the Transitional/RRH housing waitlist

12+ will be placed on the Permanent Supportive Housing waitlist

PR-VI SPDAT

The Prevention Vulnerability Index & Service Prioritization Decision Assistance Tool (PR VI-SPDAT) will be used to screen individuals/households that are experiencing housing instability due to events such as:

- 72 Hour eviction
- 60 day no cause eviction
- Doubled up with family members
- Couch Surfing between friends and family

The prevention SPDAT is designed to help with the following

- Help prioritize which clients should receive what type of housing assistance intervention, and assist in determining the intensity of case management services
- Prioritize the sequence of clients receiving those services
- Help prioritize the time and resources of Frontline Workers
- Allow Team Leaders and program supervisors to better match client needs to the strengths of specific Frontline Workers on their team
- Assist Team Leaders and program supervisors to support Frontline Workers and establish service Priorities across their team
- Provide assistance with case planning and encourage reflection on the prioritization of different Elements within a case plan
- Track the depth of need and service responses to clients over time
(OrgCode Consulting Inc, 2015)

The assessment team specialist will make the determination during the base assessment to determine which SPDAT will be used.

Prioritization

Prioritization for ARCHES programs will be determined based on the following information

- VI-SPDAT or F-VI-SPDAT scores
- Chronically homeless status based on HUDs definition
 - “Chronically homeless” is defined in section 401(2) of the McKinney-Vento Homeless Assistance Act, 42 U.S.C. 11360 (McKinney-Vento Act or Act), as an individual or family that is homeless and resides in a place not meant for human habitation, a safe haven, or in an emergency shelter, and has been homeless and residing in such a place for at least 1 year or on at least four separate occasions in the last 3 years. The statutory definition also requires that the individual or family has a head of household with a diagnosable substance use disorder, serious mental illness, and developmental disability, and posttraumatic stress disorder, cognitive impairments resulting from a brain injury, or chronic physical illness or disability.
- Fuse score
 - Frequent User of Systems Engagement is a combination of all Emergency room visits, EMT Care, Overnight Stays in a hospital and Ambulance rides in a 6 month period.
- Each programs criteria as established by their funding source.

ARCHES and all of its programs operate under an anti-discrimination policy. Programs will not discriminate against any individual or family because of race, color, national origin, religion, gender, disability, familial status, sexual orientation/gender identity, source of income, or domestic violence. Reasonable accommodations will be offered to all disabled persons who request them at any time during the application or selection process, and throughout program involvement. ARCHES will not use any of the demographics gathered to steer a family or individual towards particular facilities or neighborhoods based on race, color, national origin, or any other information given.

ARCHES and all of its programs will not use any perceived barriers including, but not limited to, little/no income, resistance to receiving services, history of evictions/ poor credit, criminal record to prioritize or exclude from any of its programs.

Marion/Polk County by Name Interest list

Mid-Willamette Valley Community Action Agency’s Community Resource Program (ARCHES) will maintain the Coordinated Entry by Name Interest List for Marion and Polk counties. The information gathered by the assessment process will be used to create entries onto By Name Interest List. The By Name Interest List and the information gathered will be used to make appropriate referrals to ARCHES housing programs and community partners.

The By Name Interest List will be separated into four categories. Those categories are:

- Prevention

- Diversion
- Transitional (TH) or Rapid Rehousing (RRH)
- Permanent Supportive Housing (PSH)

Individuals that are homeless or fleeing DV will be placed on the following lists by VI-SPDAT score:

- Diversion Interest List: 0-4
- Transitional/Rapid Rehousing Interest List: 5-9
- Permanent Supportive Housing Interest List: 10+

Homeless households that include at least one minor child will be placed on the following list by F-VI-SPDAT scores:

- Diversion Interest List: 0-5
- Transitional/Rapid Rehousing Interest List: 6-11
- Permanent Supportive Housing Interest List: 12+

Individuals that are not homeless, but are at imminent risk of becoming homeless, will be placed on the Prevention Interest List and sorted by the Prevention VI-SPDAT (PR-VI-SPDAT) score. Households that include at least one minor child that are not homeless, but are at imminent risk of becoming homeless, will be placed on the Prevention Interest List and sorted by the Prevention F-VI-SPDAT (PR-VI-SPDAT) score.

Each of the four By Name Interest Lists will have places to capture the information gathered on the base assessments. The Prevention, Diversion, Transitional/RRH, and PSH by Name Interest Lists will have a place to capture the SPDAT score. The only individuals that will have access to edit the By Name Interest List will be the CRP director, Program Managers, Coordinated Entry Specialist, and Assessment Team members. They will be responsible for entering onto the By Name Interest List the assessments that they conduct. Any assessments not conducted by the assessment team, or ones that are conducted by trained community partners will be entered on to the interest list by the Coordinated Entry Specialist.

Referral Process

When a housing program manager determines that there is an opening on a housing program that is administered by ARCHES they will adhere to the following guidelines.

1. The gate keeper for the program will send a request for referral to the identified assessment team member. It will include:
 - a. The number of spots open
 - b. Program criteria including
 - i. Program Style
 1. Diversion
 2. RRH/TH
 3. PSH
 4. Prevention
 - ii. Geographical Limitations
 1. Salem/Keizer Only
 2. Marion County
 3. Rural Marion County
 4. Polk County
 5. Marion or Polk County
 - iii. Housing Status
 1. Homeless
 2. Housing Unstable
 - iv. Income Restrictions
 - v. Documents Required for intake into program
2. The identified Assessment Team member will:
 - a. Identify which interest list the program style pulls from
 - b. Based on the following they will identify who is eligible
 - i. Program Criteria
 - ii. Vulnerability score
 - iii. Chronic homeless status
 - iv. Fuse Score
3. The Assessment Team Member will then attempt to contact the households/individuals to who could be eligible to:
 - a. Confirm eligibility
 - b. Confirm Contact information
 - c. Inform them of necessary documents that they might need specific to the program
 - d. Let them know a case manager will be contacting them

4. Once the Assessment Team Member has identified the individuals/households that fit the criteria and have been contacted they will:
 - a. Give the Coordinated Entry client HMIS number to the gatekeeper
 - b. Move the information from the interest list to the moved to program list
 - c. Move the physical file from the active file to the moved to program file

The gate keeper will assign the file to a case manager, who will continue their process to bring the client to program. In the event the client is exited from the program or unable to complete the program the gate keeper will e mail the assessment team member with the HMIS number and the outcome. The assessment team member will:

1. Move the client from the placed to program list to, based on the information provided to
 - a. No longer eligible
 - b. The proper waitlist based on SPDAT score
2. Move the physical file from in program to
 - a. No longer eligible
 - b. The proper waitlist cabinet

Client Information

Once an individual has completed the assessment process the assessment team member will complete the following process if the individual/household agrees to have their information put in the system.

- Scan any signed documents to the assessors emails
- Scan any documents gathered during the assessment process to the assessors emails
- CE documents should be saved as "last name-CE ROI"
- Any other documents should be saved as "last name-agency-descriptor"
- Upload documents to HMIS in the client profile under file attachments
- Delete documents from email and any other saved locations
- Staple all documents together and file alphabetically

Client Update

We request that individuals keep us updated if any of the following changes or if it has been over 6 months since their assessment or last update

- Phone Number
- Mailing Address
- Living Situation

If any of the following changes have occurred we request that they fill out a client update form. Once a day an assessment specialist will gather the updates and do the following

- Determine if they need a reassessment
- Update the contact information in their HMIS entry
- Update the contact information and date of contact on the interest list
- Update the information in their file if the household has opted out of HMIS and the interest list
- Scan the update to the assessor email
- Save as “last name-Client update”
- Upload to HMIS in the client profile under file attachments
- Delete documents from email and any other saved locations
- File alphabetically in the update files

If they share that they are now housed or have left the area the assessment team member will move them to the housed or no longer eligible list.

No Contact

If an individual/household has not been in contact with us in 6 months or longer the assessment team will

- Attempt to contact the individual/household via letter requesting an update within 30 days

If there is no response the assessment team will

- Move the household to the no contact list

At any point that a household updates their information after being placed on the no contact list they will be placed back on the interest list appropriate to their information.

Appendix G

MWVCOG Collaborative Applicant

AGENDA

Board of Directors

Mid-Willamette Valley Council of Governments

Wednesday, November 6, 2019

Noon

COG Conference Room

100 High Street SE, Suite 200, Salem, Oregon

CONTACT: Sean O'Day, Executive Director; 503-540-1601

CHAIR: Cathy Clark, City of Keizer

VICE CHAIR: Jackie Franke, Chemeketa Community College

A. CALL TO ORDER – *Cathy Clark, Chair*

B. INTRODUCTIONS – *Cathy Clark, Chair*

C. PUBLIC COMMENT (*This time is reserved for questions or comments from persons in the audience*)

D. ACTION ITEMS

1. Approval of Request to Serve as the Host Agency for the Mid-Willamette Valley Homeless Alliance and Collaborative Applicant for Homeless Program Funding **pg. x-x**

Requested Action: Motion to approve the request by the Mid-Willamette Homeless Alliance, which is serving as the continuum of care for the region covered by Polk and Marion Counties, to serve as their host agency and Collaborative Applicant for homeless program funding.

2. Approval of an Agreement to Provide Financial Services to SEDCOR **pg. x-x**

Requested Action: Motion to authorize the Executive Director to sign an agreement to provide SEDCOR with financial services on a fee-for-service basis.

3. Approval of an Agreement to Offer SBA 7a Loan Program Services **pg. x-x**

Requested Action: Motion to authorize the Executive Director to sign an agreement with the Community Reinvestment Fund, based in Minneapolis MN, to offer their SBA 7a loan program through a referral agreement with the COG.

E. ADJOURNMENT

NEXT MEETING: Tuesday, December 17, 2019

3:30 p.m.

COG Offices

The Mid-Willamette Valley Council of Governments is pleased to comply with the Americans with Disabilities Act (ADA). If you need special accommodations to attend this meeting, please contact Denise VanDyke at (503) 588-6177 at least 48 hours prior to the meeting. Hearing impaired, please call Oregon Telecommunications Relay Service, 7-1-1. Thank you.

families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.

The analysis concluded that the benefits for re-establishing a continuum of care outweighed the costs, and therefore recommended the participating jurisdictions partner with other local governments and nonprofits to undertake the task of applying for and establishing a governance structure for a Mid-Valley continuum of care organization.

At its September 23 meeting, the COG Board approved a Memorandum of Agreement to provide staff support to the Development Council, a newly-formed, interim body that is creating the governance structure for the new continuum of care. The Development Council held its first meeting the next day and approved “Mid-Willamette Valley Homeless Alliance” as the name for the new continuum of care. The council also voted unanimously to request that the Mid-Willamette Valley Council of Governments serve as the Collaborative Applicant for the Mid-Willamette Valley Homeless Alliance. At the October 24 meeting, the Development Council voted unanimously to approve a governance charter that names the COG as the Collaborative Applicant, pending COG Board approval.

Recommendation

The Board approve by motion that COG serve in the role of Collaborative Applicant to the Mid-Willamette Valley Homeless Alliance on the condition that, if successful, the participating parties develop an intergovernmental entity that will assume the Collaborative Applicant responsibilities.

Discussion/Analysis

As noted in the director’s September analysis regarding the Memorandum of Agreement, COG’s role would remain to provide administrative support (financial accounting, meeting space, meeting notices and minutes taking, oversight of contractors and staff, etc.) to the effort.

Serving as the Collaborative Applicant will not result in additional costs to the COG. The application will be developed by contractors, who are fully funded by the participating entities. If successful, the participating jurisdictions have agreed to establish an intergovernmental entity that will assume the Collaborative Applicant’s duties and subsequently enter into an intergovernmental agreement with the COG for administrative services.

Collaborative Applicant Q&A

1. What is a Collaborative Applicant?

HUD uses the terms “applicant” and “collaborative applicant” interchangeably. An applicant is defined in 24 CFR part 578.3 as “an entity that has been designated by the Continuum of Care as eligible to apply on behalf of that Continuum.”

2. What are the Collaborative Applicant’s responsibilities to the Continuum of Care?

24 CFR parts 578.7 and 578.9 delineate Continuum of Care responsibilities. The Collaborative Applicant will work with local partners to assist the Continuum of Care in meeting its federal expectations.

a. Key Continuum of Care responsibilities and associated Collaborative Applicant roles are described as follows.

- i. **Convene meetings.** This includes holding meetings of the full membership at least semi-annually and making public invitations to join the Continuum of Care at least annually. These requirements are already anticipated in the governance charter recently approved for the new Continuum of Care.
- ii. **Convene the board of directors, committees, and workgroups.** This includes adopting and reviewing a written process for board selection, appointing committees and workgroups, and developing and reviewing a governance charter, along with policies and procedures for the Continuum of Care. The governance charter was approved by the Development Council in October. Homebase, a technical assistance consultant provided to the region by HUD, has also provided a Conflict of Interest policy for the region.
- iii. **Prepare an annual application for funds.** Perhaps the most critical responsibility of the Collaborative Applicant is to coordinate the annual application for HUD Continuum of Care funds. This entails establishing scoring tools and a timeline for project applications to be submitted by local providers, conducting technical assistance workshops for applicants, convening a subcommittee to review and score applications, accepting and reviewing any appeals to the scoring process, and assuring a final decision process through the board of directors. Once the prioritized list of projects has been approved, the Collaborative Applicant is responsible for electronic submission of application documents to HUD for its approval.
- iv. **Hold service providers accountable.** This includes establishing performance targets, monitoring grant recipient performance, and evaluating outcomes. A Collaborative Applicant does not directly contract with providers, but is responsible for monitoring performance.

b. Other Continuum of Care responsibilities that are not direct responsibilities of the Collaborative Applicant include the following.

- i. **Operate a Coordinated Entry system.** A Coordinated Entry system is essentially an in-depth interview of persons using services to address homelessness to gain insights about

the needs and associated service gaps of various homeless populations (families, veterans, persons with mental illness, victims of domestic violence, youth, etc.). The region has already developed such a system that is currently coordinated by the Mid-Willamette Valley Community Action Agency. The governance charter anticipates creating a committee that will monitor and improve upon the current system.

ii. **Designate and operate the Homeless Management Information System (HMIS).**

HMIS is a database that is used across the nation to collect information about clients using services to address homelessness. Oregon Housing & Community Services has agreed to serve as the HMIS Lead and Mid-Willamette Valley Community Action Agency will continue to serve as the Coordination Entity for the region.

iii. **Conduct strategic planning.** Planning requirements include an annual gaps analysis of homeless needs and services, a biennial Point-in-Time Count, coordination with other planning efforts associated with HUD funds, developing a system of services and housing for persons experiencing homelessness, and setting priorities for funding opportunities. Ali Treichel, former staff to the Mid-Willamette Homeless Initiative, conducted a thorough gaps analysis in 2018 which will serve as a foundation for future work. Mid-Willamette Valley Community Action Agency has coordinated an annual Point-in-Time Count for many years. The Mid-Willamette Homeless Initiative Task Force also developed a strategic plan that can serve as a baseline for future service delivery priorities and objectives. The new governance charter anticipates that strategic planning will be a primary responsibility of the CoC Collaborative Committee, consisting of providers, consumers, and other stakeholders, with final approval by the CoC Board of Directors.

3. What staffing needs are anticipated for the Continuum of Care?

While the Code of Federal Regulations governing the Continuum of Care does not include any mandates regarding staff support, the cost-benefit analysis conducted in March for the Mid-Willamette Homeless Initiative recommended three staff to perform this work: a senior staff leader, a technical position focused on evaluation, grant applications, and reporting, and an HMIS data entry staff. The HMIS position is currently housed at Mid-Willamette Community Action Agency and funded through Oregon Housing & Community Services. Jimmy Jones, executive director, has offered to continue this function, at least for the initial years of CoC operations.

Budget scenarios that were reviewed by the Development Council point to the most efficient use of local government resources as initially obtaining the services of two contractors to staff the Continuum of Care. The Development Council endorsed this approach at its October 24 meeting.

The Development Council is also tasked with creating a five-year budget that assures the project is sustainable over time. This task is anticipated to be completed by March 2020.

4. What other costs are anticipated to operate the Continuum of Care?

In addition to contracted staff, the following are costs that will need to be included in the five-year budget:

- a. HMIS license fees estimated @ \$4,000 per year
- b. Purchased administrative and legal services estimated @ \$30-\$40,000 per year

5. What are the risks to COG associated with serving as the Collaborative Applicant?

- a. Need for a five-year financial commitment by the participating local governments and partners to support Continuum of Care costs
- b. Need for ongoing support from nonprofit service providers and other state, regional, local, and individual stakeholders to do the work necessary to achieve federal and local expectations
- c. Rising community expectations that Continuum of Care activities will make an impact on homelessness, not only in participating jurisdictions, but also throughout the many jurisdictions in the region
- d. Reliance on federal budgets in a political climate of uncertainty

Some of these risks can be managed by the legal agreements that will be established to create an ORS 190 for the Continuum of Care and will also need to be managed through the goodwill and political influence of participating partners. For example, Marion County has been generous in offering its Washington, DC lobby firm in setting up federal agency meetings and providing agency contacts with information. In fact, HUD's technical assistance was obtained through discussions during an initial call set up by Marion County with HUD staff in Washington, DC. And, as noted above, local partners have committed to take on key roles, an example being Oregon Housing & Community Services and Mid-Willamette Valley Community Action Agency committing to take the lead in operating the Homeless Management Information System database.

MINUTES OF November 6, 2019

**MID-WILLAMETTE VALLEY
COUNCIL OF GOVERNMENTS
BOARD OF DIRECTORS**

**MWVCOG Conference Room
100 High Street SE, Suite 200
Salem, Oregon**

MEMBERS PRESENT

CHAIR: Mayor Cathy Clark, City of Keizer

VICE CHAIR: Jackie Franke, Member, Chemeketa Community College Board of Education

Commissioner Sam Brentano, Marion County

Mayor Chuck Bennett, City of Salem

Mayor Brian Dalton, City of Dallas

Ian Davidson, Salem-Keizer Transit District Board

Frank W. Pender, Jr., Board Member, Willamette Education Service District

Mayor Shanti Platt, Gervais, representing Small Cities of Marion County

Lisa Leno, Tribal Council Member, Confederated Tribes of Grand Ronde (by phone)

Councilor Sal Peralta, City of McMinnville (by phone)

Commissioner Casey Kulla, Yamhill County (by phone)

Commissioner Mike Ainsworth, Polk County (by phone)

Mayor Michael Cape, Amity, representing Small Cities of Yamhill County (by phone)

Mayor Rick Rogers, City of Newberg (by phone)

Lisa Rogers, Board Member, Chehalem Park and Recreation District (by phone)

Mayor John McArdle, Independence, representing Small Cities of Polk County (by phone)

MEMBERS ABSENT

Sherrone Blasi, Member, Salem-Keizer School District Board of Directors

Councilor Roxanne Beltz, City of Monmouth

Mayor Eric Swenson, City of Woodburn

OTHERS PRESENT

Sean O'Day, Executive Director

Denise VanDyke, Admin. Specialist II

Greg Smith, Finance Director

Mike Jaffe, Transportation Director

Renata Wakeley, Community Development Director

John Safstrom, Loan Program Manager

Jan Calvin, Mid-Willamette Homeless Initiative contractor

Janet Carlson, Mid-Willamette Homeless Initiative contractor (by phone)

Commissioner Lyle Mordhorst, Polk County

CALL TO ORDER & INTRODUCTIONS

Chair Clark called the meeting to order at 12:01 p.m. The presence of a quorum was noted. General introductions were made around the room for the benefit of guests, new members, and those participating by phone.

PUBLIC COMMENT

None.

APPROVAL OF REQUEST TO SERVE AS THE HOST AGENCY FOR THE MID-WILLAMETTE VALLEY HOMELESS ALLIANCE AND COLLABORATIVE APPLICANT FOR HOMELESS PROGRAM FUNDING

Mr. O'Day provided background related to the Mid-Willamette Homeless Initiative (MWHI), the Continuum of Care (CoC) formation reasons and process, and how MWHI has become the newly formed Mid-Willamette Valley Homeless Alliance (MWVHA). The MWHI has been financially supported by the participating jurisdictions. Currently, the transition process is underway for formation – or re-formation – of the CoC. The COG currently provides a 'home', minimal support staff time, and financial services to MWHI/MWVHA. If MWVHA forms an ORS 190 entity, the COG can serve as a services contractor with MWVHA.

Ms. Calvin referred to the FAQ provided in the agenda packet, beginning on page 4. Ms. Carlson explained that the U.S Department of Housing and Urban Development (HUD) requires a collaborative applicant before a CoC can be approved. The application packet is due by the end of the year to HUD. The collaborative applicant serves as a hub for the stakeholders (service providers) to receive funds. The responsibilities of the collaborative applicant are listed on page 4, item 2a. The responsibilities and tasks listed in item 2b(i) and 2b(ii) would be handled by the Mid-Willamette Valley Community Action Agency (MWVCAA). Item 2b(iii) lists responsibilities and tasks for the collaboration committee, which is separate from the collaborative applicant. It is anticipated that up to three staff positions would be needed, and we propose to utilize contractors for the first year and hire employees as funding allows. They agree with the recommendation to form an ORS 190 entity to allow for proper contracting with the COG.

Mr. O'Day elaborated on the recommendation for moving forward. If the MWVHA does not become a department of the COG, there is no way to cover administrative expenses from non-indirect rate sources. The indirect rate is based on the Full Time Equivalent (FTE) in each department. While the administrative expenses could be covered using member dollars, that is not recommended. If MWVHA forms an ORS 190 entity, the COG could be a contractor of theirs, which would cover the resulting expenses.

Mayor Clark stated that, although it sounds complicated, this route makes the process really clean and keeps the relationship between the entities transparent.

Mayor Dalton, admittedly playing devil's advocate, declared that, while he is a great believer in the COG, he is concerned with the ability to handle the additional work in the long term without diminishing time serving members' needs. It should be kept clear that the COG will only be providing administrative support and not becoming a service provider, and must maintain the expected level of service in other areas. Others echoed these sentiments.

Mr. Davidson asked for clarification of the five-year commitment mentioned in the narrative. Ms. Carlson explained that the first two years of the five years have been covered with a Memorandum of Agreement. The remaining three years will be addressed in the formation of the ORS 190 entity. The MWVHA Development Council is required to form a five-year budget to ensure viability. Stakeholders (organizations that provide services) are signing on to participate on the collaboration committee. Once the CoC is up and running, it should be financially successful. Ms. Calvin added that MWVHA has letters of support from the stakeholders, who will be participating in the collaboration committee. That committee will provide input to the Development Council. There are, also, three nonprofit organizations represented on the Development Council. Ms. Carlson added that "participating organizations" as stated in the Q&A means those jurisdictions and organizations that have signed the Memorandum of Agreement.

Mayor Rogers asked for clarification regarding Yamhill County and/or cities in Yamhill County joining. Ms. Calvin explained that the MWVHA is currently only covering Marion and Polk counties. It is understood that Yamhill County is considering their position. Once the CoC is established and Yamhill County expresses interest in joining, we would look at common interests and our capacity to serve three counties at that time.

It was clarified that the staffing from the COG would be coordination to oversee the programs. It would be the services COG currently provides, but with full compensation for the administrative expenses. Currently only a few hours per month of staff time are allotted towards the MWVHA program. Going forward, it is anticipated that support staff time and Mr. O'Day's time would be about the same, but the finance department could see an increase in staff time needed. While the specifics are unknown at this time, COG Finance Director Greg Smith surmised that the reporting requirements would be similar to those for other federally funded programs currently in place. Ms. Carlson clarified that since HUD holds the contracts for services, financial reporting by COG finance staff would be needed only on grant funds received by the CoG from the CoC. Funds that go to the service providers would be reported on by those grantees.

Commissioner Kulla reported that no progress has been made at this time in discussions about potentially joining the CoC.

MOTION by John McArdle, **SECONDED** by Frank Pender, to **APPROVE THAT COG SERVE IN THE ROLE OF COLLABORATIVE APPLICANT TO THE MID-WILLAMETTE VALLEY HOMELESS ALLIANCE ON THE CONDITION THAT, IF SUCCESSFUL, THE PARTICIPATING PARTIES DEVELOP AN INTERGOVERNMENTAL ENTITY THAT WILL ASSUME THE COLLABORATIVE APPLICANT RESPONSIBILITIES, AS PRESENTED.** Motion carried. **IN FAVOR:** Brentano, Ainsworth, Kulla, Dalton, Clark, Peralta, R. Rogers, Bennett, Platt, McArdle, Cape, L. Rogers, Franke, Davidson, Pender, Leno. **OPPOSED:** None. **ABSTAINED:** None.

APPROVAL OF AN AGREEMENT TO PROVIDE FINANCIAL SERVICES TO SEDCOR

Mr. O'Day was approached by the Executive Director of SEDCOR, as they had a staff member retiring and wanted to ask if the COG could provide financial services. COG staff should be able to handle this task, and providing these services would promote regional good faith. The COG would be fully compensated for costs. Staff recommends approval.

MOTION by Frank Pender, **SECONDED** by Shanti Platt, to **AUTHORIZE THE EXECUTIVE DIRECTOR TO SIGN AN AGREEMENT TO PROVIDE SEDCOR WITH FINANCIAL SERVICES ON A FEE-FOR-SERVICE BASIS, AS PRESENTED.** Motion carried. **IN FAVOR:** Brentano, Ainsworth, Kulla, Dalton, Clark, Peralta, R. Rogers, Bennett, Platt, McArdle, Cape, L. Rogers, Franke, Davidson, Pender, Leno. **OPPOSED:** None. **ABSTAINED:** None.

APPROVAL OF AN AGREEMENT TO OFFER SBA 7A LOAN PROGRAM SERVICES

Mr. Safstrom provided some background. The Community Reinvestment Fund (CRF) approached COG staff about providing SBA 7a services in the region. For this program, staff would function as a referral source for loans that do not qualify for traditional banks. There are various reasons why a loan might not qualify, which can include simple reasons like being located in a rural location and applying to banks that prefer to only work in urban locations. COG staff would serve as an interface between borrowers and CRF and this would fill a gap in unusual situations. This program would provide compensation for the loan program with minimal staff effort. If successful, COG would receive a referral fee for each loan

funded. Also, this would be unrestricted income. Mr. Stafstrom explained the marketing portion of the 7a program. Most referrals to the COG loan program come from banks, as well as lawyers and real estate brokers. Commissioner Brentano spoke to the history of the COG loan program serving as a last chance for some borrowers.

MOTION by Sam Brentano, **SECONDED** by Chuck Bennett, to **AUTHORIZE THE EXECUTIVE DIRECTOR TO SIGN AN AGREEMENT WITH THE COMMUNITY REINVESTMENT FUND TO OFFER THEIR SBA 7A LOAN PROGRAM THROUGH A REFERRAL AGREEMENT WITH THE COG, AS PRESENTED.** Motion carried. **IN FAVOR:** Brentano, Ainsworth, Kulla, Dalton, Clark, Peralta, R. Rogers, Bennett, Platt, McArdle, Cape, L. Rogers, Franke, Davidson, Pender, Leno. **OPPOSED:** None. **ABSTAINED:** None.

ADJOURNMENT

Hearing no further business, Chair Clark adjourned the meeting at 12:54 p.m.

Sean O'Day, Executive Director

Appendix H

HMIS Lead Letter



725 SUMMER STREET NE, SUITE B | SALEM, OR 97301
503-986-2000 | www.oregon.gov/OHCS

September 17, 2019

Dear Development Council for a new Marion-Polk CoC,

OHCS will accept the designation to be the HMIS Lead for the Marion-Polk CoC.

OHCS agrees to the responsibilities of the lead agency. Including administrative, planning, monitoring, reporting, and systems coordination.

Best regards,

Hunter Belgard,
OHCS HMIS Administrator
503-986-0978



Appendix I

Negotiation Meeting Notes

Continuum of Care workshop

Friday, October 25, 2019 – meeting notes

Participants: Janet Carlson, Jan Calvin, Jimmy Jones, Matt Olsson, Jessie Adams, Caleb Green, Justina Fyfe, Nora Lally

Observers: Heather and Murianna from HUD

Meeting objectives:

- Understand the positions of all parties involved regarding the separation of Marion and Polk counties from the Rural Oregon Continuum of Care
- Determine a plan to move both continuums forward towards the common objective of ending homelessness
- Determine the program funding and financial allocation from the ROCC to the Marion Polk Continuum of care
- Identify the status of HMIS plans for both the Rural Oregon Continuum of Care and the Marion Polk Continuum of Care
- Identify next steps and actionable items for moving the work forward

Operating agreements: the group agreed on the following for our work together:

- Solution focused
- Growth mindset
- Speak openly – silence does not mean consent
- Respect opinions
- Limit interruptions
- Assume good intent

Strengths and challenges:

MWVCOG

- Lots of services, limited coordination (200 on email list)
- Geographic footprint – 24 cities, Salem-Keizer and +22 rural communities
- Services located in urban area
- In the shadow of Portland metro area (\$, media, grants, recognition/identity)
- State capital, county seat
- Concentration of prisons, mental health institutions, Oregon Youth Authority, Oregon State Hospital
- Permanent Supportive Housing is 17% of our beds, high rents, limited housing stock
- Resources are limited. A few donors, many breakfasts and lunches. No Nike, Blazers, etc.; instead many small businesses

ROCC

Strengths

- Diversity of population
- Knowledge/experience
- Solid foundation, willingness/motivation for change
- HMIS lead/coordinators collaborative applicant

Challenges

- Geographic area
- Diversity in population and needs
- Time
- Capacity for small organizations to participate

- Things have been done the same way for a long time

Continuum funding and financial allocation:

The group reviewed and discussed various options of financial allocation (see memo from Homebase for details on the options).

The group decided to recommend the following allocation:

Activity	Applicant	Project	Total amount	ROCC amount	M/P amount	Conditions
HMIS	Oregon Housing and Community Services	HMIS Consolidated Grant	\$114,696.00	\$100,000.00	\$14,696.00	
SSO-CE	Oregon Coalition Against Domestic and Sexual Violence	SSO for Coordinated Entry	\$110,767.00	\$81,635.00	\$29,132.00	Funding to continue to be used for the existing activities of the Oregon Coalition Against Domestic and Sexual Violence
SSO-CE	Mid-Willamette Valley Community Action Agency	ROCC BOS CE	\$36,309.00	\$0.00	\$36,309.00	
		Total	\$261,772.00	\$181,635.00	\$80,137.00	
				(69.39%)	(30.61%)	

HMIS governance status and plans:

The group discussed the following:

Oregon Housing and Community Services (OHCS) will house the partitioned Homeless Management Information System (HMIS) for both Continuums of Care (CoC), with OHCS serving as the HMIS Lead for the Marion Polk CoC and CAPO adding its own HMIS staff for the ROCC.

HMIS next steps:

Mike Lindsey will lead a meeting to determine:

- Technical aspects (how data will be partitioned, etc.)
- Funding (how the ROCC/CAPO will reimburse OHCS for any costs/expenses, etc.)

Meeting attendees to include:

- Hunter (OHCS)
- Mike Lindsey (ICF)
- Jessie (ROCC)
- Caleb (ROCC)
- Justina (ROCC)
- David (ROCC/CAPO)
- Jan Calvin (Marion/Polk)
- Janet Carlson (Marion/Polk)

- Jimmy Jones (Marion/Polk)

Communication talking points:

- Group was pleased to be able to work together with the focus being on the homeless in the state of Oregon
- Do no harm was a guiding principle
- The work was solution focused
- Continued partnership
- Positive next steps

Next steps:

- Jessie will give a general update at the ROCC wide meeting on 10/30
- Recommendation will be shared with the decision-making entities as follows:
 - 11/18 – Marion/Polk
 - 11/20 – ROCC
- Jessie and Jan will meet via phone on 11/21 at 10am to share updates of the meetings noted above
- Share with CAPO board 12/4+5 as an informational item
- Recommendation and plan to be shared with HUD home office by 12/3//19