BRIEFING MATERIALS

Prepared for the HOPE Advisory Board

Benton County Health Department

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Executive Summary

In December 2017, the Housing Opportunities Action Council approved *Community Strategies to Overcome Homelessness and Barriers to Housing*, an update to the Benton County Ten-Year Plan. Responsibility for the implementation of this plan is shifting from the Housing Opportunities Action Council to a new organization, the Home, Opportunity, Planning and Equity (HOPE) Advisory Board, expected to be formed as a Benton County advisory board by October 2019.

A review and analysis of the Benton County plans, with a comparison to plans developed at the State, Regional, County and City of Corvallis level follows. County plans from Linn, Lincoln, Lane, Marion and Polk Counties were included in this review. This is followed by some perspective on best practices in housing and homelessness, a preliminary gaps analysis, a review of the Adult Services Team (AST) and Street Outreach Response Team (SORT), and a review of data sources. This review should not be considered comprehensive, but should offer some perspective on how well local planning efforts align with neighboring counties and the State of Oregon.

Plan Analysis

The Update to the Benton County Ten-Year Plan, *Community Strategies to Overcome Homelessness and Barriers to Housing*, identified 31 strategies which had promise of overcoming homelessness, and increasing access to housing opportunity across Benton County. These 31 strategies were further prioritized to identify those with the greatest potential impact and feasibility. 8 strategies were identified as "keystone strategies" and form the core of the updated plan. These keystone strategies align well with both the Governor's housing priorities, and the core elements of the 2019 *Statewide Housing Plan*, as well as strategies being pursued in neighboring counties. *Plan alignment is important – but more important will be investment and political will to support goals such as increasing access to mental/behavioral health, and increasing the supply of affordable and permanent supported housing*.

A significant gap around providing services to rural communities, identified as a key component in state-level planning, exists in both city and county level plans, and attention should be taken to address this going forward. Prevention of homelessness, through direction of resources to eviction prevention and other supportive services, is mentioned in many plans, and is critical if interventions to address those experiencing homelessness are to be effective in the long-term effort to reduce overall load on the system. The "supply chain" that feeds the emergency shelter system needs to be disrupted, through stronger service interventions to keep people housed, and efforts to address the specific challenges of youth homelessness, poverty and trauma.

Best Practices

Evidence-based practices to address prevention, intervention, and permanent housing needs offer proven paths to success. However, the realities of service providers rarely include resources for research and publication, and the challenges (ethical and logistical) of randomized control trials in an environment where the lack of adequate housing can have profound impact on those being studied, mean that true scientific rigor has not always been pursued in this area. It is important to leverage those resources that attempt to aggregate and review practices, such as the US Interagency Council on

Homelessness, while also being mindful of local innovations that may not have been thoroughly tested, but offer promise of success.

For those practices identified, Benton County has efforts that align, but the depth of service and supports may be lacking. "High-quality data" and "Coordinated Entry" are good examples here – as there is a Coordinated Entry system, meeting the HUD mandate requiring this in 2018, but it is not universally adopted across service providers, and sharing of data is limited between agencies. "Low-barrier shelter" is another area where limited service exists, but only on a seasonal basis, and not for couples or families with children – an area where local efforts are in principle aligned with best practice, but do not yet go far enough.

Gaps Analysis

Understanding the service landscape in Benton County, and identifying areas where additional services are needed to fill gaps, enables strategic decision making about resources and program development. The analysis provided here is preliminary and high-level. Additional work is needed in many areas, for example developing a more detailed view of shelter capacity vs utilization, faceted by users and specific needs such as medical respite care. The analysis here looks at the landscape of services in three categories: homelessness prevention, intervention, and housing. The table at the end of this section attempts to put a score to specific services, to give some relative indication of the depth and scope of services available, but a more refined view would be more helpful to direct specific investments. Permanent supportive housing is the area of greatest need identified here, but investments in prevention cannot be overlooked if the community is to ever get ahead of the dynamics of experiencing homelessness. A bed/household level analysis of housing capacity vs demand is needed, as is a thorough review of prevention services to understand if more can be done to meet needs.

Adult Services Team (AST) & Street Outreach Response Team (SORT)

Two programs that align well with best practices, but have largely developed without direct financial support from agencies or local government, are the Adult Services Team (AST) and the Street Outreach Response Team (SORT).

AST, initially created through a Memorandum of Understanding (MOU) between service providers and Benton County in 2013, provides team-based case management for those committed to returning to housing, but who are needing additional supports and coaching to overcome their specific barriers to housing. The AST model in Benton County is similar to that used in Linn County, and in the Youth Services Team, and leverages the collective contributions of all services at the table when clients attend a meeting. Ongoing support for AST should be secured, to pay for a coordinator and provide some modest support for one-time emergency client supports. This should be tied to a revision of the MOU, reaffirming the commitment of all engaged agencies, and outlining specific expectations for outcomes and reporting. As part of that revised MOU, a closer partnership with CSC should be explored, with stronger linkage of the organizations involved with AST to the Coordinated Entry process, and incorporating the By Name List into AST operations.

The Street Outreach Response Team (SORT) developed in response to an awareness on AST that many clients who camp in the community may never engage with services that would put them on track to engage with AST, and in response to recommendations from the US Interagency Council on Homelessness (USICH) that street outreach is a key component in supporting coordinated entry, a by-

name-list, and ensuring that no one experiencing homelessness is fully 'off the radar' for community service providers. Outreach to vulnerable populations like the homeless in times of community emergency or disaster is a challenge which can be readily addressed by SORT, leveraging the relationships built through regular positive contact. Additionally, continued development of a relationship with Corvallis Police, and enhancement of the team's efforts by adding field medical and mental health support, can strengthen the effectiveness of SORT to reach those with limited contact to services, improving their health and well-being and their relationship to service providers. SORT operates with Corvallis Housing First as its fiscal agent, and can continue to do so without becoming an official program of the HOPE Advisory Board, but its potential contribution to the community will be limited if a more formal relationship is not established.

Data Sources

The final section of this material covers sources of information on the current state of housing and homelessness, and plans at the state, regional and local levels.

Summary Comments

While the report that follows is not exhaustive, it does offer an introduction to some of the complexity surrounding planning and actions to address affordable housing and homelessness in Benton County. Benton County is not alone in struggling with these issues. Nationwide, communities are wrestling with how best to provide appropriate housing and services, how to mitigate the impact of a growing homeless community, and how to navigate through at times contentious community conversations around who deserves services, where they should be delivered, and how they should be funded. These conversations often lack a shared understanding of terms, existing resources, and acknowledged best practices – a lack hopefully addressed in some part by this report.

Key Points to Address

- **Basic Alignment** of plans and best practices but gaps remain and substantial work needs to be done to implement plans.
    - **Rural services need to be a specific focus** to align with Governor's priorities, and acknowledge the variety of needs across Benton County.
    - **Prevention services should be a focus** to address "supply chain" of homelessness, particularly in areas of youth homelessness and poverty.
    - **Some best practices are not being fully implemented** to best effect. Coordinated Entry with a "network wide" By Name List, and year-round low barrier shelter that addresses individuals and couples/families are needed.
    - **Shelter capacity and availability of affordable and permanent supportive housing are linked** – to reduce the need for shelter, we need to increase the inventory of permanent supportive and affordable housing, and establish a clearer path from shelter to housing.
- **Adult Services Team and Street Outreach Response Team** provide services that improve housing outcomes, and are aligned with best practices and the updated Ten-Year Plan, but can improve with stronger definition, practices and links to larger processes like Coordinated Entry.

While the challenges in Benton County are shared by many communities, and progress may seem elusive and slow in developing, there are reasons for optimism. Gaps in services exist, but for the most part they are gaps shared by all our surrounding counties, and current efforts to address them are largely aligned with recommendations from the US Interagency Council on Homelessness and others. Benton County has a strong collection of service providers, and a long-standing commitment to improve collaboration and coordination – a commitment being reaffirmed with the creation of the Home, Opportunity, Planning and Equity Advisory Board. The rural nature of the county presents some unique challenges to providing equity of access to services, but in areas such as food security, organizations have worked diligently to ensure that services are provided even in some of the most remote areas. The strategies identified in the Updated Ten-Year Plan are aligned well to best practices, as well as state, regional and surrounding county plans, and were developed through a process which included input from both service providers and those with lived experience. The path ahead will require focus, political leadership, community engagement and great creativity – all of which are found in great supply in Corvallis and greater Benton County.

We all deserve the opportunity to live in decent, safe, and affordable housing. What remains is for all involved with the HOPE Advisory Board and the greater community to come together around that shared vision, and get busy making that vision real.

Full Report

Goals at the State, Regional, County and City level

Oregon Housing and Community Services (OHCS) has responsibility for development of statewide planning for housing and related supportive services, and recently released *Breaking New Gound: Oregon's Statewide Housing Plan 2019-2023*. In addition to the OHCS plan, the Governor's Office has produced *Housing Policy Agenda: Housing Stability for Children, Veterans, and the Chronically Homeless in Increased Housing Supply for Urban and Rural Communities.* While there is no provision for statewide plans to "over-ride" local planning, it is useful to compare plans for alignment, particularly as statewide plans and priorities will drive many funding opportunities at the regional, county and city level.

The *Statewide Housing Plan* outlines six priority areas: Equity and Racial Justice; Homelessness; Permanent Supportive Housing; Affordable Rental Housing; Homeownership; and Rural Communities.

Equity and Racial Justice: Persons of color in Oregon have historically been over-represented in the homeless population, and under-served or under-represented in affordable rentals and homeownership. OHCS' priorities are to increase access to OHCS resources for communities of color, and create a shared understanding of racial equity. While it may be implied though use of language around "underserved populations" in many of the reviewed plans, Equity and Racial Justice are specifically called out only in the Benton County *Community Health Improvement Plan (CHIP)*, and *2040 Thriving Communities Initiative* Core Values, and in the City of Corvallis *Imagine Corvallis 2040* Community Vision documents.

Homelessness: Both the OHCS *Statewide Housing Plan*, and the Governor's *Housing Policy Agenda* call for a specific focus on addressing the needs of homeless children, families, and veterans. While both of those state-level documents focus on policy and programs to support asset-building, economic stability, and housing stability, county and city-level plans and goals in this area are more focused on the need for more effective shelter systems, including those for particularly vulnerable populations such as unaccompanied youth and families with children. Benton County's Ten Year Plan Update calls for year-round emergency shelter, which is also called out by the Corvallis League of Women Voters. The Benton County *CHIP* goes further, calling out efforts to limit displacement due to building and safety code enforcement; strengthening partnerships across mental and behavioral health, law enforcement, housing and outreach services; and understanding equity related to housing, transportation and development. A number of plans call out "prevention of homelessness" separately, which will be covered below.

Permanent Supportive Housing: The *Statewide Housing Plan* calls for an expanded pool of resources for both capital investment and services, exploration of a state-provided tenant and project based rent assistance program, and the creation of 1,000 units of permanent supportive housing (PSH). The Governor's *Housing Policy Agenda* also calls for investment, specifically targeted to housing and supportive services for the chronically homeless. The Governor's *Agenda* makes specific reference to CCO 2.0, and the requirement that future CCO (Coordinated Care Organization) plans address housing. The Benton and Linn County Ten Year Plans both call for new supplies of PSH and enhancement of supportive services to keep people housed.

Affordable Rental Housing: Development of housing units for rentals or homeownership has significantly lagged behind household formation in Oregon. According to the Oregon Community Foundation, from 2010-2016 only 63 units were created for every 100 households formed, which has driven housing prices higher, impacting renters and buyers alike. The *Statewide Housing Plan* seeks to address this by streamlining processes and forming new partnerships to accelerate development of new rental units. Their goal is to triple the pipeline of affordable housing units to 25,000. A regional (Linn, Benton, Lincoln County) plan developed in 2012 called for increasing units across all three counties, and this is further supported in the Benton and Lincoln Ten Year Plans and updates. The City of Corvallis *Imagine Corvallis 2040* document, as well as goals from the Corvallis League of Women Voters and Corvallis Sustainability Coalition each call for increasing the affordable rental housing supply, with the Sustainability Coalition calling further for an increase in available rental supports for low-income renters.

Homeownership: The *Statewide Housing Plan* calls for new programs to support low and moderate income buyers as well as communities of color, and programs to preserve and improve manufactured housing. The Governor's *Agenda* works the supply-side, addressing obstacles to rapid permitting and innovative building types, and seeking to promote training and apprentice programs for construction trades, particularly in rural areas. Both the Benton County and Linn County Ten Year Plans call for expansion of the affordable housing supply, with the Benton County Update calling for policy changes and messaging to build community support for affordable housing. At the city-level, the Corvallis Sustainability Coalition calls for more diverse housing options to increase supply.

Rural Communities: While the OHCS *Statewide Housing Plan* and the Governor's *Housing Policy Agenda* each make specific reference to the housing challenges faced by rural communities, none of the county or city-level plans reviewed specifically address rural needs. OHCS makes a specific call for programs that leverage partners in rural communities, and tailor solutions to the needs of small and rural towns, many of which have specific housing needs for agricultural workers.

Beyond the priorities identified at the state-level, each of the county and city plans reviewed identified additional goals, which are summarized below.

Using data to create stronger coordination and targeting of services: In their March 2019 report *Homelessness in Oregon*, the Oregon Community Foundation (OCF) suggests that service agencies across the state need investment in data systems and analytics to support service improvements and targeting to meet the greatest needs. They suggest "success here would deliver sustained support to the region's most vulnerable populations, reduce health and public safety expenditures, and free up emergency shelter capacity for more appropriate short stays."[1] This need is identified in each of the county housing plans reviewed, with an eye to creating better shared data, improving accountability, and creating greater coordination of care across agencies. Lane County specifically calls out FUSE (Frequent Users Systems Engagement) as the approach they will take to enable "service integration and coordination, and the development of new partnerships."

[1] Oregon Community Foundation and ECONorthwest. (March 2019). *Homelessness in Oregon: A review of trends, causes, and policy options*. P. vii. Retrieved from https://m.oregoncf.org/Templates/media/files/reports/OregonHomelessness.pdf

Leverage public/private and cross-agency partnerships: Homelessness and housing affordability are big, complex problems that require innovation and partnerships to address. Communities must own the problem at many levels – housing supply and policy, employment, addiction services, mental and physical health care, and law enforcement all play a part. Oregon Community Foundation's *Homelessness in Oregon* report makes their perspective clear:

> "The state will not make progress on homelessness if the hard work is done only by those who directly serve the homeless on a daily basis. The problem is too big for that. Progress will require collective action by a range of actors: public and nonprofit agencies that work not only on homeless issues but also broader housing and land-use regulatory policies; federal partners willing to re-examine and invest in rental assistance; state policymakers who can chart new state roles in housing policy; business leaders who will provide leadership and support strategies; philanthropies willing to convene and invest in research and development; and universities that can lead in research and policy innovation." (p. viii)

The call for creative partnerships from OCF is echoed in a 2012 regional plan for Linn, Benton and Lincoln Counties that sets a goal of a regional "facilitating entity" to encourage and sustain collaboration, and is also identified as a need in the City of Corvallis *Imagine Corvallis 2040* document, and by the Corvallis League of Women Voters. Regarding the call for a regional entity, there was some effort in recent years to hold regional summits, but these have not been held since at least 2016, and no regional "facilitating entity" has been identified or created. Community Services Consortium or the Oregon West Cascades Council of Governments are two potential hosts for such an entity, as their service area covers all three counties, and their governance structure includes representatives of each county government.

Prevent homelessness and poverty through appropriate services: As noted above, directing services to those experiencing homelessness is a priority from the state through city-levels, whether through emergency shelter, or more effective transitions directly to housing with supportive services and supports. Prevention of homelessness is called out separately in regional and county plans, with a focus on providing services to prevent households from losing housing, and preventing those who have exited homelessness from returning. The services identified as key to prevention are also those which can help people exit homelessness: substance abuse treatment; mental and physical health care; education, training and employment; project-based housing vouchers; child and family focused supports, especially for those exiting foster care; and social supports such as daytime shelter, food banks and soup kitchens. Marion and Polk Counties set an objective to raise visibility and awareness for available resources to prevent homelessness.

Education, awareness and community engagement: Benton, Linn, Lane, Marion and Polk Counties all made a point in their plans to call out a need for better education and dialogue in the community about the causes and community impact of homelessness, and create visibility to the solutions being deployed and outcomes. Each county's plan specifically calls for greater advocacy efforts, and Benton, Linn, Marion and Polk refer to the need to address social stigma related to homelessness.

See Table 1 on next page for summary view of plan alignment.

See Appendix A for a detailed view of plan components and alignment.

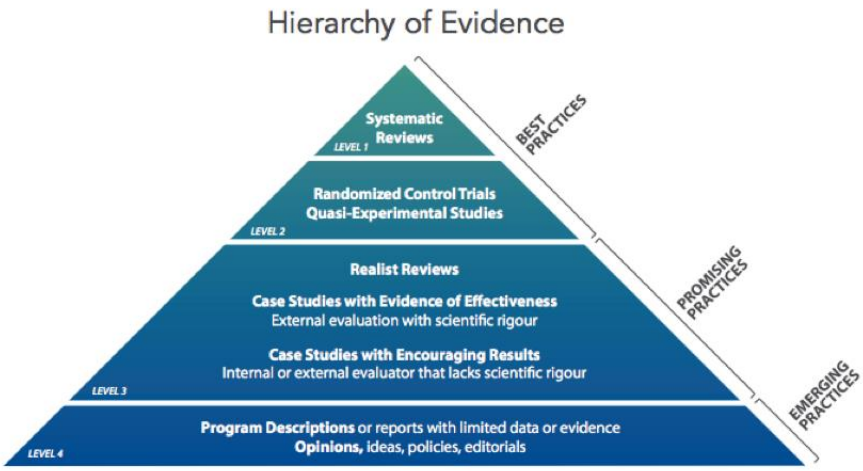
Table 1: Summary of Goal Alignment

Goal	State: OHCS	State: Governor	Region: LBL	Benton County TYP	Benton County CHIP & 2040	Linn County TYP	Lincoln County TYP	Lane County Strategic Plan	Marion & Polk County TYP	Imagine Corvallis 2040	Corvallis League of Women Voters	Corvallis Sustainability Coalition
Equity and Racial Justice	X				X					X		
Homelessness (Shelter & Housing)	X	X		X	X		X	X	X		X	X
Permanent Supportive Housing	X	X		X		X						
Affordable Rental Housing	X		X	X			X			X		X
Homeownership	X	X		X		X				X		X
Rural Communities	X											
Invest in Shared Data & Analytics				X		X	X	X	X			
Leverage Public/Private Partnerships			X		X					X	X	
Prevent Homelessness Through Services			X	X	X	X		X	X			
Education, Awareness & Community Engagement			X	X		X		X	X			
Special Approaches Identified												
LEAD: Law Enforcement Assisted Diversion						X			X			
FUSE: Frequent Users Systems Engagement							X	X				
SIM: Sequential Intercept Mapping							X					
Land Trusts							X					

Best Practices Overview

"Best practices" and "evidence-based solutions" are identified as core to the work of the HOPE Coordinator, and are often called out in public forums as a knowledge gap in the community. The question is often asked "what are the best practices in the arena of housing and homelessness, and are we following them?" To address this requires some understanding of the nature of a best practice and some acknowledgement that there are often debates surrounding what is 'best.' Whenever assessing a best practice, it is important to consider the simple question "best for what, and for whom?" as well as understanding the review any tested practice has had to establish it as 'best.'

The Canadian Observatory on Homelessness has described a "hierarchy of evidence" to support evaluation of emerging and promising practices, which sets a criteria for truly best practices as those which have had systematic reviews, and which involve randomized control trials and studies that go beyond a simple case study or program description.



https://www.homelesshub.ca/solutions/best-promising-and-emerging-practices

In describing this hierarchy, they also acknowledge that the availability of truly scientifically evaluated best practices in this arena, while growing, is still limited:

> "While there is a growing body of academic research on the causes and conditions of homelessness, there is very little research that describes effective interventions in a practical way that helps communities learn from and adapt these initiatives to local contexts. Many communities and service providers in the non-profit sector lack effective tools, resources and capacity to engage in rigorous program evaluation or to disseminate knowledge learned in order to assist service providers and program planners elsewhere."
>
> From <https://www.homelesshub.ca/resource/what-works-and-whom-framework-promising-practices>

So while true best practices may be a bit elusive, looking at the recommendations of "what has worked" from experts in the field can provide a workable path forward.

Best Practices and Guidelines

The US Interagency Council on Homelessness (USICH) was originally authorized by Congress in 1987, and was created as an "independent establishment" within the executive branch, charged with "coordinating the federal response to homelessness and creating a national partnership at every level of government and with the private sector to reduce and end homelessness in the nation while maximizing the effectiveness of the federal government in contributing to the end of homelessness."

From <https://www.usich.gov/about-usich/>

The USICH regularly produces recommendations for communities to use in establishing and evaluating their systems of care, which are based on information gathered from federal agencies and partners in the field. In August 2016, a list of "Practices that Work" included the following:

- **Housing First**: "Housing First is an approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements."[2] USICH has supported the concept of Housing First for many years, and views the prompt placement of people in permanent housing as critical to establishing a "platform for addressing health issues, pursuing employment, and attending to other needs," which reduces the likelihood of a return to homelessness.
- **A systematic, documented approach to outreach**: Outreach is a key component of successful community efforts, and documenting efforts systematically helps avoid overlooking those in need and duplication of services, and improves partner engagement in solutions.
- **Collaboration with non-traditional partners**: Working with law-enforcement, jails, health care providers and social workers can better identify those experiencing or at risk of homelessness, and build relationships critical to connecting people with needed services and housing.
- **High quality data**: HMIS and other data systems should be leveraged to provide services and monitor outcomes at the person level, and develop community-wide assessments to align and target services.
- **Coordinated Entry**: Implementation or strengthening of coordinated entry and assessment systems supports improved collaboration across providers, standardizes assessment and referrals, and improves targeting of solutions to meet and prioritize individual needs.
- **Training on evidence-based practices**: Formal training opportunities for both providers and community members on Trauma-Informed Care, Motivational Interviewing, and Critical Time Intervention (among others) can increase effectiveness of outreach and engagement. https://www.usich.gov/resources/uploads/asset_library/Outreach_and_Engagement_Fact_Sheet_SAMHSA_USICH.pdf

In *Home, Together: The Federal Strategic Plan to Prevent and End Homelessness (USICH)* a focus is outlined that supports "states and communities to make homelessness a rare, brief, and one-time experience—and that will sustain that success once achieved." One item in *Home, Together* that was

[2] Department of Housing and Urban Development. (July 2014). *Housing First in Permanent Supportive Housing*.

not mentioned in the "Practices that Work" outlined above, relates to the provision of emergency shelter, and calls out the provision of *low-barrier* emergency shelter for all members of a household as a key component in an effective system. While shelter stays should be brief, and avoided if possible through rapid-rehousing, housing first and appropriate supportive services, effective models for emergency shelter should:

- Meet the needs of all members of a household and self-defined family and kinship groups, including infants and young children;
- Do not turn people away or make access contingent on sobriety, minimum income requirements, or lack of a criminal history;
- Do not require family members and partners to separate from one another in order to access shelter;
- Ensure that policies and procedures promote dignity and respect for every person seeking or needing shelter; and
- Provide a safe, decent, welcoming, and appropriate temporary living environment, where daily needs can be met while pathways back to safe living arrangements or directly into housing programs are being pursued. https://www.usich.gov/resources/uploads/asset_library/Home-Together-Federal-Strategic-Plan-to-Prevent-and-End-Homelessness.pdf

Another source of tested practices comes from HUD Continuums of Care (CoC) across the country that are successfully addressing issues, and are sharing their approach. One of these is "Partners Ending Homelessness" in North Carolina. Their "Best Practices in our CoC," updated in 2018, aligns well with the USICH, but adds some nuance by calling out:

- **Diversion** - assisting households seeking emergency shelter to "divert" quickly into immediate alternative housing arrangements, which may be more appropriate, and preserve emergency shelter capacity for others.
- **By Name Lists** - while implied by the USICH focus on coordinated entry, the term By Name List is more specific, and such lists may be used by those without full access to HMIS and other data systems to target solutions.
- **Low Barrier Policies** - the CoC looks to all participating agencies to examine their policies and practice to ensure that they do not require participants "to be sober, compliant with mental health or addiction treatment plans, or agree to participate in programs to receive services and housing support." From <http://pehgc.org/connect-support-restore-housing-first/homelessness-best-practices/>

While many point to the significance of low-barrier approaches, it is acknowledged that this must always be balanced against the health and safety of staff, volunteers, and clients of a program, as well as community needs. That said, low-barrier options are recommended to ensure service to those most in need, and limits should be focused on safety rather than simple behavior alone.

FUSE and LEAD

Two program models which align with best practices outlined above, but which are not specifically identified by USICH as best practice are FUSE and LEAD. Both of these program models have a relationship to high-quality data and coordinated entry, as well as housing first.

FUSE is an acronym which is variously used as “Frequent Users Systems Engagement” and “Frequent Users Services Enhancement.” FUSE programs use data from law enforcement and jails, health care

systems, shelter and housing services, and other supportive services to identify individuals who have a higher than average level of engagement with these systems, and targets them for specific interventions to address their barriers to housing. Initially developed in New York City, a study of the effectiveness of this approach was conducted by the Columbia University Mailman School of Public Health[3] in 2013, and found participants had significantly higher sustained housing success, less time in jail and shelters, and significant savings in public costs, due to reduced hospitalization, jail and shelter costs. The attraction of reducing public costs, and reducing capacity burdens on critical systems, has driven substantial interest in FUSE programs, and both Lane and Marion Counties have used them to good effect. Some caution is needed to ensure that savings recovered in areas like jail and health-care can be captured and redirected to supportive housing programs to make these programs sustainable. In the Benton County context, it would be worthwhile to extend a FUSE study, which typically focuses on individuals engaged with systems, to include a broader look at systemic costs related to un-managed camping, which drives costs for parks, public works, river water quality and other environmental impacts which are not typically captured in a pure FUSE study.

LEAD is an acronym for "Law Enforcement Assisted Diversion." LEAD is "a pre-booking diversion pilot program developed with the community to address low-level drug and prostitution crimes … The program allows law enforcement officers to redirect low-level offenders engaged in drug or prostitution activity to community-based services, instead of jail and prosecution."[4] The intent is to protect public safety, while acknowledging that low-level offenses are often related to conditions such as homelessness, addiction, or mental health, and may be more effective addressed in appropriate service settings, rather than jail. The outcome is reduced recidivism, as well as cost savings, as treatment in a jail setting is substantially more expensive. In Seattle, where LEAD formally originated in 2011, recidivism of LEAD participants was reduced by 22%. Formal LEAD programs have been established in communities across the country since 2011, and related diversion programs like the "Stepping Up" initiative in Lincoln County, OR have used this concept to focus on diversion of those with mental health needs to targeted supports, rather than incarceration.

Local Best Practice Implementation

While each of the practices identified above are utilized locally, implementation is not uniform. For example, low-barrier shelter and related services are only offered seasonally, and data systems like HMIS are not used across all service providers. See Table 2 for a review of the implementation of each practice locally.

[3] Aidala, A., McAllister, W., et al. The Frequent User Service Enhancement 'FUSE' Initiative: New York City FUSE II, Evaluation Report. http://www.csh.org/wp-content/uploads/2013/12/ FUSE_Eval_Report_Final.pdf
[4] US Department of Justice, National Institute of Corrections. LEAD: Law Enforcement Assisted Diversion. https://nicic.gov/lead-law-enforcement-assisted-diversion

Table 2: Best Practice Local Implementation

Best Practice	Comments on Local Implementation
Housing First	Housing First as a principle is central to both the original and the updated Benton County Ten Year Plans, and is referenced in plans in surrounding counties. Actual housing programs that practice Housing First locally are limited. Corvallis Housing First operates three facilities that operate on this model, and include access to services and case management. Community Services Consortium (CSC), Linn-Benton Housing Authority (LBHA), and Willamette Neighborhood Housing Services each have programs that offer housing or housing assistance with voluntary participation in services.
Systematic, Documented Outreach	The Street Outreach Response Team (SORT) has been operating in Corvallis since early 2018. An all-volunteer group, it is focused on a harm-reduction model, delivering basic needs items to those who may be camping or living in vehicles, and making connections to services where possible. Documentation of contacts varies across team members, based largely on the expectations of their employers. Developing a more systematic, documented approach is being explored by the Leadership Committee.
Collaboration with non-traditional partners	Collaboration across non-traditional partners has always taken place at some level, but more concerted efforts have begun recently. Cooperation between law enforcement and the SORT team, particularly focused on camp posting and clearing events has been uneven, but continues to be a goal. Corvallis Police have also worked with a social worker from Samaritan Health, as well as a mental health crisis worker from Benton County Health to do outreach to camps. The Homeless Vulnerable Patients Group, hosted by Samaritan Health, brings together representatives of health care, housing services, jails, and mental health services to evaluate specific cases and seek opportunities to address housing needs that will improve health outcomes.
High-quality data	ServicePoint is the locally mandated application to participate in HMIS. Use of HMIS locally is limited. CSC, the local Community Action Agency, is the primary user of HMIS. Corvallis Housing First recently acquired 2 licenses for ServicePoint. Jackson Street Youth Services also uses HMIS.
Coordinated Entry	Coordinated Entry in Benton County is managed by CSC, and includes administration of the VI-SPDAT vulnerability assessment. They manage both a standard and veterans By Name List. Not all agencies in the area provide data to CSC, or have access to their By Name List.
Training on Evidence-Based Practices	Trainings on Trauma Informed Care, and Mental Health First Aid are offered in the community at no cost through partnerships with Samaritan Health, Benton County Health, and Oregon Family Support Network. Motivational Interviewing and Critical Time Intervention trainings are available in the region but are not as widely deployed.
Low-Barrier Policies, Shelter and Services	Low-barrier shelter is available for individual men and women from November-March, but is not available year-round. No low-barrier shelter is available locally for couples or families with children. Daytime services are available at the Corvallis Daytime Drop-in Center, and are low-barrier.
Diversion from Shelter to Housing	All local shelter providers emphasize movement to housing as a goal, but limited supplies of supported or low-income housing make diversion at shelter entry challenging.
By Name Lists	Both a standard and veterans By Name List is managed by CSC, and used to prioritize services for clients. The BNL managed by CSC is targeted to housing and homelessness, and CSC management of the list is mandated by ROCC. The list can be shared with other agencies, if they are willing to select clients from list, and share data.

Gaps Analysis and Map of Current Services

While not intended as a true "gaps analysis," the final report of the HOAC Program Manager, shared in May 2019, offers a good picture of the state of activities aligned to the Updated Ten Year Plan at that time, and areas where further work is required. It should be viewed as an introduction to the materials below. A copy of the report is available here:
http://bentonhoac.com/wp-content/uploads/2019/05/HOAC-PM-Report-May2019-distro.pdf

Additionally, the Updated Ten Year Plan, *Community Strategies to Overcome Homelessness and Barriers to Housing*, includes material in the appendices that provide perspective on gaps in the community. Appendix A includes a 2016 SWOT analysis with input from across the community, key informant interview responses, and input from those with lived experience.

A good reference source of supportive resources in Linn, Benton and Lincoln Counties is the Community Services Consortium *Resources Guide*.[5]

Services Landscape

Homelessness Prevention: Includes services such as rental assistance, eviction prevention, housing stability services for seniors, tenant-based education.

Prevention efforts are critical to ensuring that efforts to provide emergency shelter and housing can bring down the numbers of those actively experiencing homelessness, particularly in a housing market such as Benton County, with high rents, low vacancy rates, and a majority of renters classified as housing cost burdened. Prevention is also perhaps the broadest area of support, as it may include rental assistance, first-time home buyer assistance, food security supports, one-time emergency funding, utility payment relief, employment and child care supports, or education programs to assist with financial management or improve job skills, among others.

> ***Rental assistance*** in Benton County is available from a number of sources, but the availability of funds is often limited, and a lack of central coordination requires those seeking assistance to contact multiple agencies. Community Services Consortium (CSC) offers rental assistance to income-qualified households. Move-in costs (deposits, etc) are available more often than monthly rental supports, and rental supports are time-limited at a maximum of 24 months. Other sources include FISH Emergency Services of Benton County, and We Care, both of which can offer some short term or one-time assistance to families in need.
>
> ***Utility and other financial assistance*** is available from similar sources – CSC, FISH, and We Care can all offer short term assistance. DHS resources are available through programs like TANF (Temporary Aid to Needy Families), and Domestic Violence Emergency Assistance. DHS also offers child-care subsidies for low-income working families.

[5] The most current version of the guide is available in English and Spanish here:
http://communityservices.us/resources/detail/category/community-resources/

Housing stability for seniors can be critical to enable seniors to "age in place" and maintain their current housing in a livable condition. Senior and Disability Services from the Oregon Cascades West Council of Governments can connect seniors with services based on eligibility, including food services like Meals on Wheels. The Chintimini Senior and Community Center offers a variety of educational and activity programs for seniors, as well as serving as a meal site. Benton Habitat for Humanity's Home Repair Initiative, while not limited to seniors, offers assistance to repair single-family homes and retain livability. For those with low-incomes and disabilities, Linn-Benton Housing Authority administers the Section 8 "Housing Choice" voucher program, which has preferences for low-income seniors and those with disabilities.

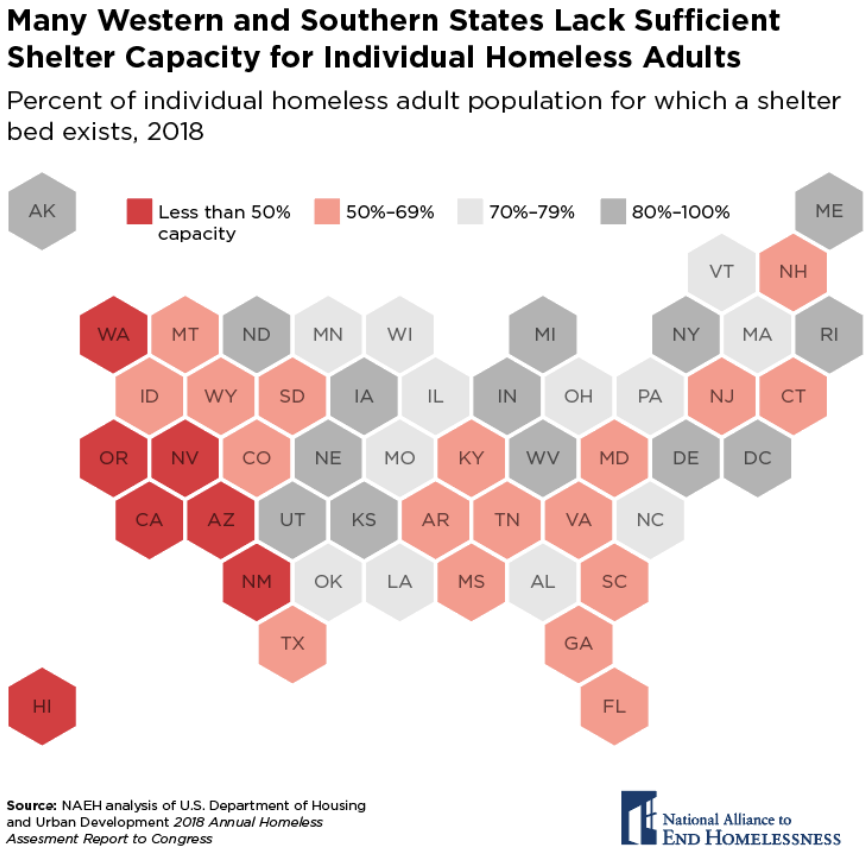
Education programs related to housing range from programs like "Rent Well" from CSC -- which provides education on renter rights and responsibilities, as well as training in how to prepare materials to give landlords a view of a renter's ability to be successful in housing – to "Dollars and Sense" from Willamette Neighborhood Housing Services, providing financial literacy and budgeting support to renters or first-time home buyers. Some financial literacy support is also available through the DHS family self-sufficiency program. Employment assistance is often a key component to retaining housing, with retraining and job search assistance being offered through a number of programs, including those at CSC, Job Connection at Goodwill Industries, Blue Sun, Inc., and WorkSource Oregon.

Homeless Intervention**:** Includes services such as emergency shelter, transitional housing, day/hygiene centers, street outreach, meal programs.

When a household becomes homeless, critical interventions need to be made to protect the health and safety of the household members. Emergency shelter, transitional or rapid-rehousing resources, and other supportive services all play a role in re-establishing some stability, and connecting those experiencing homelessness with needed services.

Emergency shelter services in Benton County are concentrated in Corvallis, though it is routine for shelter clients to move between Albany and Corvallis for services based on capacity and individual preference/need. Shelter services in Corvallis range from low-barrier seasonal shelter for men and women, to sober facilities focused on families with children, and those experiencing domestic violence. The Corvallis Men's Shelter (capacity: 50) and Room at the Inn women's shelter (capacity: 15) offer low-barrier shelter from November 1-March 31. Both of these shelters provide optional case management services, and administer the VI-SPDAT vulnerability assessment for those wanting to engage in Coordinated Entry though CSC. Emergency shelter services for youth 10-17 are provided by Jackson Street Youth Services, with 12 beds available in Corvallis. Community Outreach, Inc (COI) provides emergency shelter for up to 10, with a sobriety requirement. Capacity may be increased in inclement weather. Registered sexual offenders are not allowed. The Center Against Rape and Domestic Violence (CARDV) has emergency shelter and housing for up to 5 families (16 beds) in two houses, and can utilize motels as needed. With approximately 133 unsheltered adults identified in the Benton County 2019 PIT Count, low-barrier capacity in Benton County is at roughly 49% of need,

and combined low and high-barrier capacity (including youth and DV) is 79% of need. This aligns well with assessments of Oregon's capacity, as well as that of other Western states.



https://endhomelessness.org/resource/many-western-and-southern-states-lack-sufficient-shelter-capacity-for-individual-homeless-adults/

Transitional housing and permanent supportive housing are in short supply in Benton County. Resources are offered by COI (with capacity for 70 in what they describe as "transformational housing") for individuals and families with children who are practicing sobriety. No registered sexual offenders are allowed in housing, and those with convictions for violence against persons are evaluated on a case by case basis. For youth 18-21, Jackson Street Youth Services has 7 beds of transitional housing available, with an 18 month limit for residence. CSC offers help with transitional housing as resources allow, but is not a direct housing provider. Oxford House and Janus House offer transitional housing for those in recovery or suffering from mental illness, and some limited transitional housing is available through faith-based programs like Sparrow Housing and God Gear. For Oregon State University students experiencing homelessness, the Human Services Resource Center (HSRC) can provide short term housing assistance through an agreement with OSU Housing Services.

Day/hygiene centers offer respite from weather conditions, connections to services, and critical hygiene and food supports. In Benton County, the Corvallis Daytime Drop-in Center (CDDC)

offers services Monday-Friday from 9-12 (June-August) and 9-2pm (September-May). Limited food service, referrals to local support and employment agencies, assistance with acquiring legal identification, and access to onsite health screenings, vaccination and health navigation services are available. CDDC is a low-barrier service, but enforces behavior requirements. Access to showers is provided through a partnership with the First United Methodist Church. Additional access to showers is available through the Benton County Fairgrounds, through low-income scholarships to Osborne Aquatic Center, and through Community Outreach, Inc. Laundry vouchers, and limited support for transportation are occasionally available through Love, INC and other providers. CDDC provides space to support the Street Outreach Response Team described below.

Street outreach services are offered through Jackson Street Youth Services, and the Street Outreach Response Team (SORT). Jackson Street's outreach is targeted at unaccompanied homeless youth. SORT efforts are focused on those camping or living on the streets in the Corvallis area. SORT operates on a "harm reduction" model, and aims to have all those doing outreach trained in Mental Health First Aid, Trauma Informed Care, and other topics which will enhance the safety of team members, and the effectiveness of outreach. Through a partnership with Linn-Benton Food Share (LBFS), SORT is able to purchase some food and water for distribution during outreach, and a recent EFSP grant will support purchases from LBFS in the next year. Additional support for bottled water is currently being provided through the local Fred Meyer store. A relatively new effort, SORT is still in the process of refining its approach, record keeping, and funding.

Meal services include both meal sites, and food bank/food pantry services. Meal sites in Benton County include Stone Soup of Corvallis (serving one meal daily from two church sites), Corvallis Family Table (serving "to go" meals once a month from Tunison Center in South Corvallis), Meals on Wheels (delivery or Monday-Friday at Chintimini Senior Center), and Neighbor to Neighbor (once weekly in Philomath). In addition, meals are frequently offered by community churches, including a weekly "Let's Eat" meal at Corvallis Evangelical Church. Food banks/food pantries are available in Corvallis, Philomath, Alsea, Blodgett, and Monroe. The availability of food security services is a high-spot in the local service network, and has the broadest coverage across the County.

Permanent Housing**:** Includes services such as Permanent Supportive Housing, rapid re-housing.

Permanent, affordable or supported housing, is often called out as the true solution to homelessness. Returns to housing for those who have experienced homelessness can be difficult without ongoing engagement with supportive services and case management. Lack of ongoing supports can often result in multiple cycles of "failing out" of housing, which can be costly and have an impact on both household members and the capacity of the larger system.

Permanent supportive housing is one of the larger areas of need in Benton County. Corvallis Housing First is the primary provider of supported housing with wrap-around services, excluding providers focused on mental health and developmental disabilities. Through Partner's Place (capacity: 18), Van Buren House (capacity: 18), and DeDe's Home (capacity: 5), Corvallis Housing

First offers housing with costs pegged to 30% of client income and case management services, targeted to those who have experienced homelessness. Low-income housing provided by Willamette Neighborhood Housing Services (WNHS) and Linn-Benton Housing Authority (LBHA) may be accompanied by health navigation services (depending on the property). Harriett Hughes in Philomath is a provider of low-income housing, and personally refers many in housing to local services, but does not provide direct service or case management.

Rapid re-housing services are provided as resources allow by CSC, and may include move-in costs (application fees, deposits, etc), and short-term rent assistance. Memorandums of Understanding with local housing providers can provide quick access to available housing for eligible clients, and housing navigator/advocate staff can assist clients with searching for housing, and negotiating with landlords who may be hesitant to rent to low-income clients with housing vouchers. Community Outreach, Inc. also supports clients who can return quickly to housing through relationships with local property managers.

Low-income housing is available in multiple locations, largely through WNHS and LBHA, both of which are landlords providing low-income housing. In addition, Harriett Hughes (mentioned above) provides low-income rentals in Philomath, and many landlords in the area have some lower cost units. Access to housing opportunity for those with Section 8 "Housing Choice" vouchers can be challenging, despite protections of Fair Housing law, due to low vacancy rates, and strong competition for affordable open-market housing from students.

Home ownership supports for low-income households are available through WNHS, Benton Habitat for Humanity, and the City of Corvallis. WNHS offers homebuyer workshops, as well as down-payment assistance programs that can provide no-interest loans to first time homebuyers. The City of Corvallis also offers no-interest loans to first time homebuyers within the City of Corvallis. Benton Habitat for Humanity's New Home Program offers home ownership opportunities to qualified applicants able to invest "sweat equity" and pay an affordable mortgage.

Table 3: Service and Provider Alignment

		Benton County Health Department	Benton Habitat for Humanity	Blue Sun, Inc	Cascade West Council of Govts	Center Against Rape & Domestic Violence	Chintimini Senior Center	City of Corvallis Community Development	Community Outreach, Inc	Community Services Consortium	Corvallis Daytime Drop-in Center	Corvallis Housing First	Corvallis Men's Shelter	Dept. of Human Services	FISH Emergency Services	God Gear Housing	Harriett Hughes Housing	Jackson Street Youth Services	Janus House	Job Connection - Goodwill Industries	Linn-Benton Food Share	Linn-Benton Housing Authority	Meals on Wheels	Oregon Employment - WorkSource	OSU - Human Services Resource Center	Oxford House	Room at the Inn - Women's Shelter	St Vincent DePaul	South Corvallis Food Bank	Sparrow Housing	Street Outreach Response Team (SORT)	WeCare	Willamette Neighborhood Housing Services	Totals	Comment
Prevention	Rent Asssistance									X				X	X							X										X		5	Several sources, few offer long-term rental supports.
	Utility Assistance									X				X	X																	X		4	Several sources, mostly one-time supports
	Other Financial Assistance									X				X	X										X							X		5	Several sources, mostly one-time supports
	Housing Stability for Seniors		X		X		X																X											4	Important to maintain "age in place" capability
	Education: Renters									X																								1	Important resource - may be other informal training resources
	Education: Financial																																X	1	Important resource - may be other informal training resources
	Education: Employment		X	X						X				X				X		X				X										7	Some resources may be in the form of coaching
Intervention	Emergency Shelter: Low Barrier												X														X							2	<50% capacity of unsheltered PIT count. Seasonal only.
	Emergency Shelter: Sobriety/Family								X																									1	Limited capacity for families. No low-barrier family shelter.
	Emergency Shelter: Youth																	X																1	Well served by provider, but only provider in mid-valley
	Emergency Shelter: DV					X																												1	Well served by provider, but only provider in mid-valley
	Transitional Housing: Adults								X	X																								2	Need additional capacity
	Transitional Housing: Youth																	X																1	Well served by provider, but only provider in mid-valley
	Transitional Housing: Mental Health	X																	X															2	Limited resources in County, Corvallis-centered
	Transitional Housing: Recovery								X							X										X				X				4	Growing capacity
	Transitional Housing: Students																								X									1	Unique need - doesn't serve LBCC
	Day Center										X																							1	Limited resources in County, Corvallis-centered
	Hygiene Center: Showers								X		X		X														X							4	Limited resources in County, Corvallis-centered, some seasonal
	Street Outreach																	X													X			2	SORT is relatively new resource, limited capacity
	Food: Meal services						X						X					X					X				X							5	Well served
	Food: Food Pantries & Food Banks								X	X											X				X			X	X					6	Well served
Housing	Permanent Supportive Housing	X										X																						2	Limited resources in County, Corvallis-centered
	Rapid Re-Housing								X	X																								2	Limited resources in County, Corvallis-centered
	Low-income Housing									X							X					X												X	4	Limited resources in County
	Home Ownership Supports		X					X																										X	3	Well served, but increasing market pressure stretching
	Totals by Agency	2	3	1	1	1	2	1	6	9	2	1	3	4	3	1	1	5	1	1	1	2	2	1	3	1	3	1	1	1	1	3	3		

Adult Services Team (AST) and Street Outreach & Response Team (SORT)

Adult Services Team (AST) is aligned to Intervention Area 2, Comprehensive Care Coordination and 5, Housing in the Updated Ten Year Plan.

The Adult Services Team offers a team-based case management and problem solving approach for clients who are committed to regaining housing, but face significant obstacles and need assistance. Meeting twice a month, a typical meeting will have 6-8 case managers at the table, and see 2-4 clients per meeting to discuss barriers, progress, and support clients in their case plan. Funding provided through the HOAC Lead Administrator contract has supported a coordinator position who manages scheduling of clients, communications with the team, and leads discussion and documentation of the case plan. Ailiah Schafer, case manager with Room at the Inn and Corvallis Housing First, has served in this role since June 2018. Remaining funds from the HOAC Lead Administrator contract with United Way should provide funding for this position through December 2019. The Memorandum of Understanding (MOU) creating the AST, first signed in 2013 by Benton County Commissioner Jay Dixon and AST participating agencies, needs to be revisited to align with current practice and participants.

Current participating agencies include:

- Community Services Consortium
- Center Against Rape and Domestic Violence (CARDV)
- Corvallis 509J School District McKinney-Vento Program
- Corvallis Daytime Drop-in Center
- Corvallis Housing First
- Department of Human Services Self-Sufficiency Program
- Jackson Street Youth Services
- Linn-Benton Housing Authority
- LOVE, INC
- Room at the Inn
- Other agencies may participate on an ad hoc basis depending on client need

Referrals to AST typically come through area service providers, though self-referral has been allowed at times. While the guidelines suggest that a referral should only be made for those who have had some initial assessment, and show evidence of commitment to the process, practice varies. Community Outreach, Inc. (COI) managed AST until sometime around 2016, when they exited their contract with Benton County to manage AST and provide support for a local homeless resource fair. AST support and support for the resource fair were subsequently added to the HOAC Lead Administrator contract in 2017. COI does not directly participate in AST meetings, but continues to send clients to AST when their resources cannot meet client needs.

While meeting case managers in this group setting can be initially intimidating for some clients, the setting is fairly informal, and most clients settle in quickly. Those who actively engage – bringing questions and challenges, sharing details about their situation and their perspective on causes, following up on the next steps identified with the group, and proactively requesting meetings when needed –

generally report AST to be helpful, though a formal evaluation of outcomes has not been done in some time. Clients who need to be prompted to identify any issues they face, and do not share the details of barriers (such as criminal history), can be more challenging to support, and often do not return to AST.

Establishing a more formal framework for referrals, tracking and reporting of outcomes, and revisiting expectations with leadership at participating agencies would improve AST. Providing a modest budget for emergency supports to address one-time needs (car repair, overdue utility bill, etc) would also improve AST. An alternative approach to providing these direct supports through AST would be to establish agreements with agencies such as CSC to reserve some one-time support resources for AST allocation. One option to explore would be to have all participating agencies in AST formally partner with CSC, and use the By Name List as a component of referral to AST. This may allow AST to more directly identify and address barriers and solution paths, and coordinate service allocation with CSC and other service providers.

Street Outreach and Response Team (SORT) is aligned to Intervention Area 4, Street Outreach & Rapid Response in the Updated Ten Year Plan.

The SORT team developed out of discussions at the Adult Services Team (AST) in late 2017. While the AST model is effective for many clients, it was clear to AST members that many in the community who are living on the street do not engage in services in a way which would connect them to AST. The first organized effort of the SORT team was connected to the 2018 Point in Time Count, and established a model of team-based outreach efforts, targeted across defined areas in Corvallis. Over the early months of 2018, work was done to establish guidelines for the group, develop and deliver required training for SORT team members, and secure the support of organizations employing SORT members. Discussions with the Corvallis Police Department (CPD) about having SORT team members accompany CPD when they are involved in posting or cleanup of camped areas have taken place, but for many direct case manager/service provider staff, this can present a challenge, as their credibility as a service provider may be compromised by accompanying an officer into camped areas. However, for many of the large posting and cleanup activities during the past year, the HOAC Program Manager, and other SORT members in less “client facing” roles have accompanied CPD to provide support to campers, and encourage connections to services.

SORT operates on a harm reduction model, and aims to have all those doing outreach trained in Mental Health First Aid, Trauma Informed Care, and other topics which will enhance the safety of team members, and the effectiveness of outreach. A recent training on the administration of the VI-SPDAT vulnerability assessment, used as part of Community Services Consortium’s (CSC) Coordinated Entry process, is an example of training that can make SORT a more functional component of the overall service system in Corvallis/Benton County. SORT has been used as a model to launch a similar team in Linn County, and Linn County outreach members have attended some of the SORT training sessions, and accompanied teams in the field. Through a partnership with Linn-Benton Food Share (LBFS), SORT is able to purchase some food and water for distribution during outreach, and a recent EFSP grant will support purchases from LBFS in the next year. Additional support for bottled water is currently being provided through the local Fred Meyer store.

The SORT team has operated without a formal relationship to HOAC, and is currently operating under the umbrella of Corvallis Housing First, which acts as the SORT fiscal agent. Discussions about the future of the group, and any relationship it may have to the HOPE Advisory Board, are a regular feature of meetings. Despite not having a formal status with HOAC/HOPE, SORT has gained some legitimacy with CPD and others, and an opportunity exists to enhance HOPE operations and authority to operate through creation of an MOU, similar to that used in the creation of AST. If properly connected and trained, SORT members could provide a critical service in times of a community disaster, reaching this vulnerable population to advise them of support services, or the need to move if a camped area will be impacted.

HUD Continuums of Care and the ROCC

The US Department of Housing and Urban Development (HUD) began the development of the Continuum of Care (CoC) Program in 1995, in an effort to encourage coordination of housing and service providers at a local level. Revised several times since 1995, the CoC Program continues to define the structure by which HUD collects and reports data on housing and homelessness, and manages the distribution of federal housing supports. According to HUD, the purpose of the CoC Program is "to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effective utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness."[6]

HUD defines four necessary parts of a continuum of care:

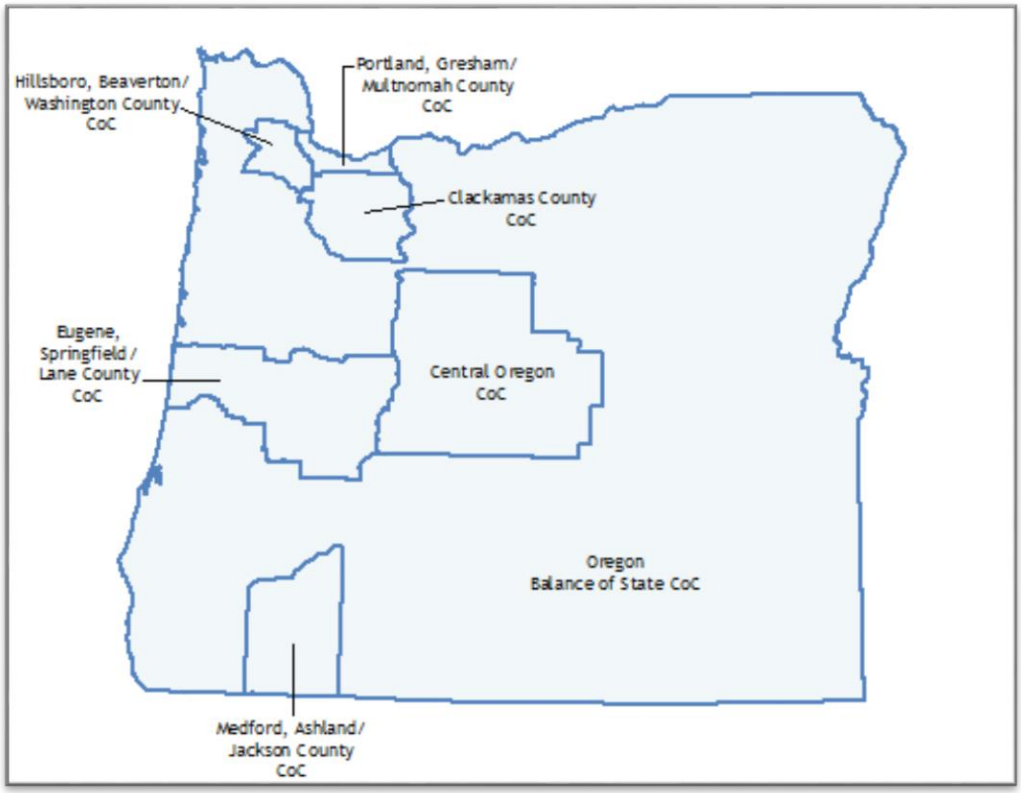
- Outreach, intake, and assessment in order to identify service and housing needs and provide a link to the appropriate level of both;
- Emergency shelter to provide an immediate and safe alternative to sleeping on the streets, especially for homeless families with children;
- Transitional housing with supportive services to allow for the development of skills that will be needed once permanently housed; and
- Permanent and permanent supportive housing to provide individuals and families with an affordable place to live with services if needed.[7]

The CoC Program may align CoCs to a specific county, or a collection of counties and metro areas, but is always defined as a geographic region. Within each CoC there is a coordinating agency which is considered to be a "collaborative applicant" for HUD funding, which is the only entity that can apply for a HUD grant on behalf of the Continuum the collaborative applicant represents. Funding provoded through the CoC Program includes a requirement that each CoC perform a Point in Time Count of homelessness, and contribute data to the Homeless Management Information System (HMIS). Collaborative applicants can establish which HMIS system will be used by cooperating agencies within the CoC.

In Oregon, there are currently 7 Continuums of Care. Creation of an 8th CoC has been proposed by the Mid-Willamette Valley Community Action agency, and would break Marion, Polk, and possibly Yamhill County out of the "Balance of State CoC (505)" which includes Benton County. While some CoCs in

[6] Department of Housing and Urban Development. *24 CFR Part 578 [Docket No. FR-5476-I-01] RIN 2506-AC29, Homeless Emergency Assistance and Rapid Transition to Housing: Continuum of Care Program.* P. 4. Retrieved from https://files.hudexchange.info/resources/documents/CoCProgramInterimRule_FormattedVersion.pdf
[7] National Alliance to End Homelessness. *What is a Continuum of Care?* (2010). Retrieved from https://endhomelessness.org/resource/what-is-a-continuum-of-care/

Oregon consist of a single county, or a county and metro areas, the Oregon Balance of State CoC currently comprises 28 counties, spanning the state. The "collaborative applicant" for the Balance of State CoC has been the Rural Oregon Continuum of Care, or ROCC, and per HUD requirements, all applications for HUD funding are coordinated through the ROCC. The ROCC is currently administered under the Community Action Partnership of Oregon (CAPO).[8] Membership in the ROCC is open to individuals, non-grantee organizations, and organizations seeking grants. Benton County is part of Region 6 within OR-505 Oregon Balance of State CoC (ROCC).



HUD 2018 Jurisdiction Map: Oregon[9]

Local Community Action Agencies (CAA) are often the recipients of grant funding through CoCs, and in some cases are the "collaborative applicant" and coordinator of a CoC. This is the case in neighboring Lane County, where the CAA and CoC are both essentially a function of Lane County government. In Benton County, the CAA is Community Services Consortium (CSC), which serves Linn, Benton and Lincoln Counties. In 2018, CSC received $271,450 from HUD through CoC Program Funding for Rapid Re-housing project support, out of a total of $3,233,919 awarded through the OR-505 Balance of State CoC, or about 8% of total funding.[10]

[8] https://caporegon.org/what-we-do/the-rocc/
[9] HUD Exchange. *OR-505 – Oregon Balance of State CoC: CoC Jurisdiction Maps.* Retrieved from https://www.hudexchange.info/grantees/or-505/
[10] HUD Exchange. *2018 CoC Awards by Program Component – OR-505: Oregon Balance of State CoC.* Retrieved from https://www.hudexchange.info/reports/CoC_AwardComp_CoC_OR-505-2018_OR_2018.pdf

With the effort in Marion and Polk Counties to exit the Balance of State CoC and form their own CoC, the question of whether Benton County should similarly exit the CoC, either independently, or as part of a regional Linn, Benton, Lincoln County CoC, is likely to resurface. This question was taken up by the Housing Opportunities Action Council Leadership Committee in 2017-2018, and the view at the time was that the administrative overhead to become a separate CoC was too great, and would yield little benefit. This administrative burden, coupled with HUD's expressed intent to see CoCs consolidate, rather than split, encouraged a tabling of the topic. However, it will be worth watching the process underway in Marion and Polk Counties to see if revisiting this question is appropriate. In the near-term, Benton County may be best served by taking an active role in the ROCC, and working more directly with both the ROCC and CSC as the Community Action Agency to identify opportunities for HUD funding that might benefit Benton County and influence the future of the ROCC.

Data Sources: Current State

Data surrounding housing and homelessness in Benton County comes from a variety of sources, formal and informal. Following is a brief review of available data sources, and what insights may be derived. Thanks to Peter Banwarth, Benton County Epidemiologist, for his assistance. Peter is a key asset in the Benton County Health Department for understanding and accessing data on housing and homelessness.

AHAR and PIT Data: One of the primary sources of data surrounding homelessness is the annual Point In Time, or PIT Count. Taken once a year, typically during the last week of January, the PIT Count is an annual activity within communities across the nation, and the data is typically shared up from the community level through Community Action Agencies to the State and Federal level. While the data has a variety of problems due to changing methodologies, local practice in the count (especially the field count of "unsheltered" homeless), and the limited view provided by a "one-day" count, it remains the only national survey of homelessness, and is the basis for reviews presented to Congress through Housing and Urban Development's *Annual Homeless Assessment Report to Congress*, also referred to as AHAR. PIT Count data is broken out on several facets, including sheltered/unsheltered, individual/household with children, unaccompanied youth, veteran status, and domestic violence status.

The local count is managed by our local Community Action Agency, Community Services Consortium (CSC), and the effort has consistently improved in the last several years, especially regarding the unsheltered field count. Numbers from the count are rolled up through the Rural Oregon Continuum of Care to Oregon Housing and Community Services, and from there are reported to HUD. It can take as long as a year before the count is reported back in "official" form, but unofficial numbers have been made available by request from CSC. Oregon Housing and Community Services has been providing county-level views of housing data, as well as data at the Continuum of Care (CoC) level. In Oregon, county-level views are needed as one CoC, the Rural Oregon Continuum of Care (ROCC), encompasses 28 counties which vary widely in population density and housing characteristics. Benton County is in Region 6 of the ROCC, which includes Linn and Lincoln Counties.

McKinney-Vento and local School Districts: The McKinney-Vento Homeless Assistance Act of 1987 establishes a framework for staffing and support to K-12 students experiencing homelessness, and Subtitle VII-B of the Act sets forth definitions for "homeless children and youths." While these definitions vary from those used for other counts (such as the PIT), the administration of McKinney-Vento from district to district is well defined, and hence the data provided by the School Districts is considered very reliable. One key distinction in McKinney-Vento counts, is that it includes as homeless those who are sharing housing – doubled up with another family or couch surfing – due to economic hardship or loss of housing. Adult individuals or couples without children who are staying with others would typically not be defined as "homeless" if they are in a structure intended for use as housing.

Benton County Data, and Data Available via Benton County: Benton County directly collects data on housing status for clients of the Benton County Health Clinics. Housing status data is often collected on

clients of IHN-CCO providers, but access to this data is more challenging. Data on cost burden for households below median income levels, eviction rates, and numbers of households transitioning to permanent housing is intended for collection as part of the Benton County Community Health Improvement Plan. Doug Sackinger serves as the Benton County GIS Coordinator, and can assist with projects related to mapping data.

In addition to data collected directly by Benton County, data from the American Community Survey (ACS) is used by Peter Banwarth in the Health Department's Healthy Communities team to explore a variety of housing and income topics. Housing cost burden is available through ACS, and can be split out at the household income level with attributes including whether a household rents or owns, and whether ownership is with or without a mortgage. Housing as a % of total income, as well as residual income after basic needs are met is available, as well as median housing costs and income. The age of housing stock (owned and rented) is available within census blocks, and can be used as a correlate of housing condition, and likelihood of common problems such as lead and mold issues. Property tax data is available, as well as housing tenure by race/ethnicity. Gaps in the ACS data include information on manufactured housing. Group housing is also a challenging area in ACS data, as the type of group housing is not distinguished in the data, so a sorority house and a memory care center both show up as "group housing." Age data can be used to refine this view.

Agency and Organization Data: Data on housing status, income, and other attributes is regularly collected and reported by community service agencies and organizations to support grant requirements, and can often be accessed by request. Much of this data is public record, and is provided to the City of Corvallis through the United Way administered Basic Needs Grant program, or to support applications and reporting related to Community Development Block Grants. In addition to formal data available from agencies, "street level" views from agency staff and groups like the Street Outreach and Response Team, and the Vulnerable Patients Group (convened by Samaritan Health Services) can often provide real-time insight into current challenges and gaps in service, and how local practices play out for those experiencing homelessness or at risk.

Local Statistics: In March, 2017, the League of Women Voters of Corvallis published "Homelessness in Corvallis: Exploring the Numbers, Evaluating the Beliefs." This study aimed to provide a view beyond the PIT Count, and provide a more complete picture of how many people experience homelessness in Corvallis over a year. Integrating PIT, McKinney-Vento, Oregon Department of Human Services, and other service provider data, it has come to be viewed as a local 'authoritative view' of the total numbers of homeless in the Corvallis area, though argument can be made over methodology. It is not known if the League plans any updates to this document to incorporate the latest PIT data.

Data Sources: Assessments and Plans

Assessments: The following resources provide assessment of the current state of housing and homelessness, from the Federal, State, County, and City of Corvallis perspective.

Federal

Housing and Urban Development. (2018) *Annual Homeless Assessment Report to Congress. Part I: Point-in-Time Estimates of Homelessness.*
https://files.hudexchange.info/resources/documents/2018-AHAR-Part-1.pdf

Additional reference materials, including Excel sheets showing PIT Estimates by Continuum of Care and State, are available here:
https://www.hudexchange.info/resource/5783/2018-ahar-part-1-pit-estimates-of-homelessness-in-the-us/

State

Oregon Community Foundation and ECONorthwest. (2019). *Homelessness in Oregon: A Review of Trends, Causes, and Policy Options.*
https://m.oregoncf.org/Templates/media/files/reports/OregonHomelessness.pdf

County

Benton County Health Department. (2017). *Benton County Community Health Assessment 2017-2021.*
https://www.co.benton.or.us/sites/default/files/fileattachments/health_department/page/201/benton_cha_2017_final_11_7_2017.pdf

Benton County Health Department. (March 2019). *Benton County Community Health Improvement Plan 2018-2022.*
https://www.co.benton.or.us/sites/default/files/fileattachments/health_department/page/201/2018-22_benton_chip_3_1_19.pdf

Children First for Oregon. (2018). *2018 County Data: Child Well-Being in Oregon.*
https://www.cffo.org/wp-content/uploads/2018/12/CFFO-County-Data-2018.pdf

2017 and 2016 editions include additional commentary on financial stability, including rent burdens and impact on children.
2017: https://www.cffo.org/wp-content/uploads/2017/11/Data-Book-2017.pdf
2016: https://www.cffo.org/wp-content/uploads/2017/09/2016-County-Data-Book.pdf

Housing Opportunities Action Council. (2017). *Community Strategies to Overcome Homelessness and Barriers to Housing: Update to a Ten-Year Plan to Address Issues Surrounding*

Housing and Homelessness in Benton County, Oregon. http://bentonhoac.com/wp-content/uploads/2016/06/HOAC-TenYearPlan-Update-APPROVED-12202017-for-distro.pdf

See Appendices for SWOT Analysis and input from those with lived experience.

Housing Opportunities Action Council Program Manager. (2019). *Final Report of the Program Manager, May 2019.* http://bentonhoac.com/wp-content/uploads/2019/05/HOAC-PM-Report-May2019-distro.pdf

City of Corvallis

City of Corvallis and ECONorthwest. (2016). *City of Corvallis Housing Needs Analysis and Economic Opportunities Analysis*. https://archives.corvallisoregon.gov/public/ElectronicFile.aspx?dbid=0&docid=1474948

City of Corvallis. (2019). *Strategic Operating Plan, 2019-2023.* https://archives.corvallisoregon.gov/public/ElectronicFile.aspx?dbid=0&docid=1420764

League of Women Voters of Corvallis, Housing Committee. (2017). *Homelessness in Corvallis: Exploring the Numbers, Evaluating the Beliefs*. https://lwv.corvallis.or.us/wp-content/uploads/2017/04/LWV-Homelessness-in-Corvallis.pdf

Benton County Health Department Intern, Rika Bierek. (2019). *Corvallis Housing.* Print or Electronic Copy available.

Benton County Health Department Intern, Rika Bierek. (2019). *System Development Charges and Affordable Housing.* Print or Electronic Copy available.

Housing Opportunities Action Council Intern, Kyle Finn Sporrer. (2019). *Impacts of Homeless Camping on Campers and the Environment.* Print or Electronic Copy available.

Plans, Goals and Best Practices

: The following resources provide perspective on plans, goals, and best practices in addressing affordable housing and homelessness issues from the Federal, State, Region, County, and City of Corvallis perspective.

Federal

United States Interagency Council on Homelessness. (2019). *Home, Together: The Federal Strategic Plan to Prevent and End Homelessness.* https://www.usich.gov/resources/uploads/asset_library/Home-Together-Federal-Strategic-Plan-to-Prevent-and-End-Homelessness.pdf

State

Office of the Governor, State of Oregon. (2018). *Housing Policy Agenda: Housing Stability for Children, Veterans, and the Chronically Homeless and Increased Housing Supply for Urban and Rural Communities.* https://www.oregon.gov/gov/policy/Documents/Housing%20Agenda%20FINAL.pdf

Oregon Housing and Community Services. (2019). *Breaking New Ground: Oregon's Statewide Housing Plan 2019-2023*. https://www.oregon.gov/ohcs/DO/shp/SWHP-Full-Plan.pdf.

Executive Summary: https://www.oregon.gov/ohcs/DO/shp/SWHP-Executive-Summary.pdf

Region

Community Services Consortium. (2012). *Linn, Benton and Lincoln Counties Regional Homeless Plan: A Collaborative Plan to Address Homelessness.* https://communityservices.us/files/collaborative-plan-to-end-homelessness.pdf

County

Benton County

Benton County Health Department. (2019). *Benton County Community Health Improvement Plan 2018-2022.* https://www.co.benton.or.us/sites/default/files/fileattachments/health_department/page/201/2018-22_benton_chip_3_1_19.pdf

Benton County 2040 Thriving Communities Initiative. (2017). *Benton County 2040 Thriving Communities Initiative Core Values.* https://www.co.benton.or.us/sites/default/files/fileattachments/2040_thriving_communities_initiative/page/4367/2040tci-corevalues-finallanguage.pdf

Benton County Ten-Year Plan Steering Committee and Joann Zimmer. (2009). *There's No Place Like Home... A Ten-Year Plan to Address Issues Surrounding Housing and Homelessness in Benton County Oregon*. http://bentonhoac.com/wp-content/uploads/2017/05/Benton-County-10-year-plan-pg-corrected.pdf

Housing Opportunities Action Council. (2017). *Community Strategies to Overcome Homelessness and Barriers to Housing: An Update to the Benton County Ten Year Plan, Approved December 20, 2017*. http://bentonhoac.com/wp-content/uploads/2016/06/HOAC-TenYearPlan-Update-APPROVED-12202017-for-distro.pdf

Lane County

Lane County Poverty and Homelessness Board. (2016). *Lane County Poverty & Homelessness Board Strategic Plan 2016-2021.* https://lanecounty.org/UserFiles/Servers/Server_3585797/File/Government/County%20Departments/Health%20and%20Human%20Services/Human%20Services/Plans,%20Publications%20&%20Reports/PHB_ExecutiveSummary_StrategicGoals_2016_2017_appd_phb160421v5.pdf

Lincoln County

Lincoln County Ten-Year Plan Committee. (2012). *At Home in Lincoln County 2.0: The Updated Ten Year Housing Plan for Lincoln County December 2012.*

https://www.co.lincoln.or.us/sites/default/files/fileattachments/board_of_commissioners/page/322/athomeinlincolncounty_tenyearplan_2.0.pdf

Angelo Planning Group and Johnson Economics for Lincoln County. (2019). *Lincoln County Housing Strategy Plan, June 21, 2019.* https://www.co.lincoln.or.us/sites/default/files/fileattachments/board_of_commissioners/page/6020/housing_strategy_plan_lincoln_county_exhibita_6.21.19.pdf

Linn County

Linn County Ten-Year Plan Steering Committee and Joann Zimmer. (2009). *There's No Place Like Home... A Ten-Year Plan to Address Issues Surrounding Housing and Homelessness in Linn County Oregon.* https://communityservices.us/files/linn-county-10-year-plan_p1.pdf, https://communityservices.us/files/linn-county-10-year-plan_p2.pdf, and https://communityservices.us/files/linn-county-10-year-plan_p3.pdf

Committee to Address Issues Surrounding Housing and Homelessness in Linn County, Oregon. (2012). *UPDATE 10 Year Plan to Address Issues Surrounding Housing and Homelessness Linn County, Oregon September 2012.* https://communityservices.us/files/linn-county-10-year-plan-update.pdf

Marion and Polk Counties

Mid-Willamette Valley Community Action Agency. (2008). *Marion and Polk Counties Plan to End Homelessness.* https://www.co.marion.or.us/BOC/MWHI/Documents/Marion%20and%20Polk%2010%20Year%20Plan%20to%20End%20Homelessness-%20Full%20Plan.pdf

City of Corvallis

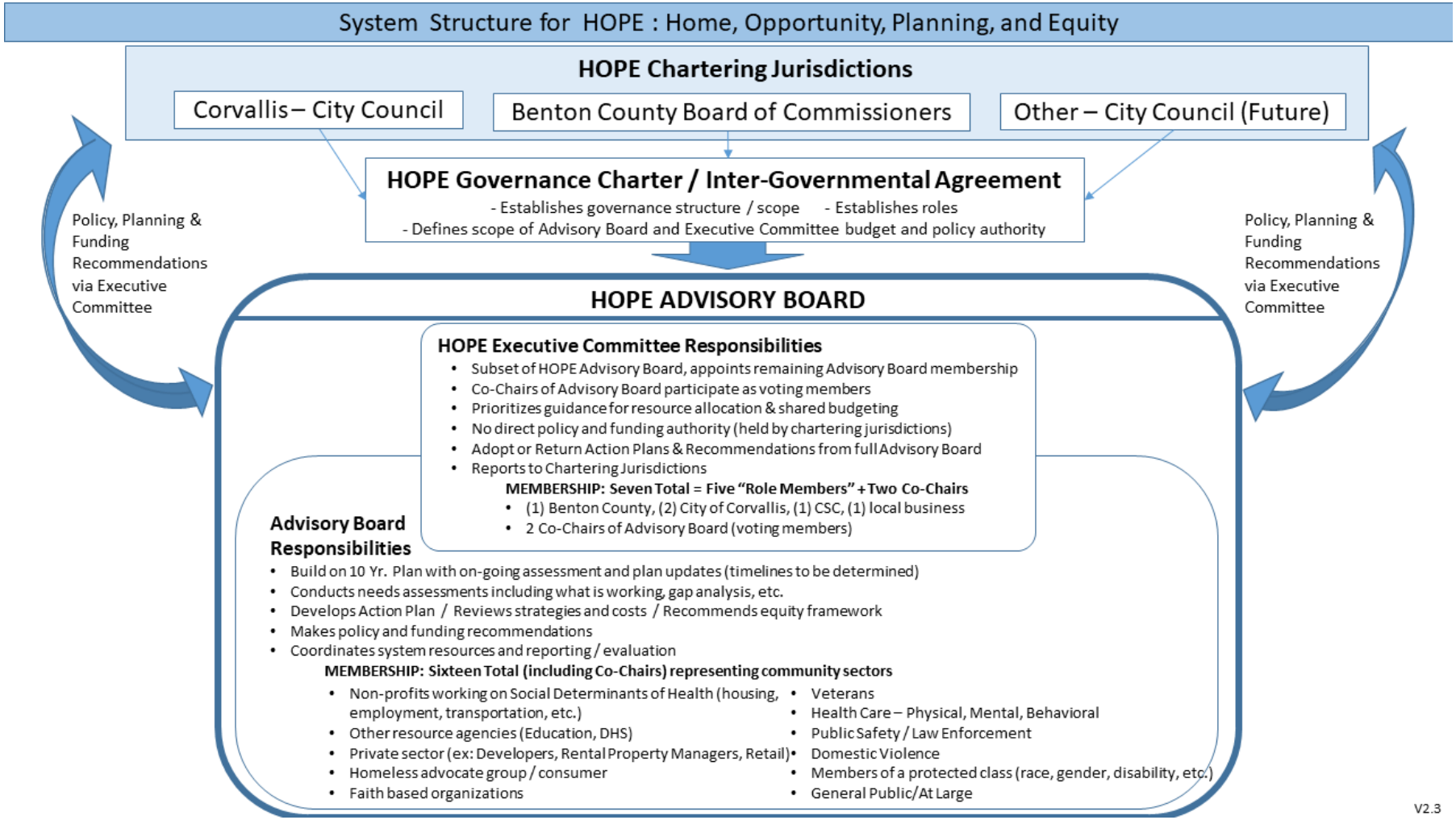
City of Corvallis. (2019). *City of Corvallis Strategic Operational Plan, 2019-2023.* https://archives.corvallisoregon.gov/public/ElectronicFile.aspx?dbid=0&docid=1420764

City of Corvallis, Imagine Corvallis 2040 Action Network. (2016). *Imagine Corvallis 2040: Our Community Vision in Action.* https://archives.corvallisoregon.gov/public/ElectronicFile.aspx?dbid=0&docid=1026072

Corvallis League of Women Voters: Where We Stand: Housing. Retrieved August 9, 2019, from https://lwv.corvallis.or.us/about/where-we-stand/#HOUSING

Corvallis Sustainability Coalition Housing Action Team. (2013). *Excerpt from Community Sustainability: A Framework for Action (2013): HOUSING.* https://sustainablecorvallis.org/wp-content/uploads/2011/01/Topic-Area-Summary_HOUSING_2013.pdf

Appendix A: HOPE Organizational Structure



Appendix B: Housing Goals Matrix

STATE: OHCS	STATE: Governor's Priorities	STATE: OCF Observations/ Recommendations	REGIONAL: Linn, Benton, Lincoln	COUNTY: BENTON Original TYP and Update	COUNTY: BENTON CHIP and 2040 Initiative	COUNTY: LINN	COUNTY: LINCOLN	COUNTY: LANE	COUNTY: MARION & POLK	CITY: Imagine Corvallis 2040	CITY: League of Women Voters	CITY: Corvallis Sustainability Coalition
Equity and Racial Justice: GOAL A: Communities of color experience increased access to OHCS resources. GOAL B: Create a shared understanding of racial equity. * Numerical target to be published by December 2019					2040 Core Values: **Equity for Everyone:** We Appreciate the Inherent Value of Each Community Member, Honor Differences, Celebrate Diversity, & Foster Inclusion BC CHIP 2018-2022: Equity component included in each goal/strategy					VISION FOCUS AREA: Corvallis supports and engages a changing population in a welcoming community... that accommodates all income and cultural groups; advances the well-being of all residents; emphasizes open, transparent, accessible government; plans for stable financing of long-term city needs; and promotes collaborative City/University relationships in all aspects of community life. LEARN & THRIVE: Education & Diversity. Corvallis promotes ongoing education, communication, and enhanced understanding of cultural differences, welcoming and empowering people of diverse backgrounds, cultures, and abilities.		
Homelessness: Build capacity; coordinate funding and policy focused on veterans; integrate asset-building and anti-poverty programs to support economic and housing stability; enhance data and research capacity to understand needs and outcomes. GOAL: 85% of households served are stabilized in housing for six months or longer	1. **Prioritize Ending Children's Homelessness** Ensure no kid shows up to school after spending the night in a car by ending homelessness for families with children and investing more resources to help vulnerable families stay in their homes. (p. 15) "Increase emergency rental assistance through the state emergency housing account and the state homeless assistance program, protect renters from no-cause evictions, make resource investments to help address outsized rent increases, and build and preserve more affordable homes for children and families." (p.16) 2. **House Oregon's Veterans** End veteran homelessness in Oregon by ensuring veterans have an array of options to find and retain housing that meets their needs. "Finish the job of ending veteran homelessness in Oregon." (p.18)	See Data/Analytics below		See Shared Data Standards below **Emergency Shelter** UPDATE Keystone D: Establish permanent location(s) for yearround emergency shelter (5.1). **Other Temporary Shelter** UPDATE Keystone E: Establish other temporary shelter strategies (e.g., legal camp sites, scattered site tent/car camping, etc.) (5.2).	BC CHIP 2018-2022: **Goal 1: Reduce homelessness by disrupting the pathway from housing instability to homelessness and accelerating the transition from homelessness to stable housing.** Strategy 1: Identify and implement opportunities to limit displacement due to serious violations of the City of Corvallis and Benton County building and safety code enforcement programs. Strategy 2: Strengthen partnerships between housing services, local law enforcement, street outreach, and mental health to ensure mental/behavioral health and ensure other support needs of persons experiencing homelessness are appropriately addressed. Strategy 5: Build understanding of equity related to housing, transportation, and development and foster dialogue and coordination across health, housing, transportation, and other sectors.		**#1) Provide Improved Emergency Response and Prevention of Homelessness** 2012 TYP: • Provide overnight shelter for single adults and families experiencing homelessness (Faith Community Services, Family Promise, Emergency Warming Center) • Develop strategies to address the needs of teens aging out of the foster care system • Create/sustain housing for unaccompanied minors • Investigate the feasibility of a rapid re-housing program • Create/sustain a day labor program	**1. Strategic Focus: Availability and Access to Coordinated Supportive Housing, Shelter, and Services** GOAL 1.1: Create 600 additional housing opportunities throughout Lane County by 2021 for chronically homeless individuals and people with particular needs, including: veterans, youth, domestic violence survivors, those with mental illness, drug and alcohol abuse problems, and those exiting criminal justice, foster care and child welfare systems. GOAL 1.2: Create additional emergency shelter and respite care for homeless individuals, youth and families with children awaiting housing by 2021. GOAL 2.2: Reduce homelessness among low-income families with children and school age youth, as measured by the Oregon Department of Education, by 30 percent by 2021.	**GOAL 1: Increase housing options for low/very low-income residents.** • Objective 1: Create a Housing First model in Marion and Polk Counties • Objective 2: Assure needed shelter services and transitional housing • Objective 3: Expand supply of assisted housing		2. The city and county should do such things as include funds for emergency shelter in their regular budgets. They should apply for any federal and state funds available for this purpose. Successful shelter programs in other parts of the country should be explored. 3. Emergency shelter should be available year round in our community for both women and men. Volunteer organizations should be given support for their efforts to meet this need through city and county leadership and some allocation of dollars to help stabilize private programs.	**Goal 4: By 2025, chronic homelessness will be reduced by 65%.** Strategy 1: Locate/educate and assist potentially homeless persons and families prior to housing displacement. Strategy 2: Increase the number of affordable supported housing units suitable for the previously homeless. Strategy 3: Enhance communication between the homeless and service providers.
Permanent Supportive Housing: Expand pool of resources and align funding for capital and supportive services; explore development of state-funded tenant and projectbased rental assistance; make existing development dollars available for PSH through requirements or incentives. GOAL: Fund the creation of 1,000 permanently supportive homes.	**Invest in Permanent Supportive Housing for the Chronically Homeless** Move people from street corners and doorways and into homes by investing in proven strategies like permanent supportive housing. "Increase funding to help the chronically homeless get off the streets, and increase access to addictions and mental health treatments and other critical medical care. " (p.19) **(text references link to CCO 2.0 and housing.)**			**Access to supportive services** TYP Goal 3: Increase the capacity of homeless persons for self-support through strategies that identify their risk of homelessness, their needs, and access to appropriate housing with suitable supportive services. **Entry Into Permanent Housing** UPDATE Keystone G: Facilitate entry into permanent housing for persons experiencing homelessness or living in temporary or transitional housing (5.4). **Permanent Supportive Housing** UPDATE Keystone H: Secure more permanent supportive housing for special populations (5.7).		**Access to supportive services** TYP Goal 3: Increase the capacity of homeless persons for self-support through strategies that identify risk of homelessness, needs, and access to appropriate housing with suitable supportive services.	See #3 below					

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Affordable Rental Housing: Use technology, streamlined processes and partnerships to expedite affordable housing; provide training and technical assistance; consider transportation in the context of affordable housing. GOAL: OHCS will triple the existing pipeline of affordable rental housing up to 25,000 homes.			**#3 Develop Housing opportunities** A. Conduct Workforce Housing Needs Assessment B. By July 1, 2015 we will have increased the number of affordable housing units in all three counties. (3) C. Rent assistance	**Increase Affordable Housing Supply** TYP Goal 2: Expand, develop, and coordinate the supply of affordable housing for both the homeless and those at risk.			**#3) Develop Housing Opportunities** 2012 TYP: Identify housing units for people who have special needs such as those who have been incarcerated or are on parole, people with mental health issues or other chronic conditions. (Identified as a priority in the Regional Plan) • Investigate the feasibility of non-traditional housing models such as single room occupancy (SROs) and co-housing.			VISION FOCUS AREA: Corvallis is a compact, well-planned, livable city... with a vibrant downtown and commercial centers that blend employment, retail and housing, stable, healthy neighborhoods, a diverse mix of affordable housing, and a network of parks and green spaces, all connected by transit, biking and walking. ENGAGE & SUPPORT: Community Affordability Corvallis accommodates all income groups as integral parts of the community and ensures that people who work in Corvallis can afford to live here. PLAN & CHANGE: Diverse & Affordable Housing Corvallis fosters the development of housing that is affordable at all stages of life, featuring a range of housing types, sizes, costs, and configurations throughout the city.	4. The city and county should aggressively support the development of low income housing units. Every effort should be made to secure funds from state and federal sources to expand the supply of low rent units either by new construction or renovation of existing housing stocks. Contributing land, addressing zoning barriers, adjusting transit routes and working closely with the community are ways in which government can aid in creating more low income housing.	**Goal 1: By 2025 all residents/households will have access to affordable housing options.*** Strategy 1: Explore development of a "community land trust" and increased options for rent assistance Strategy 2: Promote appropriately designed and located higher density options for family housing by incorporating housing into new/existing commercial building projects where related residential services are available. Strategy 3: Maintain and increase affordable housing stock for low and moderate income families and those with children.
Homeownership: new programs to support low & moderate income homebuyers; culturally specific programs to support communities of color; preserve and improve manufactured housing. GOAL A: Assist 6,500 households in becoming successful homeowners. GOAL B: Double the number of homeowners of color in OHCS homeownership programs.	**Accelerate Growth of Housing Supply** Dramatically increase the number of affordable homes throughout Oregon by supporting the growth of housing supplies. "Increase Oregon's housing supply in both metropolitan and rural areas by a) expanding the workforce housing initiative, b) improving the path to build and permit innovative building types, and c) promoting training and apprenticeship programs for construction, particularly in rural Oregon." (p.20)	**Increase Housing Supply** p.ii: "Over the 2010-2016 time period, Oregon created only 63 new housing units for every 100 households that formed during the time period, increasing competition for housing. This underproduction has put upward pressure on housing costs. "	See #3 Above	**Increase Affordable Housing Supply** TYP Goal 2: Expand, develop, and coordinate the supply of affordable housing for both the homeless and those at risk. **Housing Supply** UPDATE Keystone C: Increase the affordable housing supply in Benton County (5.9). Supporting Activities: Develop messaging strategy to build support for affordable housing (1.1). Build capacity to mobilize community to advocate (1.2). Advance priority policy recommendations (1.3). Track policy, planning		**Increase Affordable Housing Supply** TYP Goal 2: Expand, develop, and coordinate the supply of affordable housing for the homeless and those at risk of homelessness.				See above		**Goal 3: By 2025, 100% of new construction will have minimal impact on resources and the environment.** Strategy 1: Encourage and support more diverse housing options. Strategy 2: Reduce size of homes and ecological footprint in order to conserve energy, land area and resources. See also "Goal 1" Above
Rural Communities: Build relationships with rural communities and partners; tailor programs to the needs of small and rural towns; develop strategies to meet needs of agricultural workers. GOAL: Increase OHCS funded housing development in rural areas by 75%												
		Invest in better data/analytics p.48: "Service agencies will need to invest in better analytic capabilities—like the Silicon Valley Triage Tool—to target the highest cost, highest needs individuals… Success here would deliver sustained support to the region's most vulnerable populations, reduce health and public safety expenditures, and free up emergency shelter capacity for more appropriate short stays."		**Shared data standards and systems** TYP Goal 5: Create a system of data collection and community accountability to sustain homeless programs. **Comprehensive Care Coordination** UPDATE Keystone B: Increase capacity to provide comprehensive, well-coordinated case management services aligned with health care transformation (2.1). Supporting Activities: Develop, implement and evaluate coordinated entry, assessment and application process (2.3). Establish centralized, comprehensive data system to understand size, scope and needs of population (2.4).		**Shared data standards and systems** TYP Goal 5: Create a system of collection technology and methodology to better account for homeless program outcomes.	**#2) Provide Coordinated Outreach** 2012 TYP: • Create subcommittees to implement action items, as new priorities emerge over the coming three years • Encourage local government to develop and implement a policy on homeless camping as per ORS 203.077 & ORS 203.079 • Improve service coordination among agencies that serve individuals experiencing homelessness or housing instability (Identified as a priority in the Regional Plan) • Review or establish hospital discharge protocols re: housing and service referrals (Ours will be a supporting role, Samaritan Health Services will be lead agency) • Support the expansion of existing Drug Court and Mental Health Court programs (Ours	**Data / FUSE (Frequent Users Systems Engagement)** GOAL 1.3: Increase opportunities to enhance services for frequent users through service integration and coordination, and the development of new partnerships	**GOAL 3: Increase coordination among homeless agencies.** • Objective 1 – Organize support systems to keep people in their homes • Objective 2 – Re-align priorities and identify new resources to support people in their homes			

STATE: OHCS	STATE: Governor's Priorities	STATE: OCF Observations/ Recommendations	REGIONAL: Linn, Benton, Lincoln	COUNTY: BENTON Original TYP and Update	COUNTY: BENTON CHIP and 2040 Initiative	COUNTY: LINN	COUNTY: LINCOLN	COUNTY: LANE	COUNTY: MARION & POLK	CITY: Imagine Corvallis 2040	CITY: League of Women Voters	CITY: Corvallis Sustainability Coalition
		Leverage Public/Private Partnerships p.Viii: "The state will not make progress on homelessness if the hard work is done only by those who directly serve the homeless on a daily basis. The problem is too big for that. Progress will require collective action by a range of actors: public and nonprofit agencies that work not only on homeless issues but also broader housing and land-use regulatory policies; federal partners willing to re-examine and invest in rental assistance; state policymakers who can chart new state roles in housing policy; business leaders who will provide leadership and support strategies; philanthropies willing to convene and invest in research and development; and universities that can lead in research and policy innovation."	**#2 Provide coordinated outreach** A. By January 1, 2013 an exploratory committee, coordinated by CSC, will be formed including governmental and non- governmental agencies to develop a strategy to create and sustain Adult Services Teams in each county. (1) B. By July 1, 2012 a facilitating entity will be designated to execute and continue collaboration between agencies. (2) C. Annual Homeless Summit **#4 Improve Service delivery** A. By January 1, 2013 needed services will be identified for the purpose of creating a regional resource hub. (3) B. There are some medical respite Services C. By July 1, 2013 we will have doubled the number of trained advocates available to help homeless and at risk individuals and families into housing. (2) D. Provide institutional transitions from jail, parole/probation E. Develop creative solutions to funding challenges		Strategy 2: Strengthen partnerships between housing services, local law enforcement, street outreach, and mental health to ensure mental/behavioral health and ensure other support needs of persons experiencing homelessness are appropriately addressed.					LEARN & THRIVE: Community Partnership for Human Services Corvallis ensures access to human services through a strong and collaborative partnership of nonprofit agencies, government, and local organizations to provide emergency and preventive services.	1. The LWV believes that local government should exercise leadership in promoting partnerships between public and private entities to establish shelter for homeless families, emergency shelter for single women and men and low income housing units.	
			#1 Prevent Homelessness A. By July 1, 2013 we will have developed a treatment option to address the alcohol and drug detox gap. (1) B. In three years we will have expanded available shelter space for all priority populations (families with kids, single adults, and youth) of homeless in each county. (4) C. Provide intensive mental health services D. Develop and deliver a public education campaign about homelessness	**Prevention through appropriate services** TYP Goal 1: Prevent people from becoming homeless by supplying services that allow them to obtain housing or maintain their current housing status. **Mental/Behavioral Health** UPDATE Keystone A: Increase capacity to provide mental health treatment and detox services (3.6). Supporting Activities: Strengthen partnerships with Law Enforcement and Mental Health to ensure mental health and other support needs are appropriately addressed (4.4). **Daytime Drop-in Center** UPDATE Keystone F: Establish a permanent site for a daytime drop-in center and soup kitchen (4.2).	Strategy 2: Strengthen partnerships between housing services, local law enforcement, street outreach, and mental health to ensure mental/behavioral health and ensure other support needs of persons experiencing homelessness are appropriately addressed.	**Prevention through appropriate services** TYP Goal 1: Prevent people from becoming homeless by supplying services that allow them to obtain housing or maintain their current housing status.		**2. Strategic Focus: Prevent Homelessness and Poverty** GOAL 2.1: Increase the stability of low-income individuals and families in Lane County. Ensure they are stably housed and have adequate employment income and/or benefits to meet their basic needs. GOAL 2.3: Increase employment opportunities, education, and employment and training activities for participants who are in poverty, and/or homeless with special needs. GOAL 2.4: Increase access to integrated health care for persons who are unstably housed, homeless or are community members in supportive housing.	**GOAL 2 – Prevent and divert people from becoming homeless.** • Objective 1 – Identify and coordinate resources • Objective 2 – Increase education about available resources • Objective 3 – Increase employment and training opportunities • Objective 4 - Provide project based vouchers to support foster children housing			
			See #1 D Above	**Education, awareness and Community Engagement** TYP Goal 4: Address the societal stigma about homelessness and create new advocates for prevention through education, awareness, and community dialogue. See also UPDATE Keystone C: Housing Supply (above)		**Education, awareness and Community Engagement** TYP Goal 4: Create an education and awareness program to remove societal stigma about homelessness as well as to advocate for answers.		**3. Strategic Focus: Inform and Enhance Public Awareness and Advocacy Efforts** GOAL 3.1: Increase public understanding of poverty and homelessness issues and how they're being addressed. GOAL 3.2: Advocate for support to reduce poverty and homelessness.	**GOAL 4 – Increase community awareness to build support and remove stigma.** • Objective 1 – Make housing a priority • Objective 2 – Disseminate information See Also Goal 2, Objective 2 above			
				Best Practices:		**Best Practices:** Similar to LEAD, in April 2019 Albany implemented 'City Solutions Team' - partnership between police and CHANCE to connect homeless immediately with services. Albany doesn't reference this as LEAD.	**Best Practices:** Conducted Sequential Intercept Mapping on path to creating "Stepping Up Initiative" MH diversion program Lincoln County Land Trust Exploring FUSE with Samaritan Health (https://www.co.lincoln.or.us/sites/default/files/fileattachments/board_of_commissioners/page/4524/suifeb2019rpt.pdf)	**Best Practices:** FUSE (Frequent User System Engagement) is implemented as a partnership between Lane Co Human Services and ShelterCare. (https://www.lanecounty.org/UserFiles/Servers/Server_3585797/File/Government/County%20Departments/Health%20and%20Human%20Services/Human%20Services/HMIS%20ServicePoint/Fight%20Homeless%20wth%20Data%20handout%201.pdf)	**Best Practices:** Developing LEAD program (Law Enforcement Assisted Diversion) https://www.leadbureau.org/ According to Oregon Knowledge Bank, Marion County Sheriff (Jan 2018) and Dallas Police Department (Nov 2015) have implemented LEAD (https://www.oregonkb.com/leads-program/)			
SOURCES												

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Breaking New Ground: Oregon's Statewide Housing Plan 20192023 Executive Summary https://www.oregon.gov/ohcs/DO/shp/SWHP-ExecutiveSummary.pdf Full Plan: https://www.oregon.gov/ohcs/DO/shp/SWHP-Full-Plan.pdf.	*Housing Policy Agenda: Housing Stability for Children, Veterans, and the Chronically Homeless and Increased Housing Supply for Urban and Rural Communities* https://www.oregon.gov/gov/policy/Documents/Housing%20Agenda%20FINAL.pdf	*Homelessness in Oregon: A review of trends, causes, and policy options* https://m.oregoncf.org/Templates/media/files/reports/OregonHomelessness.pdf	*Linn, Benton and Lincoln Counties Regional Homeless Plan: A Collaborative Plan to Address Homelessness (2012)* https://communityservices.us/files/collaborativeplan-to-end-homelessness.pdf	*There's No Place Like Home... A Ten-Year Plan to Address Issues Surrounding Housing and Homelessness in Benton County Oregon* http://bentonhoac.com/wpcontent/uploads/2017/05/BentonCounty-10-year-plan-pgcorrected.pdf 2017 UPDATE *Community Strategies to Overcome Homelessness and Barriers to Housing, an Update to the Benton County Ten Year Plan, Approved December 20, 2017* http://bentonhoac.com/wpcontent/uploads/2016/06/HOAC-TenYearPlan-Update-APPROVED12202017-for-distro.pdf	*Benton County Community Health Improvement Plan 2018-2022* https://www.co.benton.or.us/sites/default/files/fileattachments/health_department/page/201/2018-22_benton_chip_3_1_19.pdf *Benton County 2040 Thriving Communities' Core Values Today & for Our Future* https://www.co.benton.or.us/sites/default/files/fileattachments/2040_thriving_communii es_initiative/page/4367/2040tci-corevaluesfinallanguage.pdf	Linn County TYP *There's No Place Like Home... A Ten-Year Plan to Address Issues Surrounding Housing and Homelessness in Linn County Oregon* Pt 1: https://communityservices.us/ files/linn-county-10-yearplan_p1.pdf Pt 2: https://communityservices.us/files/linn-county-10-yearplan_p2.pdf Pt 3: https://communityservices.us/files/linn-county-10-yearplan_p3.pdf 2012 UPDATE https://communityservices.us/files/linn-county-10-year-planupdate.pdf	*At Home in Lincoln County 2.0: The Updated Ten Year Housing Plan for Lincoln County December 2012* https://www.co.lincoln.or.us/sites/default/files/fileattachments/board_of_commissioners/page/322/athomeinlincolncounty_tenyearplan_2.0.pdf See Also: *Lincoln County Housing Strategy Plan, June 21, 2019* https://www.co.lincoln.or.us/sites/default/files/fileattachments/board_of_commissioners/page/6020/housing_strategy_plan_lincoln_county_exhibita_6.21.19.pdf	*Lane County Poverty and Homelessness Board Strategic Plan* https://lanecounty.org/UserFiles/Servers/Server_3585797/File/Government/County%20Departments/Health%20and%20Human%20Services/Human%20Services/Plans,%20Publications%20&%20Reports/PHB_ExecutiveSummary_StrategicGoals_2016_2017_appd_phb160421v5.pdf	*Marion & Polk Counties Plan to End Homelessness* https://www.co.marion.or.us/BOC/MWHI/Documents/Marion%20and%20Polk%2010%20Year%20Plan%20to%20End%20Homelessness-%20Full%20Plan.pdf	*Imagine Corvallis 2040: Our Community Vision in Action* https://archives.corvallisoregon.gov/public/ElectronicFile.aspx?dbid=0&docid=1026072	Corvallis League of Women Voters website https://lwv.corvallis.or.us/about/where-we-stand/#HOUSING	Corvallis Sustainability Coalition website https://sustainablecorvallis.org/wp-content/uploads/2011/01/Topic-Area-Summary_HOUSING_2013.pdf