COMMUNITY STRATEGIES TO OVERCOME HOMELESSNESS AND BARRIERS TO HOUSING

Housing Opportunities Action Council of Benton County, Oregon

Update to A Ten-Year Plan to Address Issues Surrounding Housing and Homelessness in Benton County, Oregon

Approved by HOAC, December 20, 2017

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EXECUTIVE SUMMARY

In 2009, diverse partners throughout Benton County established A Ten-Year Plan to Address Issues Surrounding Housing and Homelessness in Benton County, Oregon (Ten-Year Plan to Address Housing and Homelessness) which outlined goals and strategies for assuring that "everyone in Benton County has the opportunity to live in decent, safe, and affordable housing." In 2016, the Housing Opportunities Action Council (HOAC), with funding from Benton County, City of Corvallis, and Samaritan Health Services, initiated a planning and community engagement process to update this plan to reactivate and reenergize the community's response to a growing and increasingly serious homeless and housing affordability crisis.

SCOPE OF HOMELESS CRISIS

Like communities throughout Oregon and the United States, homelessness in Benton County has escalated in recent years and demands a comprehensive, coordinated response from the county, cities, and diverse community partners and leaders, closely informed by persons experiencing homelessness and housing instability.

The total Point-in-Time count of persons experiencing homelessness in Benton County was 127 in 2015 and 287 in 2017, a 125 percent increase over two years. Of the 287 individuals identified in 2017, twenty-two percent were self-identified as chronically homeless. The League of

Figure 1: Benton Habitat for Humanity mural in Corvallis, Oregon.

Women Voters of Corvallis developed an estimate of homelessness that draws on complementary sources and controls for double counting, estimating that 855 people experienced homeless in Benton County in 2016.

Housing instability is also a growing and acute issue in Benton County. The current best proxy for housing instability is housing cost burden. A household is considered to have a housing cost burden if more than 30 percent of the household's pre-tax income is spent on housing costs. A household has an extreme housing cost burden if more than 50 percent of pre-tax income is spent on housing costs.

From 2011-2015, thirty-seven percent of Benton County households had housing cost burdens. Renters were more likely to have cost burdens (59 percent) than home owners (29 percent with mortgages, 13 percent without mortgages). Two-thirds of households below the median income ($50,000 per year) had cost burdens. Twenty-one percent of Benton County households had extreme housing cost burdens.

BROAD INTERVENTION AREAS AND STRATEGIES

In 2016-2017, the HOAC charged the Benton County Health Department to facilitate a year-long community engagement, assessment, and planning process to update the Ten-Year Plan to Address Housing and Homelessness. This process convened numerous community partners and stakeholders representing sectors such as housing, social services, health care, education, and community development, as well as included input from 364 persons experiencing homelessness and housing instability.

These activities resulted in 31 strategies spanning six broad intervention areas which research and best practices in the field show are each key to reducing homelessness and

increasing access to supportive services and affordable housing. The broad intervention areas are as follows:

1. Community and Organizational Systems & Policy Change
2. Comprehensive Care Coordination
3. Prevention
4. Street Outreach & Rapid Response
5. Housing
6. Community Integration & Neighborhood Belonging

KEYSTONE STRATEGIES, 2017-2019

Within the 31 overall strategies, the HOAC subsequently identified the strategies shown in Fig. 2. as having the potential to make the greatest impact within a short-, medium-, and long-term implementation scheduled to begin on July 1, 2017.
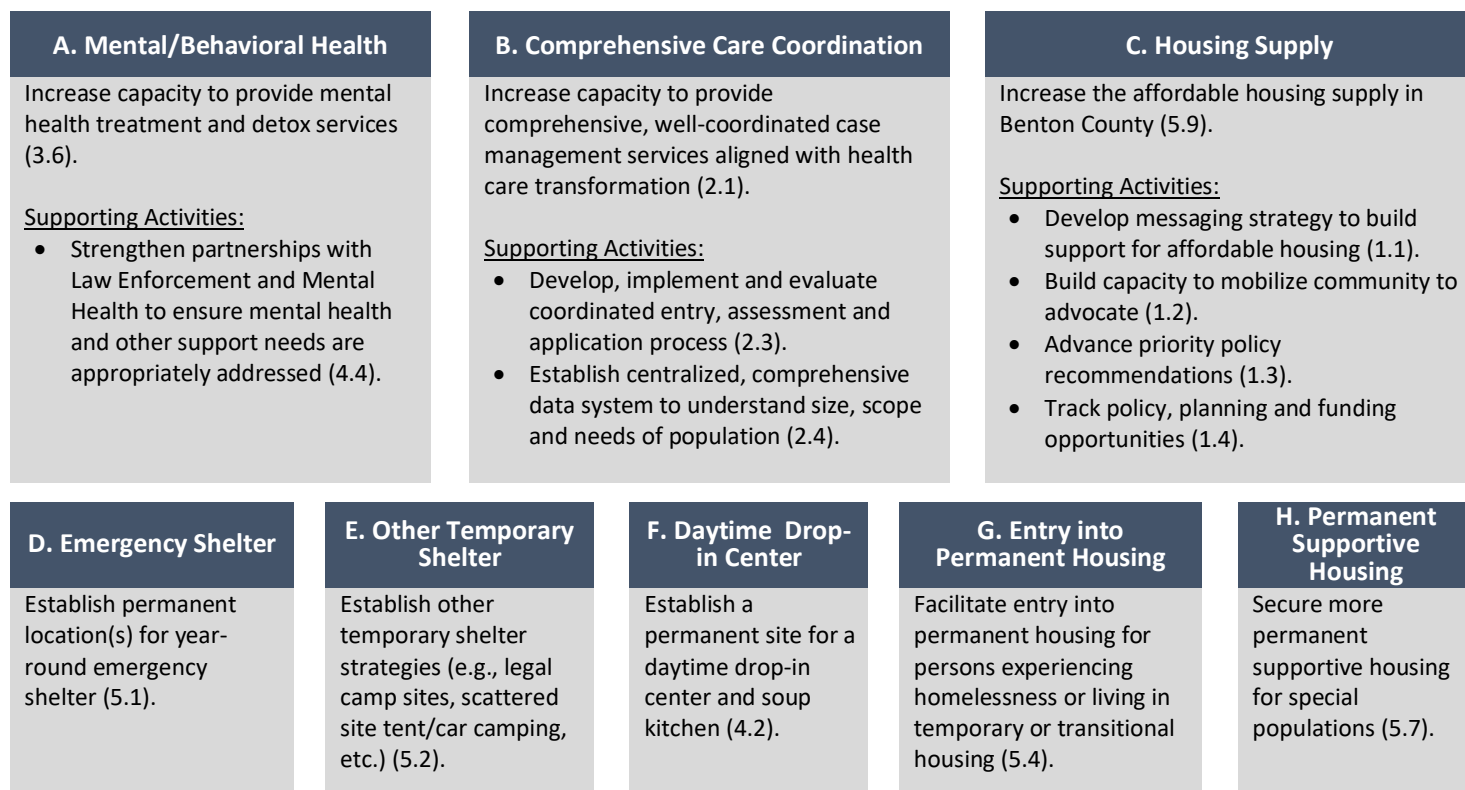
A. Mental/Behavioral Health	**B. Comprehensive Care Coordination**	**C. Housing Supply**
Increase capacity to provide mental health treatment and detox services (3.6).	Increase capacity to provide comprehensive, well-coordinated case management services aligned with health care transformation (2.1).	Increase the affordable housing supply in Benton County (5.9).
Supporting Activities: • Strengthen partnerships with Law Enforcement and Mental Health to ensure mental health and other support needs are appropriately addressed (4.4).	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).	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 and funding opportunities (1.4).

D. Emergency Shelter	**E. Other Temporary Shelter**	**F. Daytime Drop-in Center**	**G. Entry into Permanent Housing**	**H. Permanent Supportive Housing**
Establish permanent location(s) for year-round emergency shelter (5.1).	Establish other temporary shelter strategies (e.g., legal camp sites, scattered site tent/car camping, etc.) (5.2).	Establish a permanent site for a daytime drop-in center and soup kitchen (4.2).	Facilitate entry into permanent housing for persons experiencing homelessness or living in temporary or transitional housing (5.4).	Secure more permanent supportive housing for special populations (5.7).

Figure 2: Keystone Strategies to overcome homelessness and barriers to housing.

Figure Note: The numbers in parentheses correspond with the 31 overall strategies to overcome homelessness and barriers to housing.

IMPLEMENTATION AND ROLE OF PARTNERS

In updating the Ten-Year Plan to Address Housing and Homelessness, the HOAC is committed to:

"Addressing the root causes of housing affordability and homelessness by engaging the whole community in assuring safe, healthy, and affordable housing for all in Benton County."

Four additional core values guided the planning process:

- Data and best practices must inform planning and priority setting efforts;

- A comprehensive, systems, and multi-sector approach can increase the likelihood of long term success in reducing homelessness;

- Everyone, at all levels, needs to be involved in solving the problem, not just direct providers of services to persons experiencing homelessness; and

- Alignment with other planning efforts is critical to reduce duplication of similar efforts and maximize collective impact of priority strategies.

Moving in to Phase I of implementation, the HOAC Governing Board will convene three workgroups aligned with the top three keystone priority areas to implement work plans with defined timelines (A. Mental and Behavioral Health, B. Comprehensive Care Coordination, C. Housing Supply).

As work progresses on the first set of keystone priority areas during Phase I, the HOAC Governing Board may choose to establish target workgroups on other strategies as needs and opportunities arise and resources become available. To facilitate future implementation, all partners with the potential to contribute are identified for each keystone strategy area. This is to assist the HOAC Governing Board in formalizing workgroup membership and determining leadership roles. It is anticipated that additional partners will be added as this work progresses.

The HOAC's Leadership Committee and Governing Board will act on workgroup recommendations as required to advance collective program and policy efforts.

CONCLUSION

These recommended strategies are designed to maximize effectiveness of current efforts to address homelessness and housing affordability, expand key existing efforts, and implement new actions where appropriate. Although resources are always limited, these strategies are collectively designed to reduce the number of homeless families and individuals living in communities throughout Benton County and lay the foundation for future investments and innovation.

1. HISTORY AND BACKGROUND

In 2009, the Homeless Oversight Committee (HOC) of Benton County, with staff support from the Community Services Consortium, published A Ten-Year Plan to Address Issues Surrounding Housing and Homelessness (Ten-Year Plan to Address Housing and Homelessness). This plan guided the work of numerous community organizations and partners to implement strategies to mitigate homelessness and coordinate existing resources over the last seven years. In 2016, local policy makers and partners recommitted to energizing community efforts to respond to the growing crisis of homelessness and lack of affordable housing in Benton County.

Informed by a Homelessness Summit convened in November 2015, the HOC reconvened as the Housing Opportunities Action Council (HOAC), completing an organizational assessment and realignment process that resulted in a new Governance Structure and three initial subcommittees (i.e., Leadership, Funding Coordination, and SMART Goals). Benton County and City of Corvallis funding was allocated to the United Way of Benton & Lincoln Counties to hire a full-time, professional administrator to advance the work of the HOAC. In addition, the HOAC secured funding and in-kind resources to conduct a mid-point update to the current plan to ensure strategies reflected the needs of the populations most impacted by the affordable housing crisis and that they closely aligned
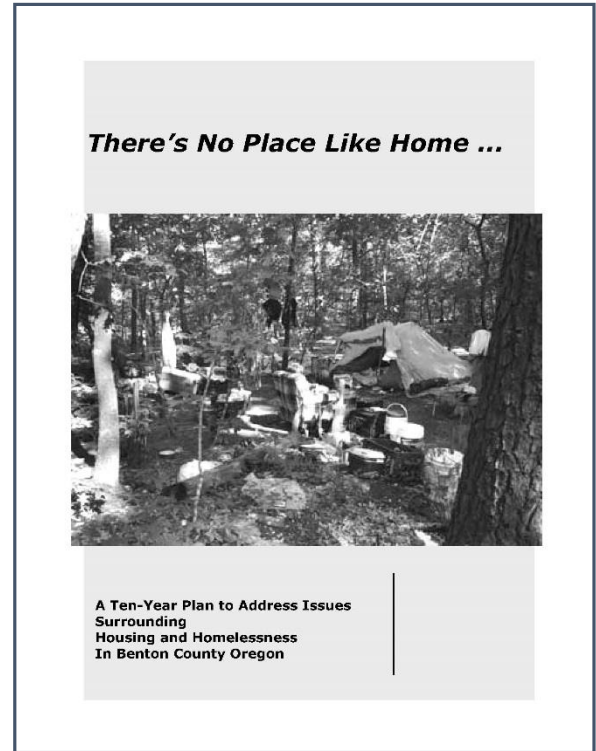

Figure 1: A Ten-Year Plan to Address Issues Surrounding Housing and Homelessness in Benton County, Oregon (2009-2019)

with new and emerging funding and policy opportunities.

A combination of funding from Benton County, the City of Corvallis, and Samaritan Health Services was allocated to the Benton County Health Department (BCHD), Healthy Communities Program, to facilitate a community engagement and strategic planning process to update the Ten-Year Plan to Address Housing and Homelessness. This provided a unique opportunity to align the updated plan with the 2013-2018 Benton County Community Health Improvement Plan (CHIP), as access to safe and affordable housing is one of Benton County's top three CHIP priority intervention areas.

Additionally, BCHD worked to assure the updated plan was well coordinated with the

Appropriate Documentation

Hector and Claudia are in their 30s and often move from place to place to keep their kids indoors, most recently a friend's garage. Frequent moves have resulted in lost birth certificates, social security cards, and other essential documents required to apply for rental housing. Affording the recurring application fees and securing transportation to the rental office is also a challenge.

City of Corvallis' Housing Development Task Force and Imagine Corvallis 2040 vision and action plan process, and Benton County's 2040 Thriving Communities Initiative strategic planning process, to maximize opportunities for alignment, reduction of duplication in outreach and engagement, and foster long-term collective impact of strategies to reduce homelessness and increase access to affordable, safe and healthy housing.

BCHD also leveraged additional funding to contract with Willamette Neighborhood Housing Services, Community Services Consortium, and First Christian Church to provide technical assistance and consultation during the planning process. Each have homeless/housing systems and planning alignment requirements and/or as part of their organizational missions and provided

critical support in informing the planning process, timeline, communication plan, meeting agendas, documentation, and evaluation activities.

In addition, a planning advisory group called the Planning Alignment Team composed of the HOAC Administrator and representatives from the HOAC Governing Board met four times over the process to provide additional input. In January 2017, BCHD staff disbanded this group and began attending monthly meetings of the HOAC's newly convened Leadership Committee, also facilitated by the HOAC Administrator, given significant overlap in membership and to reduce redundancy of planning efforts.

Planning activities included:

1. Developing a communication platform (website and social media presence);
2. Conducting an online SWOT survey (168 responses);
3. Developing a comprehensive data snap shot, demographic profiles, and community map of key stakeholders and organizations;
4. Hosting key informant interviews with 138 stakeholders;
5. Reviewing best practices and innovations emerging from other communities;
6. Aligning and updating goals and strategies with the current plan;
7. Priority setting; and
8. Establishing metrics and evaluation indicators.

For more information about the planning activities, see the following Appendices:

A. Planning and Engagement Process
B. Strategy Priority Setting Process
C. Crosswalk of Old and New Strategies
D. Proposed Keystone Strategy Metrics

To implement Phase I of the plan, the HOAC Governing Board will convene three workgroups aligned with the top three keystone priority areas to implement work plans with defined timelines (A. Mental and Behavioral Health, B. Comprehensive Care Coordination, C. Housing Supply). Each workgroup will be co-facilitated by two chair persons with administrative support provided by the HOAC Administrator. Workgroups will report on key milestones to the HOAC's SMART Goals Committee and at regular monthly meetings of the HOAC Governing Board.

Benton County Health Department's Epidemiologist and Healthy Communities Program will provide ongoing support in monitoring the metrics and data indicators established for each workgroup for evaluation purposes.

As work progresses on the first set of keystone priority areas in Phase I, the HOAC Governing Board may choose to establish target workgroups on other priorities as needs and opportunities arise and resources become available. To facilitate future implementation, all partners with the potential to contribute are identified for each keystone strategy area. This is to

assist the HOAC Governing Board in formalizing workgroup membership and determining leadership roles. It is anticipated that additional partners will be added as this work progresses.

The HOAC's Leadership Committee and Governing Board will act on workgroup recommendations as required to advance collective program and policy efforts.

College student in a tight housing market

Charlie is a 30-year-old college student at Oregon State University. He lives in a 2 bedroom apartment in north Corvallis with his wife and 2-year-old son. Charlie's wife works full time as a waitress earning about $20,000 a year and Charlie takes out loans to pay for college. Charlie's family is among the 47 percent of families with one working parent who receive SNAP benefits in Benton County. Their rent is $1,200 per month, not including utilities. Their building is badly in need of repairs but they do not file a complaint for fear the property would be deemed "unlivable" and they would be forced to find alternate housing.

2. DATA AND DEMOGRAPHICS

The data provided is mainly drawn from the 2017 Benton County Community Health Assessment (CHA). The CHA contains additional data on socioeconomic factors and health indicators relating to housing. For a more in depth review of the data around housing and homelessness,
see the Benton County Community Health Assessment.

Figure 2: Point-in-Time homelessness count in Benton County, 2017.[i]

On one night in January 2017, there were

287 people experiencing homelessness

52% unsheltered | 48% sheltered

34% women | 66% men

24% children | 76% adults

22% chronically homeless

HOMELESSNESS AND HOUSING INSTABILTY

The principal data source to document people experiencing homelessness is the one night Point-in-Time count conducted annually in January.

In 2017, there were 287 individuals counted in Benton County, an increase of 160 people (125 percent) over 2015[1].[i] This count was divided evenly between individuals who were and were not sheltered. Women represented approximately one third of the individuals counted and one quarter were under the age of eighteen. Of the 287 individuals identified, 63 (22 percent) were self-identified as chronically homeless[2].

Figure 3: Adult and child homelessness in Benton County, 2016.[ii, iii]
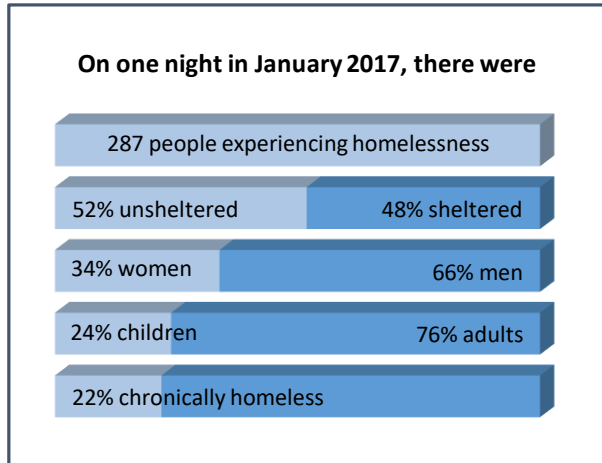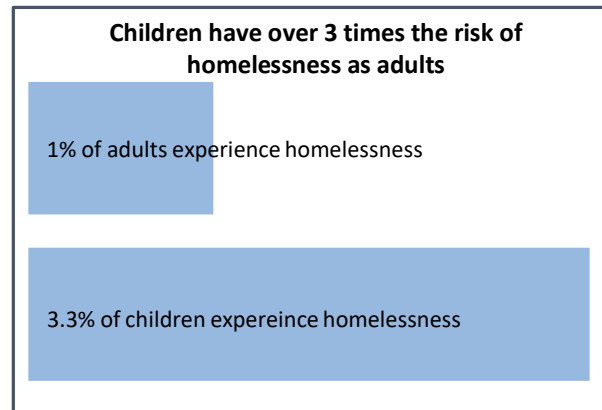
Children have over 3 times the risk of homelessness as adults

1% of adults experience homelessness

3.3% of children expereince homelessness

The Point-in-Time count methodology provides consistency across geographic areas and avoids double-counting, but undercounts the number of people experiencing homelessness, especially those who are unsheltered or staying in alternate

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[1] A Point-in-Time count is conducted every year, but United States Department of Housing and Urban Development (HUD) only requires counts of the unsheltered population every other year. Comparisons in this plan are only done for odd-numbered years for this reason. Unsheltered is defined by HUD as people who are staying in places not meant for people to live such as in cars, parks, abandoned buildings, and on the street.

[2] Chronic homelessness is defined by HUD as a homeless individual or head of household with a disability who: lives in a place not meant for human habitation, in an Emergency Shelter, or a Safe Haven; AND has been homeless continuously for at least 12 months (stays in an institution of fewer than 90 days do not constitute a break); OR has been homeless on at least 4 separate occasions in the last 3 years where the combined occasions total at least 12 months (occasions are separated by a break of at least 7 nights).

shelters. The League of Women Voters of Corvallis developed an estimate of homelessness that draws on complementary sources and controls for double counting. They estimate that 855 people experienced homelessness in Benton County in 2016.[ii]

Children in Benton County are at greater risk of homelessness compared to the general population. Based on the data from the League of Women Voters of Corvallis, approximately 1 percent of the general population experienced homelessness in 2016. According to data from the Oregon Department of Education, 290 Benton County K-12 public school students experienced homelessness in the 2015-2016 school year[3]. This represents 3.3 percent of all Benton County public school students.[iii]

In addition to homelessness, housing instability is a growing problem in Benton County. The current best proxy for housing instability is housing cost burden[4]. A household is considered to have a housing cost burden if more than 30 percent of the household's pre-tax income is spent on housing costs. A household has an extreme housing cost burden if more than 50 percent of pre-tax income is spent on housing costs.

From 2011-2015, thirty-seven percent of Benton County households had housing cost burdens. Renters were more likely to have

cost burdens (59 percent) than home owners (29 percent of home owners with mortgages, 13 percent of home owners without mortgages). Two-thirds of households below the median income ($50,000 per year) had cost burdens.[iv]

Twenty-one percent of Benton County households had extreme housing cost burdens (more than 50 percent of income spent on housing). This included 9 percent of owners and 39 percent of renters.[v]
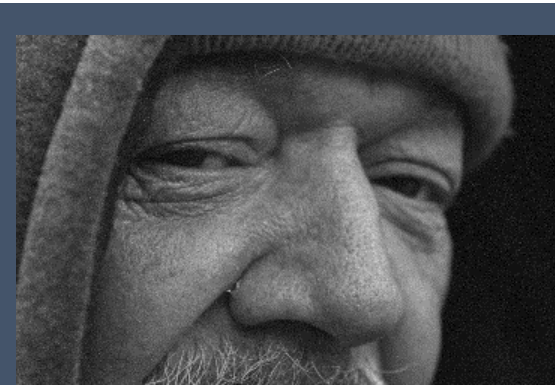
Living on the Street

Terry is a 50-year-old electrician. He started using alcohol heavily after a long-term sobriety when his youngest son passed away unexpectedly. Within months, he lost his job, spent all of his savings, and was living out of his car. His car was soon repossessed, which left him on the street with no belongings. Terry stays at the local shelter but finding a home and a job is very difficult. He has been approved for Section 8 housing but cannot find a place that will accept him, nor has any other income to cover utilities.

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[3] This number includes children who attend Corvallis, Philomath, Monroe, and Alsea schools; it excludes Benton County children who attend Albany schools and includes children staying in other counties who attend Benton County schools.
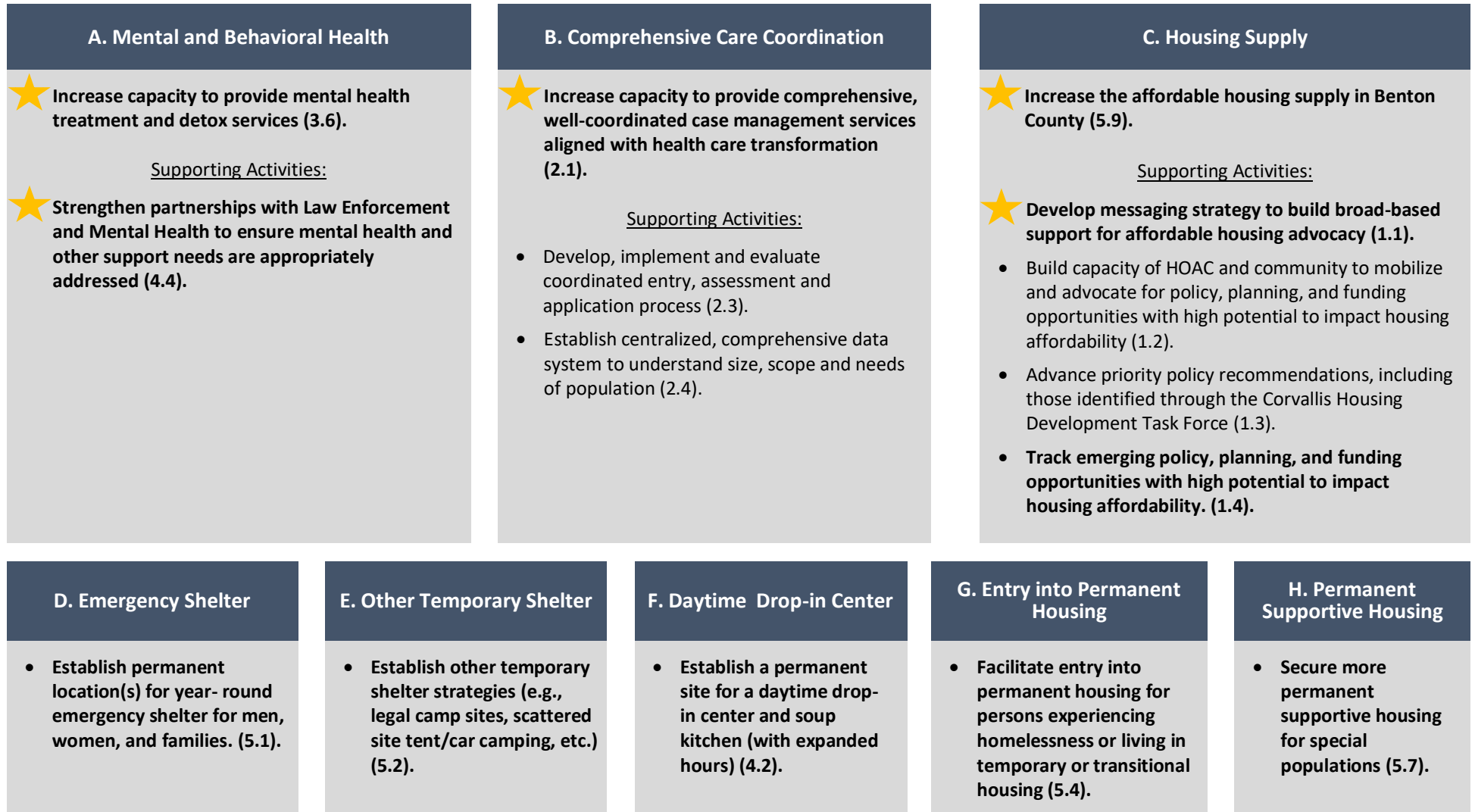
[4] The U.S. Census Bureau American Community Survey (ACS) is the principal source for housing cost data and other data that appears in this needs assessment. The ACS is conducted by mailing a survey to a subset of household addresses, and therefore produces estimates, not exact figures, and excludes information on individuals without household addresses.

3. BROAD INTERVENTION AREAS AND STRATEGIES

1. COMMUNITY AND ORGANIZATIONAL SYSTEMS & POLICY CHANGE
Mobilize HOAC and community to advocate for affordable housing.

1.1.	Develop messaging strategy to build broad-based support for affordable housing advocacy.	1.3.	Advance priority policy recommendations including those identified through the Corvallis Housing Development Task Force.	1.5.	Align advocacy and planning efforts with other key sectors (i.e., economic development, health care, etc.).
1.2.	Build capacity of HOAC and community to mobilize and advocate for policy, planning, and funding opportunities with high potential to impact housing affordability.	1.4.	Track emerging policy, planning, and funding opportunities with high potential to impact housing affordability.		

2. COMPREHENSIVE CARE COORDINATION
Inform a new system of care coordination and data sharing

2.1.	Increase capacity to provide comprehensive, well-coordinated case management services aligned with health care transformation.
2.2.	Pilot social determinant of health screening in conjunction with every new mental health intake at Benton County Health Services.
2.3.	Develop, implement, and evaluate coordinated entry, assessment, and application process.
2.4.	Establish centralized, comprehensive data system to understand size, scope, and needs of population.
2.5.	Coordinate with 211 information system to ensure information is updated, accurate, and disseminated.

3. PREVENTION
Prevent residents from experiencing homelessness.

3.1.	Expand linkages with existing and/or new supported employment programs.
3.2.	Assure eviction and foreclosure prevention and emergency financial resources.
3.3.	Limit displacement due to violations of building and safety codes.
3.4.	Improve capacity to engage residents and landlords to address renter grievances.
3.5.	Develop, implement, and evaluate a comprehensive Healthy Homes Program.
3.6.	Increase capacity to provide mental health treatment and detox services.

4. STREET OUTREACH & RAPID RESPONSE
Provide safe and accessible crisis response.

4.1.	Expand street outreach capacity in both City of Corvallis and rural Benton County.
4.2.	Establish permanent site for a daytime drop-in center and soup kitchen (with expanded hours).
4.3.	Strengthen partnerships with Parks & Recreation and Law Enforcement to mitigate and address issues with illegal camping.
4.4.	Strengthen partnerships with Law Enforcement and Mental Health to ensure mental health and other support needs are appropriately addressed.
4.5.	Assure availability of one-time flex funds to respond to individual emergency requests.

5. HOUSING
Expand housing options and other supports.

5.1.	Establish permanent location(s) for year-round emergency shelter for men, women, and families.	5.4.	Facilitate entry into permanent housing among those experiencing homelessness or living in temporary or transitional housing.	5.7.	Secure more permanent supportive housing for special populations.
5.2.	Establish other temporary shelter strategies (e.g., legal camp site, scattered site camping, etc.).	5.5.	Improve capacity of Section 8 Housing Choice Voucher Program (e.g., provide care coordination, other rental assistance to those on waiting list, etc.).	5.8.	Expand homeownership opportunities for low-income residents.
5.3.	Expand capacity to conduct transition/discharge planning.	5.6.	Develop new and convert existing units to project-based rent assisted housing.	5.9.	Increase affordable housing supply in Benton County, in coordination with Intervention Area 1.

6. COMMUNITY INTEGRATION & NEIGHBORHOOD BELONGING
Mobilize the HOAC to foster a community in which everyone has opportunities to participate and feel valued and supported.

6.1.	Implement social marketing campaign to educate the broader community about the complexity of homelessness/housing instability, in coordination with Intervention Area 1.

Figure 4: Thirty-one strategies spanning six broad intervention areas to overcome homelessness and barriers to housing.

4. KEYSTONE STRATEGIES, 2017-2019

A. Mental and Behavioral Health

⭐ **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).**

B. Comprehensive Care Coordination

⭐ **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).

C. Housing Supply

⭐ **Increase the affordable housing supply in Benton County (5.9).**

Supporting Activities:

⭐ **Develop messaging strategy to build broad-based support for affordable housing advocacy (1.1).**

- Build capacity of HOAC and community to mobilize and advocate for policy, planning, and funding opportunities with high potential to impact housing affordability (1.2).
- Advance priority policy recommendations, including those identified through the Corvallis Housing Development Task Force (1.3).
- **Track emerging policy, planning, and funding opportunities with high potential to impact housing affordability. (1.4).**

D. Emergency Shelter

- **Establish permanent location(s) for year-round emergency shelter for men, women, and families. (5.1).**

E. Other Temporary Shelter

- **Establish other temporary shelter strategies (e.g., legal camp sites, scattered site tent/car camping, etc.) (5.2).**

F. Daytime Drop-in Center

- **Establish a permanent site for a daytime drop-in center and soup kitchen (with expanded hours) (4.2).**

G. Entry into Permanent Housing

- **Facilitate entry into permanent housing for persons experiencing homelessness or living in temporary or transitional housing (5.4).**

H. Permanent Supportive Housing

- **Secure more permanent supportive housing for special populations (5.7).**

⭐ = TOP 5 Keystone Strategies (and Supporting Activities) based on feasibility and impact scores.

BOLD = TOP 11 Keystone Strategies (and Supporting Activities).

(#.#) = Corresponding Strategy Number

Figure 5: Keystone Strategies to overcome homelessness and barriers to housing.

Figure Note: In Phase I, the HOAC Governing Board will convene workgroups aligned with the top keystone priority areas (A. Mental and Behavioral Health, B. Comprehensive Care Coordination, and C. Housing Supply) to implement work plans with defined timelines.

KEYSTONE STRATEGY A: Mental and Behavioral Health

PHASE I

Expand Capacity to Provide Appropriate Mental and Behavioral Health Services

Intervention Area	Strategy
Prevention	3.6
Street Outreach & Rapid Response	4.4

RECOMMENDATION

Increase capacity to provide mental and behavioral health and detox services and strengthen partnerships with local law enforcement to ensure mental/behavioral health and other support needs of persons experiencing homelessness are appropriately addressed. Align with comprehensive care coordination efforts to maximize prevention opportunities that reach people early and avoid more intensive, costly interventions later, including incarceration and inpatient hospitalization.

SUPPORTING AGENCIES

509J Corvallis School District
Benton County District Attorney's Office
Benton County Health Services
Benton County Jail Diversion Team
Benton County Juvenile Department
Benton County Parole & Probation
Benton County Sheriff's Office
Benton County Veterans Services
Benton County Youth Mental Health Coalition
C.H.A.N.C.E.
Center Against Rape & Domestic Violence
Community Outreach, Inc.
Corvallis Daytime Drop-in Center
Corvallis Housing First
Corvallis Parks and Recreation
Corvallis Police Department
InterCommunity Health Network-CCO
Old Mill Center for Children & Families
Jackson Street Youth Services
Janus House
New Beginnings

Northern Oregon Regional Correctional Facilities
OSU Counseling & Psychological Services
OSU Student Health
Oxford House
Regional Veterans Affairs Hospitals
Samaritan Health Services
Samaritan Veterans Outreach

PROBLEM DESCRIPTION

State and county mental and behavioral health systems are crisis driven vs. primarily prevention focused. Benton County Assertive Community Treatment Team (ACT) has a strong capacity to serve persons with severe and persistent mental health (SPMI) issues, but access to those who don't meet this criteria is limited. An increase in heroin and methamphetamine use, but not a corresponding increase in in alcohol treatment or detox facilities. The detox facility that is available only accepts heroin users and not persons with co-occurring issues (i.e., SPMI and drug and alcohol addiction). Benton County has only one supervised overnight bed for persons experiencing a mental health crisis (Janus House).

Promising initiatives such as Benton County's Sequential Intercept, Stepping Up Initiative, and jail diversions projects are working to reduce overreliance of law enforcement as the first point of contact for persons experiencing homelessness and/or a mental health crisis, and these efforts need ongoing support.

STRATEGIES

1. Increase awareness by affordable housing and homeless service providers of law interventions and initiatives currently underway that address the overlap of mental health and law enforcement (jail diversion, sequential intercept, etc.).

2. Explore opportunities for HOAC liaisons to represent the needs and experiences of persons experiencing homelessness and housing insecurity in these efforts.

3. Make recommendations and monitor improvements in addressing the needs of homeless residents in law enforcement and mental health initiatives.

4. Continue to provide training for law enforcement and parks and open spaces personnel, and other sectors who encounter homeless persons in public venues, in making appropriate referrals to mental and behavioral health care and care coordination.

5. Monitor ongoing funding and planning opportunities for expansion of detox services in the region.

6. Help to inform the Benton County Criminal Justice System Master Planning process to be completed in late 2018.

PERFORMANCE METRICS

- Metrics to be determined by each workgroup.

- See Appendix G: Proposed Keystone Strategy Metrics

FUNDING AND RESOURCES

- Funding and resources to be researched and determined by each workgroup.

KEYSTONE STRATEGY B: Comprehensive Care Coordination	PHASE I

Comprehensive Care Coordination & Access to Supportive Services

Intervention Area	Strategy
Care Coordination	2.1, 2.3, 2.4

RECOMMENDATION

Inform a new system of care coordination, in which residents have universal access to case management services, and are supported in maintaining or accessing permanent affordable housing and other community supports. Ensure planning aligns with U.S. Department of Housing and Urban Development's (HUD) Homeless Management Information System (HMIS), including common coordinated entry, assessment and application. Prioritize highest need populations, and coordinate with emerging efforts to explore universal case management models through the regional Coordinated Care Organization (CCO), Early Learning Hub, and county partners.

SUPPORTING AGENCIES

Benton County Juvenile Department
Benton County Veterans Services
C.H.A.N.C.E.
Community Outreach, Inc.
Community Services Consortium (CSC)
Center Against Rape & Domestic Violence
Benton County Health Services
Corvallis Daytime Drop-in Center
Corvallis Housing First
Department of Human Services
Early Learning Hub of Linn, Benton & Lincoln Counties
InterCommunity Health Network-CCO
Jackson Street Youth Services
McKinney Vento Program
New Beginnings
Old Mill Center for Children & Families
Samaritan Health Services

Samaritan Veterans Outreach
Strengthening Rural Families
Trillium Family Services

PROBLEM DESCRIPTION

Persons experiencing homelessness and housing instability often have complicated needs requiring involvement of multiple service providers. The current system is fragmented and there is no single point of coordinated entry/universal assessment system to access services. Organizations that receive federal funding are required to use HUD's HMIS; however, other key services providers are not able to access the same system. Clients often interface with multiple care coordinators as they navigate the service system. Fragmented data systems make it difficult to understand the need and complexity of the affordable housing crisis, and the annual Point-in-Time count does not adequately capture size and scope of the homeless population. Current demographic and population level data are not centralized for easy access by the public, providers, or policy makers with limited capacity to maintain and update data.

STRATEGIES

1. Increase capacity to provide comprehensive, well-coordinated case management services aligned with health care transformation.

2. Develop a shared/common definition of case management across key providers.

3. Develop, implement, and evaluate coordinated entry, assessment, and application process.

4. Establish shared, comprehensive data system to understand size, scope, and needs of population.

5. Evaluate improvements in outcomes for both clients and providers in using new system.

6. Expand as funding becomes available and needs are demonstrated.

PERFORMANCE METRICS

- Metrics to be determined by each workgroup.

- See Appendix G: Proposed Keystone Strategy Metrics

FUNDING AND RESOURCES

- Funding and resources to be researched and determined by each workgroup.

KEYSTONE STRATEGY C: Housing Supply	**PHASE I**

Increase Supply of Affordable Housing

Intervention Area	Strategy
Housing	5.9
Community & Org. Systems & Policy Change	1.1, 1.2, 1.3, 1.4

RECOMMENDATION

Build capacity of HOAC and community to mobilize residents, including persons experiencing homelessness and housing instability, to advocate for policy, planning, and funding opportunities with high potential to expand availability and access to affordable, healthy housing. Support the community in understanding how to organize, message, and advocate for policy change given new and emerging policy and funding opportunities locally and in Oregon. Helping the broader community understand the complexity of homelessness and reducing stigma is also critical.

SUPPORTING AGENCIES

Benton Community Foundation
Benton County Community Development
Benton County Health Department
Benton Habitat for Humanity
Casa Latinos Unidos de Benton County
Community Outreach, Inc.
Community Services Consortium
Corvallis Community Development
Corvallis Housing First
Corvallis Interfaith Association
Corvallis Sustainability Coalition
League of Women Voters of Corvallis
Linn Benton Health Equity Alliance
Linn Benton Housing Authority
Local Businesses
Oregon Cascades West Council of Governments
Oregon Housing and Community Services
Private Landlords
Samaritan Health Services

Willamette Neighborhood Housing Services
United Way of Benton & Lincoln Counties

PROBLEM DESCRIPTION

High property values and rental costs, extremely low vacancy rates in Corvallis, and expansion of Oregon State University student housing has reduced availability of housing for low and moderate income households. The urban growth boundary limits expansion and the current annexation policy requires a public vote to approve. Zoning, land use and building codes discourage high density multi-level housing in residential neighborhoods and construction costs/building codes can be prohibitive for developers. There is no financial incentive for developers/landlords to provide lower cost housing to make up the gap in what can be procured at market rates.

STRATEGIES

1. Develop local messaging and advocacy campaign to mobilize community to advance affordable housing initiatives.

2. Build capacity of HOAC and community to mobilize residents, including persons experiencing homelessness and housing instability, to advocate for policy, planning, and funding opportunities with high potential to expand housing access and affordability.

3. Advocate for priority policy recommendations, including those identified through Corvallis' Housing Development Task Force and 2040 Visioning process and Benton County's 2040 Thriving Communities Initiative.

4. Systematically track and advocate for other emerging local, state and federal policy, planning, and funding opportunities with high potential to impact housing access and affordability.

5. Offer advocacy training to increase leadership and skills of local community members to advocate for affordable housing.

6. Align advocacy and planning efforts with other key sectors (i.e., employment, economic development, transportation, mental/behavioral health/substance abuse treatment, health care, public health, education, law enforcement, etc.) to maximize coordination and impact.

7. Expand as funding becomes available and needs are demonstrated.

PERFORMANCE METRICS

- Metrics to be determined by each workgroup.

- See Appendix G: Proposed Keystone Strategy Metrics

FUNDING AND RESOURCES

- Funding and resources to be researched and determined by each workgroup.

KEYSTONE STRATEGY D: Emergency Shelter

Permanent Location(s) for Emergency Shelter

Intervention Area	Strategy
Housing	5.1

RECOMMENDATION

Establish or expand permanent location(s) for a year-round emergency shelter for men, women, and families while working to advance longer term strategies to expand the availability of affordable housing. Provide outreach and care coordination in conjunction with shelter operations of activities to transition people out of emergency shelter into other types of permanent housing, including Section 8 and place-based supported housing units.

SUPPORTING AGENCIES

Benton County Health Services
City of Corvallis Community Development
Community Outreach, Inc.
Corvallis Daytime Drop-in Center
Corvallis Housing First
Corvallis Interfaith Association
Love INC
Samaritan Health Services
Unitarian Universalist Fellowship of Corvallis
United Way of Benton & Lincoln Counties

PROBLEM DESCRIPTION

The current shelter system is strained and beyond capacity in Benton County. There is one permanent year round shelter for families and individuals, but the current needs are greater than the available capacity. There are no permanent locations for the men or women's emergency cold-weather shelters, and current operations are not year-round. Closing emergency cold-weather shelters in the milder months drives persons experiencing homeless into public spaces which exasperates issues of illegal camping. Neighborhoods and businesses most impacted by issues associated with homeless are concerned and engaged in preventing placement of shelters in proximity to their homes and establishments. The lack of affordable housing options, and access to supportive services, make it difficult to transition persons experiencing homeless into alternative options.

STRATEGIES

1. Identify property and/or landowners willing to designate land/property for the establishment of permanent shelter sites.

2. Secure funding to rent or lease property and work with City of Corvallis to assure space meets all building codes and other requirements.

3. Convene shelter planning team composed of key partners delivering services during shelter operations (i.e., communicable disease, public health, homeless outreach, health care, transportation, etc.).

4. Secure funding to hire professional coordinator to oversee shelter operations and coordinate services being delivered during shelter hours.

5. Improve communication to increase information released to the broader public, promote transparency, and build support and understanding of the new shelter options (i.e., earned media, social media, HOAC website presence, etc.)

6. Evaluate experiences, successes and lessons learned in providing emergency shelter at new sites for improvements in future years.

PERFORMANCE METRICS

- Metrics to be determined by each workgroup.

- See Appendix G: Proposed Keystone Strategy Metrics

FUNDING AND RESOURCES

- Funding and resources to be researched and determined by each workgroup.

KEYSTONE STRATEGY E: Other Temporary Shelter

Expand the Availability of Safe, Legal Temporary Shelter Options

Intervention Area	Strategy
Housing	5.2
Street Outreach & Rapid Response	4.3

RECOMMENDATION

Expand the availability of short-term, low-cost, entry level transitional shelter options that provide safe, appropriate shelter for individuals waiting placement in more permanent housing. Research and adapt successful models used in other communities. Ensure the availability of outreach and care coordination services to facilitate transition by shelter users to permanent supported housing and other mental and behavioral health and social services.

SUPPORTING AGENCIES

Benton Community Foundation
Benton County Community Development
Benton County Health Services
Community Outreach, Inc.
Corvallis Community Development
Corvallis Daytime Drop-in Center
Corvallis Housing First
Corvallis Interfaith Association
Corvallis Parks and Recreation Department
Corvallis Sustainability Coalition
God Gear
Jackson Street Youth Services
Life Community Church
Local Businesses
Monroe Methodist Church
Oxford House
Private Landlords
United Way of Benton & Lincoln Counties

PROBLEM DESCRIPTION

Land use policies and the growth of Oregon State University has placed a high demand on apartments and smaller single family homes. In addition, new apartment construction is increasingly not affordable low-income persons. The growing number of individuals and families experiencing homelessness exceeds the capacity of available transitional housing as well as seasonal and long-term shelter facilities in Benton County. The current social services/safety net system is strained and beyond capacity. Section 8 and other subsidized housing has long waiting lists and one third of available vouchers are not used in Benton County because eligible users cannot find affordable units. Neighborhoods and businesses most impacted by issues associated with homelessness are concerned and engaged in preventing placement of shelters in proximity to their homes and establishments.

STRATEGIES

1. Strengthen coordination and communication among all partners providing outreach and engagement among homeless residents to ensure referral to universal assessment/intake, care coordination and other services, including permanent housing.

2. Collaborate with City and Benton County parks and law enforcement to link homeless persons to available community resources prior to clean up of camps to reduce loss of personal property.

3. Provide training and technical assistance to parks and law enforcement sectors on available community resources and best practices for clearing and cleanup of camps that is trauma informed.

4. Convene a HOAC action team to collaborate with City and Benton County planning to identify necessary zoning and building code change required to implement alternative temporary shelter strategies (e.g., legal car/tent camping, group tent camps, Tiny Homes/Conestoga villages, etc.).

5. Explore funding and resources to establish additional recovery houses to provide transitional shelter for those seeking a clean and sober living environment (Keystone Strategy H: Permanent Supportive Housing.).

6. Informed by work of action team, determine opportunities to make formal recommendations to the City Council and Benton County Board of Commissioners to amend respective codes to permit and implement new shelter options.

7. Expand the charge of the action team to monitor, support and assist in evaluating any new efforts to expand the availability of year-round temporary shelter. (Align with Keystone Strategy B: Care Coordination and Keystone Strategy H: Permanent Supportive Housing).

PERFORMANCE METRICS

- Metrics to be determined by each workgroup.

- See Appendix G: Proposed Keystone Strategy Metrics

FUNDING AND RESOURCES

- Funding and resources to be researched and determined by each workgroup.

KEYSTONE STRATEGY F: Daytime Drop-in Center

Permanent Site for Daytime Drop-in Center and Soup Kitchen

Intervention Area	Strategy
Street Outreach & Rapid Response	4.2

RECOMMENDATION

Establish a permanent site for a daytime drop-in resource center and soup kitchen to strengthen the provision safe and accessible crisis response services. Expand daytime drop-in center hours to be seamless with emergency shelter morning and evening hours and allow for additional time to provide services to individuals experiencing homelessness. Coordinate outreach occurring at these sites with universal intake and care coordination system to facilitate transition of persons experiencing homelessness into housing.

SUPPORTING AGENCIES

Benton Community Foundation
Benton County Health Navigation Program
Corvallis Daytime Drop-in Center
Corvallis Interfaith Association
League of Women Voters of Corvallis
Linn Benton Health Equity Alliance
Samaritan Health Services
St. Mary's Catholic Church
Stone Soup
United Way of Benton & Lincoln Counties

PROBLEM DESCRIPTION

Corvallis Daytime Drop-in Center (CDDC) is a non-profit that has a long history of providing a safe space, variety of services, and advocacy for individuals experiencing homelessness, mental illness, dual diagnosis, and/or low-income. CDDC is an all-volunteer run program and in a temporary location, and only open from 9:00 am to 2:00 pm Monday through Friday with further reduced hours in summer months. These limited hours leave community members without needed services on the weekends. In addition, the weekday hours of operation don't well correlate with emergency shelters' morning and evening schedule, leaving a window of time when community members don't have access to a safe daytime space in which to spend time. This forces individuals to congregate in city parks, public library, on the streets, among other public venues. Likewise, Stone Soup is also an all-volunteer program providing a full meal each day to any person in need and operating out of two different host churches each week. Provision of a consistent time and location for those in need of a meal could be realized through a permanent facility.

STRATEGIES

1. Identify permanent site for a daytime drop-in center and soup kitchen (with expanded hours).

2. Ensure input from persons experiencing homelessness in site selection.

3. Develop coordinated business plan and capital campaign to secure appropriate and necessary funding.

4. Develop a value based messaging campaign to communicate importance of a daytime drop-in center and soup kitchen to the greater community.

PERFORMANCE METRICS

- Metrics to be determined by each workgroup.

- See Appendix G: Proposed Keystone Strategy Metrics

FUNDING AND RESOURCES

- Funding and resources to be researched and determined by each workgroup.

KEYSTONE STRATEGY G: Entry into Permanent Housing

Facilitate Entry into Permanent Housing

Intervention Area	Strategy
Housing	5.4

RECOMMENDATION

Facilitate entry into permanent housing among those experiencing homelessness or living in temporary or transitional housing. This includes expanding availability of Second Chance renter classes for individuals with poor rental histories, flexible financial assistance for rental application fees and move-in costs, reducing rental screening barriers, providing rental assistance, and linking individuals with employment. Expand capacity to provide more of these services and materials in multiple languages to address the needs of English Language Learners in Benton County.

SUPPORTING AGENCIES

Adult Services Team
Benton County Health Department
Benton Habitat for Humanity
BlueSun Inc.
Casa Latinos Unidos de Benton County
Center Against Rape & Domestic Violence
City of Corvallis
Community Outreach, Inc.
Community Services Consortium
Corvallis Housing First
Corvallis Interfaith Association
Corvallis Sustainability Coalition
Department of Human Services
League of Women Voters of Corvallis
Linn Benton Health Equity Alliance
Linn Benton Housing Authority
Love INC
Milestone Family Recovery
Oregon Cascades West Council of Governments

Oregon Housing and Community Services
OSU Human Services Resource Center
Philomath Family Foundation
Private Landlords
Samaritan Health Services
Strengthening Rural Families
United Way of Benton & Lincoln Counties
Willamette Neighborhood Housing Services
Benton County Veterans Services

PROBLEM DESCRIPTION

Rental application fees, deposits, and other move-in costs are a barrier for low-income families and persons experiencing homelessness. People with poor credit and/or criminal backgrounds are challenged to find housing on their own. Undocumented community members cannot not meet social security or driver's license rental application requirements, and landlords and tenants often miscommunicate due to language barriers.

STRATEGIES

1. Coordinate with other organizations, policymakers and landlords to create flexible financial assistance funds or negotiate waivers for rental application fees, deposits and move-in costs.

2. Provide additional Second Chance rental assistance classes for people with poor credit histories and/or criminal backgrounds to qualify for housing.

3. Increase access to private rental market by reducing screening barriers (e.g., credit check, background check, social security number or driver's license requirements, income verification requirements, etc.).

4. Encourage landlords and property managers to provide bi-lingual services and application documents through provision of bilingual staff, interpretation services, or connecting with care coordinators/health navigators to help address language and cultural barriers.

5. Expand as funding becomes available and new needs are demonstrated.

PERFORMANCE METRICS

*   Metrics to be determined by each workgroup.

*   See Appendix G: Proposed Keystone Strategy Metrics

FUNDING AND RESOURCES

*   Funding and resources to be researched and determined by each workgroup.

KEYSTONE STRATEGY H: Permanent Supportive Housing

Expand Permanent Supported Housing for Special Populations

Intervention Area	Strategy
Housing	5.4

RECOMMENDATION

Secure more permanent supported housing for special populations, aligned with supportive services (e.g., case management, mental/behavioral health, substance abuse treatment, health care, supported employment, etc.). Replicate successful models used in other sectors (i.e., developmental disabilities, mental health, etc.) and communities. Respond to new funding and planning opportunities available through U.S. Department of Housing and Urban Development (HUD), Oregon Housing and Community Services, and private foundations to implement new projects for highest need populations.

SUPPORTING AGENCIES

Benton County Health Services
Benton Habitat for Humanity
C.H.A.N.C.E.
Center Against Rape & Domestic Violence
City of Corvallis and Benton County
Community Development
Community Outreach, Inc.
Community Services Consortium
InterCommunity Health Network-CCO
League of Women Voters of Corvallis
Linn Benton Housing Authority
Oregon Cascades West Council of Governments
Oregon Housing and Community Services
Willamette Neighborhood Housing Services

PROBLEM DESCRIPTION

There is a lack of affordable permanent supported housing options for people needing additional supportive services to successfully maintain their housing. Current mental and behavioral health system does not have capacity to assure supportive housing services to everyone who needs them. Planning for a growing older adult/aging population and persons with disabilities has been insufficient. Rental properties that are affordable are often unhealthy due to lack of maintenance and repairs and inappropriate for persons with significant mental, behavioral, and other health care needs. Initial promising opportunities to use Medicaid for housing related supportive services at risk due to uncertainty of Affordable Care Act (ACA) and impact on Oregon health care transformation.

STRATEGIES

1. Use population, demographic and other data to assist affordable housing developers to prioritize and build permanent supported housing that reflects community and priority population needs.

2. Build on Benton County Developmental Diversity Program's successes on expanding community based residential facility/adult foster care housing and supported employment models.

3. Explore opportunities for the City and Benton County to purchase and/or convert publically owned property for use as permanent supported housing.

4. Strengthen inter-agency coordination between affordable housing developers,

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Benton County Health Services, and InterCommunity Health Network – Coordinated Care Organization to maximize health care sector involvement in developing housing for special populations.

5. Align these strategies with comprehensive care coordination efforts.

6. Expand as funding becomes available and new needs are demonstrated.

PERFORMANCE METRICS

- Metrics to be determined by each workgroup.

- See Appendix G: Proposed Keystone Strategy Metrics

FUNDING AND RESOURCES

- Funding and resources to be researched and determined by each workgroup.

5. PARTICIPATING PARTNERS

The mid-point update to the Ten-Year Plan to Address Issues Surrounding Housing and Homelessness is a collaborative effort of many organizations and community members. A very special thank you to Benton County, City of Corvallis, and Samaritan Health Services for funding this planning process.

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Adult Services Team

Alpine Resident

Benton Co. Assertive Community Treatment (ACT) Team

Benton Co. Emergency Services

Benton Co. Health Navigation Program

Benton Co. Health Services Management Team

Benton Co. Juvenile Department

Benton Co. Parole & Probation

Benton County Veterans Services

BlueSun, Inc.

Casa Latinos Unidos de Benton County

Center Against Rape & Domestic Violence

City of Adair Village

City of Corvallis Housing Division

City of Corvallis Parks and Recreation

City of Corvallis Police Department

City of Philomath Police Department

Community Outreach, Inc.

Community Services Consortium

Corvallis Daytime Drop-in Center

Corvallis Housing First Men's Shelter

Corvallis Interfaith Association

Corvallis Sustainability Coalition - Housing Task Force

Downtown Corvallis Association

Duerksen & Associates

First Christian Church

Homeless Employment Launching Project

InterCommunity Health Network-CCO

Jackson Street Youth Services

League of Women Voters of Corvallis-Housing Committee

Linn Benton Hispanic Advisory Council

Linn Benton Housing Authority

Love INC

Monroe Community Health Center

Oregon Cascades West Council of Governments, Senior and Disability Services

Oregon State University Community Relations

OSU Human Services Resource Center

OSU Public Health & Human Sciences / Center for Health Innovation

Room at the Inn Women's Shelter

Samaritan Health Services

Samaritan Health Services

South Benton County Food Bank

Stone Soup

Strengthening Rural Families

United Methodist Church, Monroe

Veterans Services Provider Network

Willamette Neighborhood Housing Services

WorkSource Disabled Veterans Outreach Program

COMMUNITY INPUT

Benton County Assertive Community Treatment (ACT) Program participants

Community Outreach, Inc. Veterans Group participants

Garfield Neighborhood survey participants

Harm Reduction Program participants

Jackson Street Youth Services Peer Group participants

South Benton Food Bank participants

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7. APPENDICES

APPENDIX A: SUMMARY OF PLANNING AND ENGAGEMENT PROCESS

OVERVIEW OF KEY PLANNING MILESTONES AND TIMELINE

In 2016, with a combination of funding from Benton County, the City of Corvallis, and Samaritan Health Services, the Housing Opportunities Action Council (HOAC) requested that the Benton County Health Department (BCHD), Healthy Communities Program, facilitate a community engagement and strategic planning process to update A Ten-Year Plan to Address Housing and Homelessness in Benton County (Ten-Year Plan to Address Housing and Homelessness). This provided a unique opportunity to align the updated plan with the 2013-2018 Benton County Community Health Improvement Plan (CHIP), as access to safe and affordable housing is one of Benton County's top three CHIP priority intervention areas.

The following summarizes the key planning milestones conducted between January 2016 and July 2017 to inform the update of the Ten-Year Plan. See Fig. 1: Timeline Review.

- Developing a communication platform (website and social media presence);
- Conducting an online SWOT survey (168 responses);
- Developing a comprehensive data snap shot and demographic profiles;
- Developing a community map of key stakeholders and organizations;
- Hosting key informant interviews with 138 stakeholders;
- Reviewing best practices and innovations emerging from other communities;
- Aligning and updating goals and strategies with the current plan;
- Priority setting; and
- Establishing metrics and evaluation indicator.

Housing Opportunities Action Council (HOAC)
Mid-Point Update to A Ten-Year Plan to Address Housing and Homelessness
Timeline Review

July - August	September – December	January – March	April – June	July - August

2016   **2017**

Implementation

Finalize updated Action Plan

Develop Draft Work Plans

Approve 5 Keystone Strategies

Develop metrics

Prioritize and narrow strategies

Generate Action Plan strategies

Targeted outreach to special populations

Inventory and interview key informants

Review SWOT survey results

Develop comprehensive data snapshot

Establish communication platform
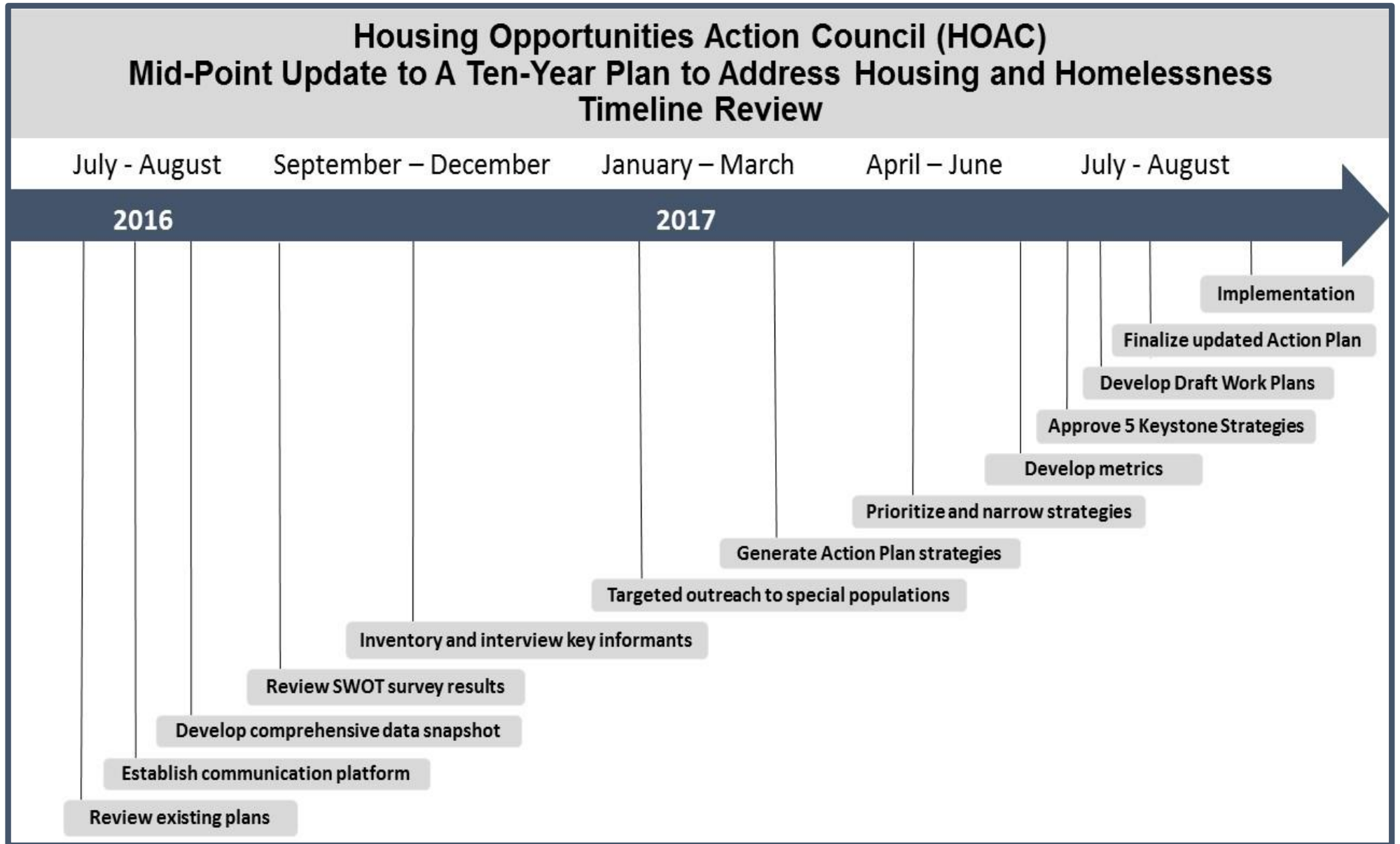
Review existing plans

Figure 1: Timeline for the mid-point update to the Ten-Year Plan to Address Housing and Homelessness planning process

SCANNING THE LANDSCAPE SURVEY (SWOT)

In January 2016, the Housing Opportunities Action Council (HOAC) released a four question online survey to initiate feedback from the public to inform the mid-update to the Ten-Year Plan to Address Housing and Homelessness. The Benton County Health Department administered the survey, distributing it widely to community groups and coalitions throughout the county, with 168 community members submitting written responses.

Survey questions were open ended and framed to solicit initial input from the public on Strengths, Weaknesses, Opportunities, and Threats (SWOT) related to addressing homelessness and housing affordability in Benton County.

At the February 2017 HOAC Governing Board meeting, participants reviewed the initial SWOT results and added additional feedback to reflect any changes or opportunities emerging since the original survey was conducted. See Attachment 1: 2016 Scanning the Landscape Survey & Key Informant Interviews - Assessment Results Recap.

Overall key themes included the following:

- Given the number of responses, it is clear that the community is engaged and concerned about homelessness and housing affordability.
- There are enormous assets that can be leveraged to address the problem, and partners are willing to step up when a thoughtful plan is in place.
- There is still significant confusion about the causes of homelessness and housing instability in our community.
- Respondents provided a sophisticated level of policy recommendations to address housing affordability (e.g., land trust, excise tax, system development charge waiver, inclusionary zoning, etc.).

There are concerns about duplication of services across partners and sectors, and an insufficient coordination and communication systems.

COMMUNITY PARTNER MAPPING

Beginning in September 2016, the Benton County Health Department used a framework to end homelessness adapted from the Social Sciences and Humanities Research Council of Canada to begin inventorying organizations, government entities, groups, and individuals that make up the system addressing homelessness and housing instability. See Attachment 2: A Framework to End Homelessness. This resulted in a comprehensive list of partners in key intervention areas, and was used to prioritize key informant interviews and identify potential agencies to participate in strategy implementation. See Attachment 3: Community Partner Map.

KEY INFORMANT INTERVIEWS

Between November 2016 and April 2017, Benton County Health Department conducted key informants interviews with organizations, government entities, groups, and individuals. A total of 54 individuals participated in 43 key informant interviews and 10 group discussions included a total of 84 additional participants. See Attachment 4: Key Informant Interview List.

The key informants were asked 21 questions to gather more information about their organization's mission, goals, and key priorities; the type of data their organization currently collects; thoughts on progress made on the current Ten-Year Plan to Address Housing and Homelessness; any upcoming engagement opportunities to further administer surveys to populations their organization serves; and any changes in the landscape since the SWOT survey was conducted in January 2016.

Group participants were asked a set of 4 questions that aligned with both the SWOT survey and sub-sections of the individual key informant interviews.

BCHD further synthesized the results from the key informant interviews along with the "Scanning the Landscape Survey" results, which can be reviewed in Attachment 1: 2016 Scanning the Landscape & Key Informant Interviews - Assessment Results Recap.

Overall key themes identified by these respondents reinforced many of the key themes identified in earlier assessment activities; however, additional feedback of note included the following:

- There is a need to go up stream as far as possible to address root causes of homelessness and housing instability.
- It is important to increase community awareness of the problem through consistent and effective messaging.
- In order to be effective, there is a need for coordination among organization and non-duplication of services, a collective effort to address the issues, and political will.
- There is a need for a common data base, modernize eligibility process and tools, and a single point of entry for clients.
- The capacity of the social service is strained (i.e., mental and behavioral health, drug treatment, universal health care, etc.).
- There is a lack of affordable housing supply in Benton County. One third of the Section 8 Housing Vouchers are returned unused because eligible recipients are unable to find an affordable residence.
- To place persons experiencing homelessness in homes there needs to be available affordable housing, rent assistance, and supportive services.
- There are policy strategies available to increase affordable housing. The community needs to use them.

INPUT FROM PERSONS WITH LIVED EXPERIENCE

As part of the HOAC's core tenant that "Everyone, at all levels, needs to be involved in solving the problem," the HOAC worked to ensure the voices and input of persons experiencing housing instability or homelessness were meaningfully included in the planning process to update the Ten-Year Plan to Address Housing and Homelessness. In February 2017, a 3-question survey was developed specifically for these populations, in English, Spanish and Arabic to reflect the demographics of Benton County's diverse populations and increase response rates.

These questions included:

- What has helped you find housing in the past?
- What are the biggest challenges that you have [in your current housing/finding housing]?
- What do you think this community needs to do to prevent and end homelessness?

Benton County Health Services staff incorporated these questions into their routine interactions with clients, and additional outreach efforts yielded 123 community members participating in the survey. Participant stipends included socks and a set of batteries as a thank you for responding to the survey.

Between August 2016 and February 2017, two hundred seven (207) residents living in the Garfield Elementary School neighborhood in Corvallis also participated in the 3-question survey and in March 2017, twenty-four (24) community members receiving services at the Monroe Food Bank participated in the 3-question survey. Monroe participants received a canister of propane fuel as a thank you for responding to the survey.

In February 2017, four veterans receiving services at Community Outreach, Inc. (COI) participated in a group discussion that mirrored the 3-question survey and in March 2017, six teens receiving services at Jackson Street Youth Services participated in a group discussion that mirrored the 3-question survey.

In total, 354 persons responded to the survey and 10 participated in the group discussions. See Attachment 5: Special Population Results – Full Report

In addition to the SWOT survey and Key Informant interview results, these surveys highlighted the following:

What are the biggest challenges that you have [in your current housing/finding housing]?

- Lack of income, employment, education
- Criminal history, rental history, credit history, etc.
- Addictions and mental health issues
- Lack of affordable or low-income housing. The waiting lists for housing are long and usually affordable housing space is in code violation.

What do you think this community needs to do to prevent and end homelessness?

- A legal camp site with basic amenities like water, toilets, etc.
- A year-round shelter with extended hours.
- More transitional and supportive housing like Oxford House, Partners Place, and Corvallis Housing First.
- More affordable and low-income housing.
- Better support and case management with individualized, patient center action plans.

- Addictions and mental health treatment
- More employment and training.
- Education and awareness of services for persons experiencing homelessness.
- Policy strategy examples: Change laws about no cause eviction; fund the Ten-Year Plan; set aside land for low-income housing; establish project based Section 8 housing; regulate Oregon State University regarding housing; etc.
- More community involvement and awareness. Open hearts and minds to deal with traumatized people.

Attachment 1

2016 Scanning the Landscape Survey & Key Informant Interviews: ASSESSMENT RESULTS RECAP

This document summarizes the input from the Housing Opportunities Action Council's (HOAC) 2016 Scanning the Landscape survey, Governing Board's feedback, and key informant interview results to inform the mid-point update to the Ten-Year Plan to Address Housing and Homelessness.

STRENGTHS – What assets and resources do we have to increase the availability of affordable and healthy housing in our community?

- Progressive, caring, supportive community with strong history of civic engagement and activism.
- High level of community awareness and concern with more voices speaking out about the housing crisis in this community.
- Corvallis has significant wealth and assets, with more capacity than most communities in Oregon to contribute funding and volunteers to addressing the problem.
- Community is engaged and ready to take action.
- Concerned organizations, invested local partners and growing partnerships.
- Vibrant business community and strong economic development.
- Numerous public and private agencies providing social services, mental and behavioral health care, home ownership/renter education, and housing assistance with some collaboration happening among some organization.
- Academic expertise, leaders, and resources available through Oregon State University.
- Strong inter-denominational faith community.
- WNHS expertise in advocating for and developing affordable housing.
- HOAC's determination to publicize, coordinate and collaborate, and work hard.
- County and local government are becoming more engaged in the issue of housing affordability and homelessness.
- County and City staff have significant professional expertise and commitment.
- Concerned private realtors, landlords and property managers want to contribute to the solution, with some landlords filling major unmet needs in their communities (e.g., Harriet Hughes in Philomath, Duerksen in Corvallis).
- Article 9 of the Corvallis Comprehensive Plan.
- City of Corvallis CDBG and HOME Programs.
- Strong housing code enforcement department, new City code.
- New policy tools such as the construction excise tax, and other housing strategies previously unavailable to communities (Corvallis Housing Development Task Force recommendations).
- Undeveloped land near cities/South Corvallis/and at the airport (Adair Village has land available and is eager to grow, with some industrial land owned by Benton County). Empty, vacant buildings throughout the county.

- Significant number of builders/construction companies in the greater Corvallis-Albany area.
- A fare-less transportation system that reaches most in Corvallis and Philomath and subsidized transportation from Corvallis to Adair Village, etc.
- Infrastructure for streets, sidewalks, water and sewer.

OPPORTUNITIES - Where, what, and when are the opportunities for increasing access to affordable, healthy housing in our community?

- Funding can materialize when a coordinated, well developed plan is accepted by the majority of the community.
- Updated HOAC plan is timely given OR legislative focus on affordable housing and future state and federal funding.
- Samaritan and InterCommunity Health Network – Coordinated Care Organization (IHN-CCO) have the potential to expand health care sector commitment to this issue.
- Fully implement Oregon inclusionary zoning policies; Corvallis Housing Development Task Force recommended voluntary inclusionary zoning at the City level.
- Annex land specifically to expand work force housing and other affordable housing types.
- Update the Land Development Code, to reduce parking standards and increase accessory dwelling units (ADUs).
- City and County could purchase and/or convert publically owned property.
- City and County could pass ordinances requiring a proportion of affordable housing in every residential development.
- Advocate for policies to support low-income property developers.
- Invest in manufactured home parks that have vacant sites or are deteriorating and replace with healthier units.
- Purchase and remodel older apartment buildings or motel complexes.
- Increase the construction and rehabilitation of housing for families/multi-families.
- Promote infill development/continue building infill throughout the community.
- Provide tax credits to local housing owners or developers.
- Provide tax incentives for donating land for affordable housing.
- Create a community land trust home ownership program.
- Align HOAC planning with City and County strategic planning process and Affordable Housing Task Force recommendations.
- Growing aging population is putting the spotlight on the issue of healthy aging and aging in place.
- Continue coordination with OSU given impact of student housing.
- Land bank for affordable housing development.

WEAKNESSES - What are the greatest factors contributing to insufficient affordable, healthy housing in our community?

- <u>Desirability</u> of Corvallis as a community in which to live.

- <u>Limited growth</u> possible due to urban growth boundaries.

- <u>New resources/tools/ policy strategies that are not being used</u>, e.g., annexation, etc.

- <u>Lack of vacant land</u> for housing development.

- <u>Annexation policy</u> (public vote needed) limits land availability. "Everyone has to vote on everything, too much process."

- Extremely <u>low vacancy rates</u> which contributes to <u>high rental costs.</u>
- <u>Housing affordability</u>, high property values, high rental costs. Land prices/high real estate prices.

- Impact of <u>OSU student housing</u> on availability of housing for low and moderate income housing individuals and families.

- Limited <u>mid-level priced SROs</u>, single family, "starter homes."

- Landlords who are unwilling to accept those on <u>housing assistance</u>.

- Landlords who don't <u>maintain</u> their properties.

- Difficulty renters experience in <u>reporting/complaining</u> about landlords, and fear of landlord retaliation.

- Need to <u>strengthen private sector representation</u> (landlords, developers, etc.) in HOAC and 10 Year Plan implementation efforts.

- <u>Zoning</u> and building codes do not allow for high density multi-level housing in residential neighborhoods.
- <u>Land use code</u> does not encourage ADUs, multiple housing on single lots.
- Housing development/construction costs/building codes can be prohibitive. Some developers see <u>land use policies</u> and Corvallis development codes as overly restrictive and burdensome.
- No <u>financial incentive</u> for developers/landlords to provide lower cost housing to make up the gap in what they can get at market rates (no financing structure that promotes housing for people below the federal poverty level [FPL]).
- Several key resources (Stone Soup, CDDC, Men's Shelter) are in <u>temporary locations</u>.

- Many rental properties are "affordable" but <u>unhealthy</u> due to lack of maintenance and repairs.

- Many <u>environmental health implications</u> related to dilapidated housing, especially in rural areas.

- There is <u>no Healthy Homes program</u> in Benton County similar to Multnomah County.
- <u>Insufficient incentives</u> to remodel older homes or convert buildings into affordable housing.

- Lack of rental housing inspections/<u>inconsistent enforcement</u> of rental properties.

- Unanticipated outcome of the new <u>Corvallis Livability Code is actual displacement of people.</u>
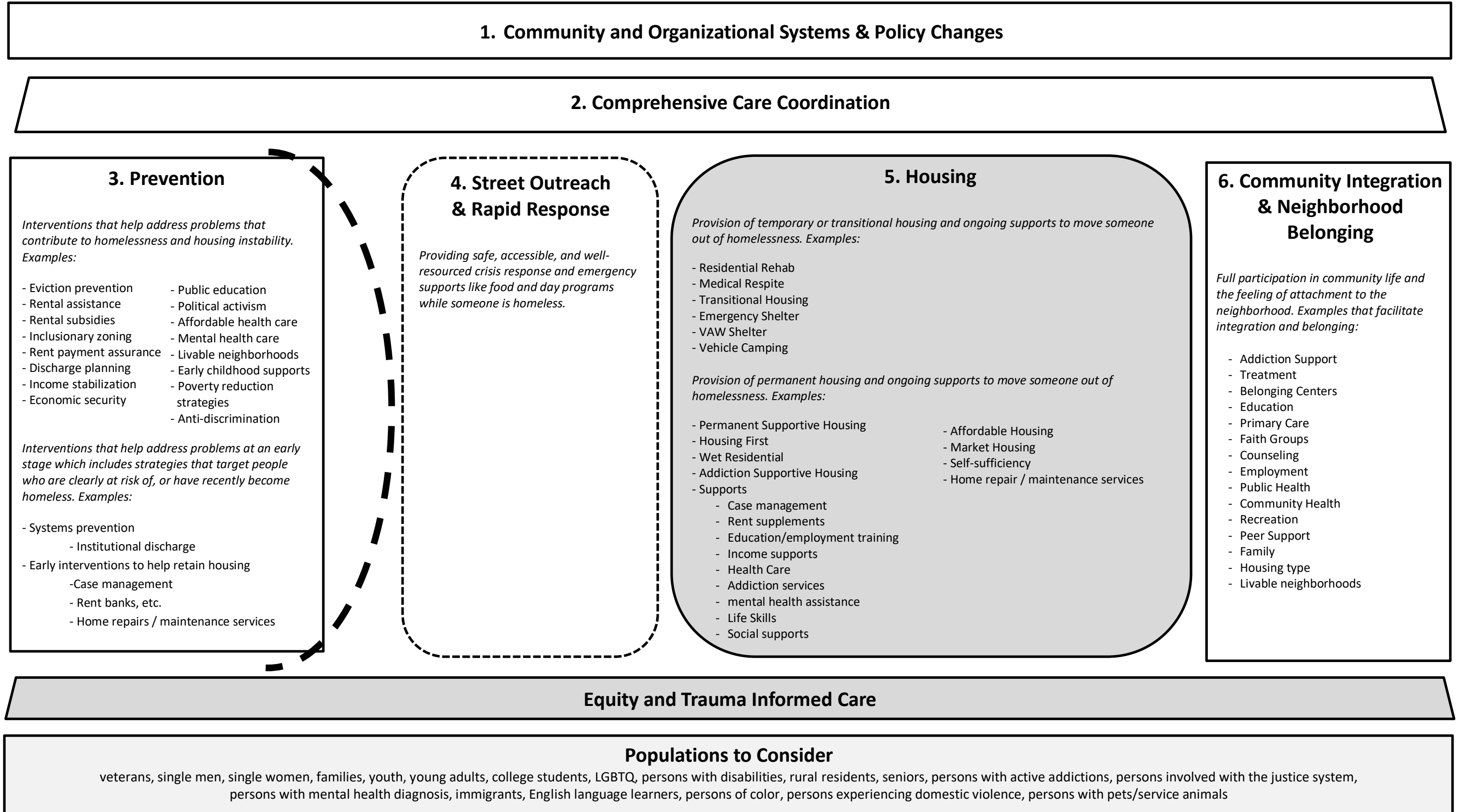
THREATS - What challenges or barriers prevent people from accessing affordable, healthy housing?

- Corvallis Police Department does not have community services officers dedicated to the homeless population.

- Corvallis has the highest <u>income disparities</u> in the state, and the faces of poverty are often hidden in our community.

- Despite increased visibility of homeless, broader community doesn't have a good understanding of the <u>complexity of the problem</u>.

- Need for increased education and social marketing about the <u>lived experiences of people who are homeless or housing unstable</u> in our community.

- <u>Lack of common language and definition</u> of homelessness and poverty.

- Some see the <u>homeless as "others"</u> and not deserving of the respect and opportunities as the rest of the community.

- <u>No shared community vision</u> about strategies for addressing the problem and no solid plan that is embraced by the majority of the community.

- <u>Conflicting set of values between environmental and affordable housing stakeholders.</u>

- Sentiments of <u>"NIMBYism/not in my neighborhood"</u> and <u>community backlash</u> as homelessness grows and solutions are not identified.

- <u>Lack of political will</u> to drive system level changes and encourage mixed income neighborhoods.

- Lack of willingness by voters to <u>allocate public funding</u> for affordable housing.

- <u>Lack of living wage jobs</u>, loss of agricultural and processing jobs, and discrepancy between wages/SSI benefits and cost of housing.

- Current social services/safety net <u>system is strained and beyond capacity, and likely to get worse given current federal administration</u>.

- Section 8 and other subsidized housing has <u>long waiting lists</u>.

- Many can't find <u>rental units</u> that will accept them even with Section 8 (1/3 of housing vouchers issued for Benton County are returned to LBHA after 120 days).

- Denial of housing because of the <u>number of children in a family</u> (housing code violations).

- Families and women tend to get the most help, leaving a large <u>need among the adult men.</u>

- Inadequate state and county <u>mental and behavioral health</u> infrastructure that is crisis driven vs. primary prevention focused.

- Over reliance on <u>law enforcement</u> due to lack of comprehensive and coordinated service system.

- Fragmented, <u>uncoordinated services</u>, particularly case management. AST tries to address this gap but is a limited and under-resourced model.

- No single <u>point of entry</u> to access services. We have niche housing supports (i.e., vets, single women with children, persons with disabilities, etc.), but need to address the gaps with a comprehensive system.

- <u>Fragmented data systems</u> make it difficult to understand the need and complexity of the problem. Lack of shared data system/single point of entry.

- <u>Lack of information</u>, knowledge or confusion about available services.

- Benton County is located <u>between Veterans Affairs (VA) catchment areas (i.e., is a "dead zone")</u> which creates service access and transportation barriers for local vets.

- OSU INTO is a for-profit agency, that does not coordinate and assist families of students accepted into their program so community must address gaps.

- Complicated and confusing <u>application processes</u> for accessing services. Application process for renters (credit check, background check, fees); Social Security #, driver's license requirement for housing

- <u>Discrimination and racism</u>, with many services only offered in English (i.e., Second Chance Renters Program, First Time Home Buyers, etc.)

- <u>Shame and stigma</u> of accepting assistance.

- Insufficient commitment from the public sector which puts <u>pressure on underfunded non-profits</u> to compete for limited resources.

- Not planning for the growth of older adults/<u>aging population, and persons with disabilities</u>.

- Lack of reliable <u>transportation</u>, particularly in rural areas. Lack of accessible transportation system (especially connecting Corvallis to neighboring communities).

A Framework to End Homelessness

Addressing the root causes of homelessness by aligning systems to assure safe, healthy, and affordable housing for all Benton County residents.

1. Community and Organizational Systems & Policy Changes

2. Comprehensive Care Coordination

3. Prevention

Interventions that help address problems that contribute to homelessness and housing instability. Examples:

- Eviction prevention
- Rental assistance
- Rental subsidies
- Inclusionary zoning
- Rent payment assurance
- Discharge planning
- Income stabilization
- Economic security

- Public education
- Political activism
- Affordable health care
- Mental health care
- Livable neighborhoods
- Early childhood supports
- Poverty reduction strategies
- Anti-discrimination

Interventions that help address problems at an early stage which includes strategies that target people who are clearly at risk of, or have recently become homeless. Examples:

- Systems prevention
    - Institutional discharge
- Early interventions to help retain housing
    - Case management
    - Rent banks, etc.
    - Home repairs / maintenance services

4. Street Outreach & Rapid Response

Providing safe, accessible, and well-resourced crisis response and emergency supports like food and day programs while someone is homeless.

5. Housing

Provision of temporary or transitional housing and ongoing supports to move someone out of homelessness. Examples:

- Residential Rehab
- Medical Respite
- Transitional Housing
- Emergency Shelter
- VAW Shelter
- Vehicle Camping

Provision of permanent housing and ongoing supports to move someone out of homelessness. Examples:

- Permanent Supportive Housing
- Housing First
- Wet Residential
- Addiction Supportive Housing
- Supports
    - Case management
    - Rent supplements
    - Education/employment training
    - Income supports
    - Health Care
    - Addiction services
    - mental health assistance
    - Life Skills
    - Social supports

- Affordable Housing
- Market Housing
- Self-sufficiency
- Home repair / maintenance services

6. Community Integration & Neighborhood Belonging

Full participation in community life and the feeling of attachment to the neighborhood. Examples that facilitate integration and belonging:

- Addiction Support
- Treatment
- Belonging Centers
- Education
- Primary Care
- Faith Groups
- Counseling
- Employment
- Public Health
- Community Health
- Recreation
- Peer Support
- Family
- Housing type
- Livable neighborhoods

Equity and Trauma Informed Care

Populations to Consider

veterans, single men, single women, families, youth, young adults, college students, LGBTQ, persons with disabilities, rural residents, seniors, persons with active addictions, persons involved with the justice system, persons with mental health diagnosis, immigrants, English language learners, persons of color, persons experiencing domestic violence, persons with pets/service animals

Adapted from Yeo, S., Ratnam, C., Paradis, E., Oudshoorn, A., Nessa, B., Mosher, J.,…Aguila, K. (2015, August). A framework for ending women's and girl's homelessness. Social Sciences and Humanities Research Council of Canada.

Community and Organizational Systems & Policy Changes

Benton County, Benton County Healthy Communities Program, Benton County Healthy, Active Community Environments, Cities of Adair, Philomath, Monroe, Alsea, North Albany, City of Corvallis Housing Division, Ecumenical Ministries of Oregon, Lane County Commissioner (Pat Farr), League of Women Voters of Corvallis, Oregon Association of Counties (Housing Committee), Oregon Cascades West Council of Governments Senior and Disability Services, Oregon Department of Human Services, Oregon Housing and Community Services, State Representatives and Senators

Comprehensive Care Coordination

Prevention

Early Childhood Supports
Early Learning Hub of Linn, Benton & Lincoln Counties
Old Mill Center for Children & Families
Strengthening Rural Families

Positive Youth Development
Benton Co. 4H
Benton Co. Juvenile Department
Boys & Girls Club of Corvallis
Community Services Consortium
City of Corvallis Parks & Recreation
Corvallis School District
Jackson Street Youth Shelter
Libraries
Neighbor to Neighbor Mediation
Old Mill Center for Children & Families
Philomath School District
Philomath Youth Activities Club
Strengthening Rural Families

Education
Benton Co. School Navigation
Boys & Girls Club of Corvallis
Corvallis Schools Foundation
KidCo Head Start
Linn Benton Community College
Oregon State University (OSU)
School Districts

Affordable/Innovative Housing
Benton Co. Veterans Services
Benton Habitat for Humanity
Community Services Consortium
Home First Development
HUD-VASH (Veterans Affairs Supportive Housing)
Landlords/Relators
Linn Benton Housing Authority
NEDCO
New Roots
Orange Splot, LLC
St. Vincent DePaul's
Willamette Neighborhood Housing Services

Interventions to Retain Housing
Assistance League of Corvallis
Benton Co. Developmental Diversity
Benton Co. Health Navigation
Benton Co. Mental Health
Benton Co. Veterans Services
Benton Community Foundation
Benton Habitat for Humanity
City of Corvallis Housing Division
Community Services Consortium
Community Services Consortium – SSVF (Supportive Services for Veteran Families)
Corvallis Housing First
Corvallis Interfaith Association
Faith Community
Linn Benton Housing Authority
OSU Human Services Resource Center
Project HELP
Region's Veterans Administration
WeCare
Willamette Neighborhood Housing Services

Transportation
Cascades Ride Line

Health System
Assistance League of Corvallis
Benton Co. Community Health Centers
Benton Co. Health Navigation
Benton Co. Oral Health Coalition
Benton Co. School Navigation
Community Outreach, Inc.
Corvallis Clinic
Corvallis Daytime Drop-in Center
Independent Physicians
InterCommunity Health Network-CCO
Mid Valley Lions Club
Old Mill Center for Children & Families
Oregon Dental Association
Oregon Veteran's Home
OSU Student Health Services
Samaritan Health Services
Samaritan Veterans Outreach
Veterans Affairs Hospitals

Employment/Economic Dev.
Banks
BlueSun, Inc.
Brass Media
Chamber of Commerce
City-Economic Development
Corvallis Daytime Drop-in Center; HELP (Homeless Employment Launching Project)
Community Independent Business Alliance (CIBA)
Corvallis Rotary Club
Downtown Corvallis Association
ResCare
WorkSource Oregon

Systems Prevention
Benton Co. Juvenile Department
Benton Co. Mental Health
Benton Co. Parole & Probation
Benton Co. Sheriff's Office
Center Against Rape & Domestic Violence
Community Outreach, Inc.
Corvallis Daytime Drop-in Center
Corvallis Police Department
Foster Care (ODHS)
InterCommunity Health Network-CCO
Jackson Street Youth Services
Love INC
Milestones Family Recovery
New Beginnings
Old Mill Center for Children & Families
Oregon Department of Human Services
OSU Counseling & Psychological Services
Oxford House
Samaritan Health Services
Trillium Family Services
Vina Moses/FISH

Street Outreach & Rapid Response

Benton Co. Communicable Disease Program
Benton Co. Harm Reduction Program
Benton Co. Juvenile Department
Benton Co. Mental Health
Benton Co. Parole & Probation
Benton Co. Sheriff's Office
Center Against Rape & Domestic Violence
Community Outreach, Inc.
Community Services Consortium – SSVF (Supportive Services for Veteran Families)
Corvallis Daytime Drop-in Center
Corvallis Housing First
Corvallis Police Department
Jackson Street Youth Services
Room at the Inn

Food, Clothing, Supplies
211 Info.
Aging and Disability Resource Connection
Career Closet
Community Outreach, Inc.
Corvallis Daytime Drop-in Center; Project Action
Corvallis Housing First
Food Banks
Food Pantries
Gleaners
Love INC
McKinney Vento Liaison
OSU Human Services Resource Center
St. Mary's Catholic Church
Stone Soup
Vina Moses/FISH

Day Programs
Corvallis Daytime Drop-in Center

Funding & Support
Assistance League of Corvallis
Benton Community Foundation
Community Outreach, Inc.
Community Services Consortium
Corvallis Daytime Drop-in Center; HELP (Homeless Employment Launching Project)
Corvallis Daytime Drop-In Center; Project Action
Corvallis Housing First
Corvallis Interfaith Association
Faith Community
Philomath Community Foundation
Samaritan Veterans Outreach
We Care
WRAP (Women's Rental Assistance Program)

Housing

Temporary or Transitional Housing
Benton Co. Parole & Probation
Benton Co. Veterans Services
Collegiate Recovery Community
Community Outreach, Inc.
Community Services Consortium
Corvallis Housing First /Love INC (in collaboration with Churches)
Emergence
God Gear
Harriett House
Hotels
Janus House
Landlords/Relators
Milestones Family Recovery
Oregon Department of Human Services
OSU Human Services Resource Center
Oxford House
Room at the Inn
Trillium Family Services /Children's Farm Home
Willamette Neighborhood Housing Services
YES House

Shelters
Center Against Rape & Domestic Violence
Community Outreach, Inc.
Corvallis Housing First
Jackson Street Youth Services
Room at the Inn

Permanent Housing
Benton Co. Veterans Services
Benton County
Benton Habitat for Humanity
City of Corvallis Housing Division
City-Economic Development
Community Services Consortium
Harriett Hughes' Homes
Landlords/Relators
Linn Benton Housing Authority
Linn Benton Rental Housing Association
Oregon Department of Human Services
Oregon Housing and Community Services
Partner's Place
Property Management Agencies
Willamette Neighborhood Housing Services

Supports
Adult Services Team
Benton Co. Community Health Centers
Benton Co. Developmental Diversity
Benton Co. Mental Health
Benton Co. Parole & Probation
Benton Co. Veterans Services
Center Against Rape & Domestic Violence
City of Corvallis Housing Division
Community Outreach, Inc.
Corvallis Daytime Drop-in Center
Corvallis Interfaith Association
Oregon Cascades West Council of Governments
Faith Community
HUD-VASH (Veterans Affairs Supportive Housing)
InterCommunity Health Network-CCO
Linn Benton Community College
Linn Benton Food Share
Linn Benton Housing Authority
Milestones Family Recovery
New Beginnings
Oregon Department of Human Services
Room at the Inn
Samaritan Health Services
Trillium Family Services
Vocational Rehabilitation Department
Willamette Neighborhood Housing Services

Community Integration & Neighborhood Belonging

Art community
Avery-Helm Neighborhood Association
Benton Co. Developmental Diversity
Benton Co. Health Navigation
Benton Co. Mental Health
Benton Co. School Navigation
Benton Community Foundation
Benton Habitat for Humanity
BlueSun, Inc.
Casa Latinos Unidos de Benton County
Central Park Neighborhood Association
Citizens Protecting Corvallis
City of Corvallis King Legacy Advisory Board
City of Corvallis Parks & Recreation
Community Action for Racial Equity
Corvallis Downtown Association
Corvallis Interfaith Association:
    First Christian Church, Episcopal Church, Universal Unitarian, Baha'i, Buddhist, Quakers, Bet am, First Congregational Church, Corvallis Zen Center, Central United Methodist
Corvallis Jaycees
Corvallis Multicultural Literacy Center
Corvallis Sustainability Coalition
Elks Lodge #1413
Faith Communities:
    Harvest Christian Center, Peace Lutheran Church (Philomath), United Methodist (Philomath), United Campus Ministry, St. Mary's, Iglesia Emmanuel, First Presbyterian, Lutheran Church, Evangelical churches, Life Community Church
Garfield Neighborhood Association
League of Women Voters of Corvallis
Libraries
Linn Benton Health Equity Alliance
Linn Benton Housing Authority
National Association for the Advancement of Colored People (NAACP)
Oregon Military Support Network
OSU Office of Equity and Inclusion
School Districts
Showing Up for Racial Justice (SURJ)
Strengthening Rural Families
Tunison Neighborhood Association
United Way of Lincoln & Benton Counties
Willamette Neighborhood Housing Services
Wounded Warrior Project

Equity and Trauma Informed Care

Populations to Consider

Benton Co. (Health Navigation, Developmental Diversity, Mental Health, School Navigation), Benton Co. Veterans Services, Casa Latinos Unidos de Benton County, Center Against Rape & Domestic Violence, Jackson Street Youth Services, Linn Benton Health Equity Alliance, Milestones Family Recovery, National Alliance on Mental Illness, National Association for the Advancement of Colored People (NAACP), Oregon Cascades West Council of Governments Senior and Disability Services, OSU Human Services Resource Center, OSU INTO program, OSU Multicultural Student Centers, OSU Office of Equity and Inclusion, Strengthening Rural Families, Trillium Family Services, YES House

Attachment 4

KEY INFORMANT INTERVIEW LIST

#	Name, Title	Organization
	Interviews	
1	Chris Hawkins, McKinney Vento Program Coordinator	509J Corvallis School District
2	Patty Parsons, Resident	Alpine
3	Lizdaly Cancel, Lead Health Navigator	Benton Co. Health Navigation Program - Alsea, Monroe
4	Luis Acosta, Health Navigator	Benton Co. Health Navigation Program - Migrant Farmworkers
5	Andy Abblitt, Juvenile Services Supervisor Luis Maciel, Juvenile Services Supervisor	Benton Co. Juvenile Department
6	Captain Justin Carley	Benton Co. Parole & Probation
7	Jamie Glass, Emergency Services Planner	Benton Co. Sheriff's Office
8	Mary Newman, Officer	Benton County Veterans Services
9	Dianna Howell, Executive Director Mike McDougal, Employment Specialist	BlueSun, Inc.
10	Yazmin Brambila, Executive Director	Casa Latinos Unidos de Benton County
11	Letetia Wilson, Executive Director	Center Against Rape & Domestic Violence
12	Pat Hare, City Administrator	City of Adair Village
13	Kent Weiss, Director	City of Corvallis Housing Division
14	Todd Easton, Code Compliance Supervisor Tracy Oulman, Housing & Neighborhood Coordinator	City of Corvallis Housing Division
15	Karen Emery, Director	City of Corvallis Parks and Recreation
16	Lieutenant Todd Bailey Community Livability Officers: Trevor Anderson, James Dodge, Luke Thomas	City of Corvallis Police Department
17	Ken Rueben, Chief of Police	City of Philomath Police Department
18	Kari Whitacre, Executive Director	Community Outreach, Inc.
19	Martha Lyon, Executive Director	Community Services Consortium
20	Dina Eldridge, Housing Services Manager	Community Services Consortium
21	Alieta Hass-Holcombe, Volunteer Director Molly Chambers, Volunteer	Corvallis Daytime Drop-in Center
22	Kevin Weaver, Coordinator	Corvallis Daytime Drop-in Center; Homeless Employment Launching Project (HELP)
23	Jen McDermond, Case Manager Brad Smith, Board Member	Corvallis Housing First
24	Joan Wessel, Executive Director Fred Edwards, Board President	Downtown Corvallis Association
25	Dawn Duerksen, Property Manager	Duerksen & Associates

26	Bill Bouska, Director of Community Solutions and Government Affairs	InterCommunity Health Network-Coordinated Care Organization (CCO) / Samaritan Health Plans
27	Andrea Myhre, Associate Director	Jackson Street Youth Services
28	Matt Gordon, Senior Minister	First Christian Church
29	Donna Holt, Executive Director	Linn Benton Housing Authority
30	Corrie Latimer, Executive Director	Love INC
31	Lori Diaz, Medical Assistant Lead	Monroe Community Health Center
32	Dave Toler, Director	Oregon Cascades West Council of Governments, Senior and Disability Services
33	Jonathan Stoll, Director of Corvallis Community Outreach	Oregon State University (OSU)
34	Nicole Hindes, Director	OSU Human Services Resource Center
35	Sara Power, Director Susannah Wright, Case Manager	Room at the Inn Women's Shelter
36	Larry Mullins, Chief Executive Officer	Samaritan Health Services
37	Julie Manning, Vice President	Samaritan Health Services
38	Sue Schulz, Volunteer Director	Stone Soup
39	Paul Smith, Executive Director	Strengthening Rural Families
40	Janeece Cook, Program Director	South Benton County Food Bank
41	Deena Wolfe, Pastor	Monroe United Methodist Church
42	Jim Moorefield, Executive Director	Willamette Neighborhood Housing Services
43	Steve Hickson, Disabled Veterans Outreach James Munger, Disabled Veterans Outreach	WorkSource Oregon Disabled Veterans Outreach Program

Group Discussions		
#	Group	# of participants
1	Adult Services Team (AST)	10
2	Benton Co. Assertive Community Treatment (ACT) Team	6
3	Benton Co. Health Services Management Team	15
4	Casa Latinos Unidos de Benton County Board	6
5	Corvallis Interfaith Association	12
6	Corvallis Sustainability Coalition - Housing Task Force	2
7	League of Women Voters of Corvallis - Housing Committee	5
8	Linn Benton Hispanic Advisory Council	18
9	OSU Public Health & Human Sciences/ Center for Health Innovation	2
10	Veterans Services Provider Network	8

Total Key Informant Interview participants: 54
Total Group Discussion participants: 84
Total Key Informant Interview and Group Discussion participants: 138

Attachment 5

INPUT FROM PERSONS WITH LIVED EXPERIENCE (Adults)

1) What has helped you find housing in the past?

Friends or Family
- Social networking (25 responses).
- Staying with friends (20 responses).
- Staying with family (16 responses).
- Family financial help (10 responses).
- Family support/connections (8 responses).
- Word of mouth (5 responses).
- Community ties and contacts.
- Companies rent by means of friends.
- Informal rental community.
- Private assistance.
- Having a baby; having a husband; other people.

Income/Employment
- Having/had a good income (12 responses).
- Have/had a job (12 responses).
- A job and a reliable car.
- Have a good down payment from previous home.
- Punctual payments.

Addiction Services/Treatment
- Clean and sober (4 responses).
- Treatment facility. Treatment groups.
- Drug court.

Shelters
- Shelters (3 responses)
- Women's Shelter (2 responses).

Transitional Housing
- Oxford House (3 responses).
- Partners Place (2 responses).
- Chances Housing Program.

Rent Assistance/Subsidies
- HUD/Section 8 (14 responses).
- Housing assistance (5 responses).
- Government resources (3 responses).
- Linn Benton County Housing Authority.

Case Management, Supportive Services, and Community Resources
- Benton County Housing Coordinator (6 responses).
- Benton County ACT Team (5 responses).
- Community Services Consortium (4 responses).
- Supportive Services for Veteran Families (2 responses).
- Willamette Neighborhood Housing Services (2 responses).
- Center Against Rape & Domestic Violence.
- Community Outreach, Inc.
- Department of Human Services.
- Habitat for Humanity.
- Linn Benton Housing Authority.
- Love INC, Gleaners, Churches.
- Milestones Women's Program.
- Monroe Food Bank.
- Salvation Army.
- Arts for All Program.
- City's Rehab Loan Program.
- Mortgage relief program.
- Senior Property Tax Deferral Program.
- Advocates, Case worker.
- Go to resources and been denied.
- Library (free internet access).
- Probation.

Affordable and Low-Income Housing
- Harriet Hughes housing (2 responses). She does not conduct background checks.
- Bought own home (2 responses).
- Cheap housing. Rent is too high.
- Family housing is hard to find and expensive.
- Clean and sober houses.
- Corvallis Arms Hotel.
- Landlords and people being willing to give me an opportunity.
- Veggie House.

Other
- Nothing (18 responses).
- Haven't had housing (4 responses). Sleeping outside.
- No help (4 responses).
- Do not like the indoors (2 responses).
- Live in a tent (2 responses).
- Live on the ground.
- Sleeping in van.
- Sleeping in storage units.
- Homeless camps.
- Illegal living situations.
- Living on the streets for 52 years.
- Still homeless / homeless for 35 years.
- Longtime homeowner (14 responses).
- Knowledgeable realtor (11 responses).

- Craigslist (9 responses), newspapers (3 responses), internet (9 responses), telephone book, search on own, property manager.
- Have a good relationship with landowner (3 responses).
- Prayer (2 responses).
- Personal advocacy (2 responses).
- Immigration status helped.
- Duerksen and Associates.
- Ask apartment managers.
- Look for "for rent" signs.
- Just look and look.

> **2) What are the biggest challenges that you have [in your current housing/finding housing]?**

Income/Employment/Education

Lack of income
- No money / Income (34 responses); lost job in 2006; all government is messed up; have medical & food
- Lack of SSI (2 responses)
- Sustainable income.
- Paying for rent.
- It's hard to afford low-income housing when you are beyond poor.
- "Poverty with a view: living poor in high-end city."

Lack of employment
- No job(s) (19 responses).
- Unable to work (2 responses).
- Lack of opportunity.
- Can't work legally because of immigration status.
- Unstable employment.
- Economy.
- Finding and keeping a job.
- Fired for being homeless.
- No work record.
- References.
- No permanent mailing address.
- Lack of showers prevents homeless from gaining employment.

- Gas money, Car money.
- High costs of driving home & work.

Lack of education
- No education (3 responses).

Background/History

Criminal history
- Criminal history (20 responses), sex crime, violent record.
- Background check (6 responses).
- Criminal history, no rental history, landlord laws, applications getting immediately denied based on the criteria and not meeting the person. "Red flags"

Rental history
- Bad rental history (9 responses)
  - Past eviction being held against me. Was in the apartment 20 years and then evicted.
  - I'm disabled and was taken advantage of by visitors which caused eviction.
  - Evictions cycle.
- No rental history (6 responses).
- Communicating with landlords (feeling I'm not professional enough to talk to landlords).

Credit history
- Credit history (5 responses).
- Credit check (2 responses).

Addictions and Mental Health

Drug addiction
- Addictions (12 responses).
- Staying clean (4 responses).
- The challenges of addiction and not able to bring self out of the drug culture.
- Hard to get into rehab.
- UAs on the homeless.

Mental health / Dual Diagnosis
- Mental health and addiction.
- Mental health (3 responses). "My own head."
- Memory problems.

Self-worth and isolation
- Low self-esteem. Self-conditioned to be homeless.
- Being alienated from local society - being isolated.
- Segregation.
- Shame.
- Choices.
- Drive/will to find housing (2 responses).
- Down and out.

Affordable and Low-Income Housing

High cost of housing
- High rent price (25 responses).
- Lack of affordable housing (13 responses).
- Affording mortgage (7 responses).
- Rising property taxes (4 responses).
- Utilities are expensive (4 responses).
- Amount of initial (BIG) cash for first, last & deposit (4 responses). It costs $2,000 to move into housing.
- The value of the dollar and the high price of real estate.
- High rent for bad houses.
- Usually affordable space is in code violation.
- No landlord laws.
- Manufactured housing shortage.
- Not enough choices. Not enough options.
- Location, accessibility.
- Can't afford to buy.

- Have to live outside of town, too expensive.
- Late fees.

OSU housing pressures
- Rent is too high because of OSU (2 responses).
- Too many students and low availability.
- Too OSU focused.
- Increased OSU enrollment and matching housing inventory.
- Single male/non-college student only has a 3% chance of finding house.

Application costs and process
- Long HUD / housing waiting list (5 responses).
- First and last deposits (4 responses).
- Application fees (2 responses)

Disability assistance and housing
- I get disability but can't afford housing.
- Rental criteria saying 3x income. I'm disabled and disqualified based on that criteria because SSI is at $735 a month.
- Availability to my current physical needs. Disabilities.
- Disability and lack of Social Security.
- Lack of resources to provide housing assistance.

Housing for felons
- No felon-friendly housing (2 responses)
- No prison transitional housing. Felons and addict are a disgrace of this world.

Maintenance
- Can't afford repairs (15 responses).
- Apartment in poor condition (5 responses).
- Black mold.
- Flooding.
- Unsafe appliances.

Overcrowding
- Lack of room (5 responses).
- Two people in each bedroom.
- Big houses are too expensive.

Racism
- Racist manager (2 responses).

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Other

Stigma
- Looking homeless.
- Getting kicked out of stores for looking homeless.
- Community is judgmental.
- The attitude of Corvallis.

Lack of help
- Finding someone to work with your situation.
- Lack of help. No case management.
- No one is willing to help homeless with kids.
- Transportation and knowing who to talk to.

Shelter and safety
- Weather.
- Finding a place to sleep.
- Don't like to be indoors.
- Security - Locked entry / protocols. Feel vulnerable in confined spaces.
- Squatting.

Neighbors
- Hoarder neighbors (2 responses).
- Drug addicted neighbors.
- Noisy neighbors.
- Isolated without neighbors.
- Homeless people.

Transportation
- Increasing car traffic (2 responses).
- Commute to Corvallis.
- No transportation.

Pets
- Problems with pets.
- Too expensive to keep a pet.
- Unable to keep a pet.
- Pets. Having animals.

Other issues
- No challenges (3 responses).
- My current living situation with housing is comfortable. None at this time (2 responses).
- Need energy assistance help.
- Electricity, Heating.
- Getting a phone.
- In my current housing, no improvements on property I park my trailer on. Mostly, not enough bathrooms to be found.
- Personal issues.
- Family separation.
- Where to look.

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3) What do you think this community needs to do to prevent and end homelessness?

Camp Site/Basic Amenities
- Provide a place to camp (5 responses) with bathrooms (2 responses), showers, trash cans, etc.
- Public showers.
- Public restrooms need to be open in winter.
- Build cubicles with beds. The Japanese created this housing solution.
- Building housing trailers.

Shelters

More, bigger, or permanent shelters
- More shelters (6 responses).
- More cold weather shelters.
- More COIs.
- Bigger cold weather shelter.
- Open bigger shelter.

- Permanent shelter in Corvallis.
- Finding permanent Men's Shelter.
- Improve conditions of shelters.

Increased duration of shelters
- Year-round shelter (2 responses).
- Increase the hours of shelters. Leave later and open earlier, 6 pm to 10 am.
- Let the shelter open all day. It will cut down crime.

Shelters with specific amenities or requirements
- Warming shelters and drop in with free showers & laundry.
- A homeless shelter with case management.
- More clean and sober shelters.
- A shelter that caters to addictions and domestic violence.

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- Homeless shelters with food banks.
- Shelters that allow pets.
- Wet shelter.
- Age specific, gender specific, shelter for a nominal fee.
- Support programs like community supported shelters in Eugene.

Transitional and Supportive Housing
- More Oxford houses (3 responses).
- More Partners Places (2 responses).
- More transitional housing options (2 responses).
- More housing first accommodations.
- More sober housing.
- Supportive housing.
- Working farm with housing for homeless.

Case Management and Support
- More case management (2 responses). Holding their hands.
- Offer more support and solid plans to get people in to homes.
- Better support system.
- Advocates for social security.
- Give support to independent living.
- Help people with bad backgrounds.
- More VA programs.
- Housing programs.
- Helping with finances.
- Funds to help with ID.
- Fully understand the problem. Education on how to work with people with mental health and/or addictions. Community first response team to focus on specific needs of the individual they are working with. Individualized and patient centered research (assessing) and creating a patient centered action plan. "How can help or solve a problem for people they don't fully understand." We have the services and resources...We have the organizations, grants, the willingness to address the problem, but the people have to have the training and understanding.

Rent Assistance/Subsidies/Rental Application

Rent assistance
- Housing assistance (2 responses).
- More places to get rental assistance.

- Helping people who make too much to get assistance.
- Get more money from the government.

Rental application assistance
- Help with first and last deposit (2 responses).
- [Help with] deposits and fees for credit checks.
- Do not charge for background checks.
- Eviction histories should be cleaned.
- More Second Chance Programs.

Education and Awareness of Services/Resources
- Community wide housing search program (3 responses).
- Better communication (2 responses).
- Better place to talk other than contentious public health forums.
- Educate people in poverty about accessing services.
- More advertising targeting the homeless about resources. Positive stories about persons in transition.
- Networking to figure out what resources are available.
- Education of homeless persons to increase well-being.
- Need better resources. More resources.
- Keep providing services, outreach, advocates & housing.

Affordable and Low-Income Housing

More low-income housing
- Build family housing, not student housing (17 responses).
- More on campus housing (6 responses).
- Create more realistic/affordable housing for individuals outside of the University.
- Corvallis, City, and OSU should support low-income housing.
- Less student based housing developments
- Build healthy, affordable housing (9 responses).
- Build more affordable housing (2 responses).
- Build more housing for low-income and homeless.
- Better prices (15 responses).
- More no- (1 response) or low-income housing (11 responses).

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- More affordable housing (7 responses). $400 per month.
- More housing (6 responses).
- More RV parks/co-housing.
- Pet friendly housing.
- Add housing to South town and north.
- Better maintenance (2 responses).
- A place for used lumber and building materials for build mini homes.
- Housing program for homeless (3 responses).
- Find housing for the working poor.
- More housing opportunities (2 responses).
- Cheap motel rooms.
- Rent a hotel for the homeless.
- Grateful I currently have a nice place away from cold weather and snow.

Project-based Section 8 housing
- Provide low-income public housing.
- An entire complex for Section 8. Way to sign up that accommodates the individual.
- Build more income-based housing.

Housing for felons
- More places that will take low-income and bad background tenants.
- Felony friendly housing.

Employment/Training
- More jobs (6 responses).
- Better paying jobs (3 responses).
- Put people to work.
- Jobs skills for vets that are realistic.
- Give work. Agreement to behave.
- Train homeless people for jobs (2 responses). Over 50 years old have problems being hired.
- Job program.
- A place to get a job.
- A work program in Monroe for people with no car.

Addictions and Mental Health Treatment
- Drug/alcohol treatment for homeless people (2 responses).
- Rehab for drug abuse. Rehab first, then housing.
- Clean and sober.
- Drug court.
- Dual-diagnosis treatment.

- Mental illness and addiction - people receiving social security money to buy drugs.
- The awareness that mental health issues along with un-sober lifestyle needs to be addressed.
- Making sure the homeless are healthy.
- Self-motivation.
- Self-esteem.
- Trauma.

Community Involvement/Awareness
- Greater direct community involvement/interest. A lot of nice people, but many stereotypes. Ex. Student preferences even over families.
- Helping families. Churches helping families.
- OPEN HEARTS and minds to deal with traumatized people. Compassion.
- More understanding.
- The community has to be willing to help the homeless.
- Homeless friendly.
- Be more open.
- Target poverty, welfare and people that need support.
- Studying the problem.
- Not being picky about a person's background.

Community Involvement/Awareness
- Be caring and to work with them to find housing.
- People need to start caring more.
- Come together as a whole.
- Help out more.
- Sharing
- Not sure about homeless rate in this area, but other places with fair amount of homelessness is ridiculous and I hope some changes are made to help them.

Policy Strategies

Land use, zoning, and inclusionary zoning
- Land use reform. Town is passive to reform.
- Better laws at state and local level to address land use.
- Better policies to approve/change zoning.
- Different zoning.
- Grandma cottages. People who are looking for affordable housing do not own cars.
- Set land aside for low-income individuals.
- Model Portland laws to allocate of percentage of houses for low-income.

Regulate OSU
- Regulate OSU regarding housing.
- Have students be housed on campus.

Rental rates, application process, evictions
- Lower the rental rate in city (3 responses).
- Rent caps on homes/apartments.
- Rent for all incomes.
- Fast-track housing access.
- Relax law on credit checks.
- Make illegal to discriminate against person with felony. Address past legal issues and bad credit.
- Influence landlords/property management to end discrimination.
- Changing the laws about no cause evictions.

Use of vacant spaces
- Open vacant places. Fill vacant houses.
- Legalize squatting.

Other policy strategies
- More control over housing prices (4 responses).
- Higher minimum wage (2 responses).
- Having more houses being built without so high of SDC (system development charge) of $16,000 per unit.
- Reduce gentrification.
- Improving HUD.
- Raise Social Security.
- Child-support took 50% of income, need for child support modernization. Domestic custody for fathers in the State of Oregon has hurt men, leading to homelessness.
- Legalize meth and decriminalize drug use. Test city - a step into solution.
- Corvallis has a good blueprint to end homelessness. Fund the Ten-Year Plan.
- Camping laws: Benton County does not want me. $1000 a month.

Other
- No idea (3 responses).
- Second chances (2 responses).
- Make it easier for homeless with dogs to get in to housing.
- Transportation on weekends.
- Provide ID services.
- Telephones.
- Move the ship out.
- Lower the curtain.
- Doing a good job.
- The City and County is working on it.
- Stop laziness.
- Homeless people need to make the effort to be housed.
- We will never end homelessness.
- Nothing. Hopeless.
- Impossible, after 25 years chronic homelessness, I find some folks just cannot live indoors!
- Homeless - live with niece in trailer- hidden.
- I am an advocate myself & this space is WAY too small to discuss the problem & possible solutions.
- Better buses.

APPENDIX B: STRATEGY PRIORITY SETTING PROCESS

The following key planning components helped to generate 31 strategies to address housing affordability and homelessness in Benton County.

- Comprehensive Data Snapshot and Demographic Profiles
- 2016 Scanning the Landscape Survey (SWOT)
- Key Informant Interviews
- Input from Persons with Lived Experience
- Review of best practices and emerging innovations in homelessness prevention.

The planning team also compared these strategies with the current Ten-Year Plan to Address Housing and Homelessness to identify those that were the same and new ones emerging as a result of the changing environment and upcoming opportunities not previously available when the original plan was published in 2009. A cross walk of the old and new strategies are included in Appendix C.

Recognizing that the resources are not adequate to prioritize all 31 strategies, the Housing Opportunities Action Council (HOAC) conducted a survey in May 2016 to identify the top ten strategies that the HOAC is uniquely positioned to implement collectively over the remaining years of the plan.

It is important to note that all 31 strategies, many of which are continuation strategies from the original plan, constitute a comprehensive approach to addressing homelessness and housing affordability in Benton County, and will continue to inform and support the work of other partners advancing work in these other key 20 areas.

Twenty-three members of HOAC's Governance Committee completed the survey. In responding to the priority setting survey, members assigned values of "low, medium, or high" for each strategy using the following criteria:

Long-Term Impact: Will this strategy influence a greater number of people over a longer period of time by improving housing affordability and supportive services in Benton County?

Feasibility: Is this strategy likely to be accomplished based on current capacity, available resources and political will?

The Benton County Epidemiologist analyzed the data by assigning a score of 1 to "low, "a score of 2 to "medium," and a score of 3 to "high," then averaged the scores across all responses to generate a Total Impact and Total Feasibility score for each strategy. The strategies were also ranked according to Impact and Feasibility. The top ten scores were generated by counting the number of times the strategy was selected. These results are produced in the graphs in the following pages.

Figure 1: Ten-Year Plan to Address Housing and Homelessness strategies in rank order.

All strategies ranked

Strategy	Rank
3.6 Increase MH capacity	Rank = 1
2.1 Coordinated case management	Rank = 2
5.9 Affordable housing supply	Rank = 2
4.4 Partner with Law and MH	Rank = 4
5.1 Year-round emergency shelter	Rank = 4
5.4 Facilitate permanent housing	Rank = 4
5.7 Permanent supportive housing	Rank = 7
4.2 Permanent Drop-in and Stone Soup	Rank = 8
1.1 Develop messaging	Rank = 9
1.4 Track emerging policies	Rank = 9
5.2 Temporary housing strategies	Rank = 9
6.1 Social marketing	Rank = 12
4.1 Expand street outrach	Rank = 12
4.3 Partner with P&R and Law	Rank = 14
2.3 Coordinate application processes	Rank = 14
2.4 Centralize data system	Rank = 14
3.2 Assure eviction prevention	Rank = 17
3.1 Expand supportive employment	Rank = 18
1.5 Align advocacy efforts	Rank = 18
1.2 Build HOAC capacity	Rank = 18
1.3 Advance Task force priorities	Rank = 21
5.3 Conduct transition/discharge planning	Rank = 21
5.6 Develop rent assisted housing	Rank = 21
3.4 Improve renter grievance capacity	Rank = 24
5.8 Homeownership opportunities	Rank = 24
4.5 Assure one-time flex funds	Rank = 26
3.5 develop a Healthy Homes program	Rank = 26
2.2 Pilot SDH screenings	Rank = 26
5.5 Improve Section 8	Rank = 26
2.5 Coordinate with 211	Rank = 30
3.3 Limit safety code displacements	Rank = 30

Category
- Systems Change
- Coordination
- Prevention
- Outreach
- Housing
- Integration

Number of votes

22 total voters

Figure 2: Ten-Year Plan to Address Housing and Homelessness strategy impact and feasibility scores.
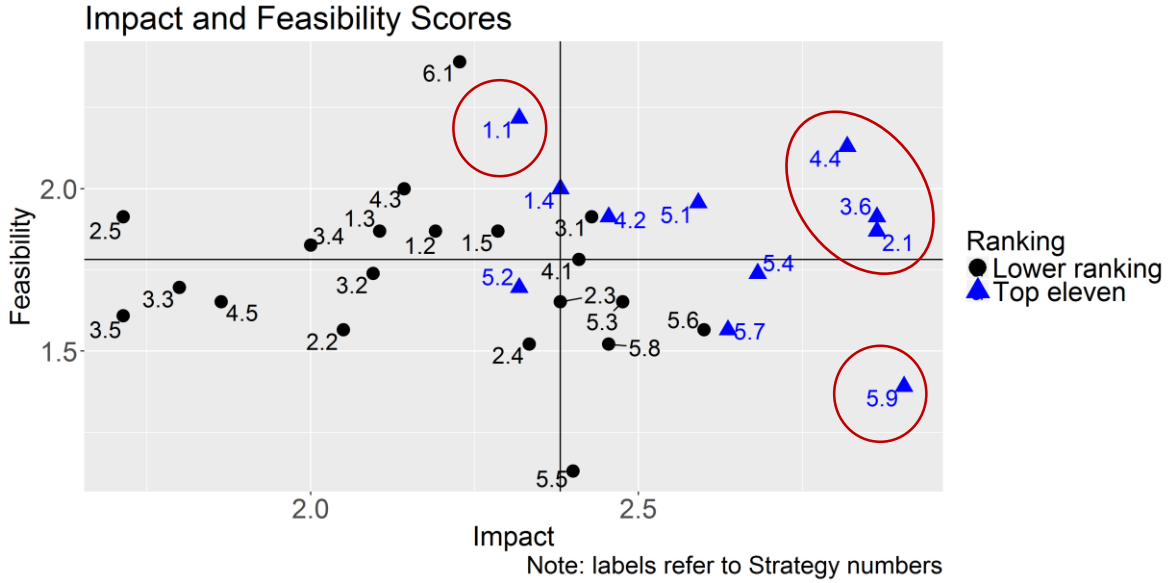

Figure notes: This graph plots both Impact (horizontal axis) and Feasibility (vertical axis) and identifies the Top Eleven strategies in blue (triangle). Number labels refer to strategy numbers. Red circles signify Top 5 Keystone Strategies.

Figure 3: Ten-Year Plan to Address Housing and Homelessness Top Eleven Strategies in rank order.
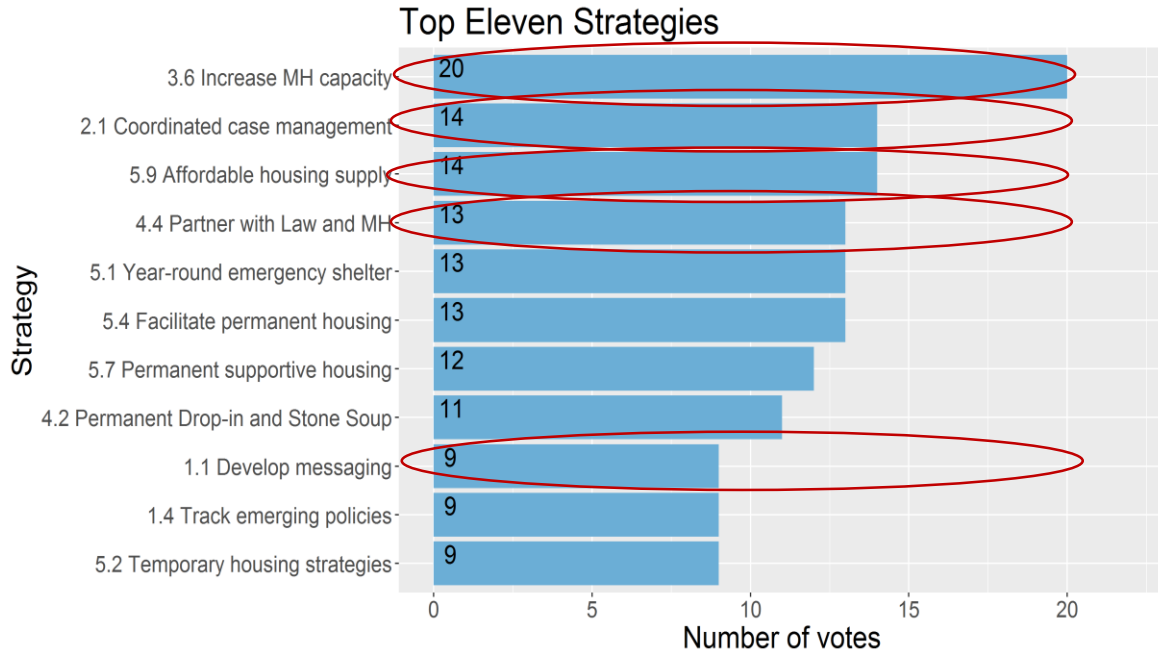

Figure notes: Red circles signify Top 5 Keystone Strategies.

Strategies Ranked by Top 10 Overall, Long-Term Impact, and Feasibility

★ = TOP 5 Keystone Strategies (and Key Activities) based on feasibility and impact scores.

Bold = TOP 11 Keystone Strategies (and Key Activities).

1. COMMUNITY AND ORGANIZATIONAL SYSTEMS & POLICY CHANGE		Top	Imp	Feas
1. Mobilize HOAC and community to advocate for affordable housing. ★	**1.1. Develop messaging strategy to build broad-based support for affordable housing advocacy.**	**9**	**18**	**2**
	1.2. Build capacity of HOAC and community to mobilize and advocate for policy, planning, and funding opportunities with high potential to impact housing affordability.	18	22	11
	1.3. Advance priority policy recommendations, including those identified through the Corvallis Housing Development Task Force.	21	24	11
	1.4. Track emerging policy, planning, and funding opportunities with high potential to impact housing affordability.	**9**	**15**	**4**
	1.5. Align advocacy and planning efforts with other key sectors (i.e., economic development, health care, etc.).	18	20	11

2. COMPREHENSIVE CARE COORDINATION		Top	Imp	Feas
2. Inform a new system of care coordination and data sharing. ★	**2.1. Increase capacity to provide comprehensive, well-coordinated case management services aligned with health care transformation.**	**2**	**2**	**11**
	2.2. Pilot social determinant of health screening in conjunction with every new mental health intake at Benton County Health Services.	26	26	25
	2.3. Develop, implement, and evaluate coordinated entry, assessment, and application process.	14	15	21
	2.4. Establish centralized, comprehensive data system to understand size, scope, and needs of population.	14	17	28
	2.5. Coordinate with 211 information system to ensure information is updated, accurate, and disseminated.	30	30	7

3. PREVENTION		Top	Imp	Feas
3. Prevent residents from experiencing homelessness.	3.1. Expand linkages with existing and/or new supported employment programs.	18	12	7
	3.2. Assure eviction and foreclosure prevention and emergency financial resources.	17	25	17
	3.3. Limit displacement due to violations of building and safety codes.	30	29	19
	3.4. Improve capacity to engage residents and landlords to address renter grievances.	24	27	15
	3.5. Develop, implement, and evaluate a comprehensive Healthy Homes Program.	26	30	24
★	**3.6. Increase capacity to provide mental health treatment and detox services.**	**1**	**2**	**7**

4. STREET OUTREACH & RAPID RESPONSE		Top	Imp	Feas
4. Provide safe and accessible crisis response.	4.1. Expand street outreach capacity in both City of Corvallis and rural Benton County.	12	13	16
	4.2. Establish permanent site for a daytime drop-in center and soup kitchen.	**8**	**10**	**7**
	4.3. Strengthen partnerships with Parks & Recreation and Law Enforcement to mitigate and address issues with illegal camping.	14	23	4
★	**4.4. Strengthen partnerships with Law Enforcement and Mental Health to ensure mental health and other support needs are appropriately addressed.**	**4**	**4**	**3**
	4.5. Assure availability of one-time flex funds to respond to individual emergency requests.	26	28	21

5. HOUSING		Top	Imp	Feas
5. Expand housing options and other supports.	**5.1. Establish permanent location(s) for year-round emergency shelter for men, women, and families.**	**4**	**8**	**6**
	5.2. Establish other temporary shelter strategies (e.g., legal camp site, scattered site tent/car camping, etc.).	**9**	**18**	**19**
	5.3. Expand capacity to conduct transition/discharge planning.	21	9	21
	5.4. Facilitate entry into permanent housing among those experiencing homelessness or living in temporary housing.	**4**	**5**	**17**
	5.5. Improve capacity of Section 8 Housing Choice Voucher Program (e.g., provide care coordination, other rental assistance to those on waiting list, etc.).	26	14	31
	5.6. Develop new and convert existing units to project-based rent assisted housing.	21	7	25
	5.7. Secure more permanent supportive housing for special populations.	**7**	**6**	**25**
★	5.8. Expand homeownership opportunities for low-income residents.	24	10	28
	5.9. Increase the affordable housing supply in Benton County, in coordination with Intervention Area 1.	**2**	**1**	**30**

6. COMMUNITY INTEGRATION & NEIGHBORHOOD BELONGING		Top	Imp	Feas
6. Mobilize the HOAC to foster a community in which everyone has opportunities to participate and feel valued and supported.	6.1. Implement social marketing campaign to educate the broader community about the complexity of homelessness/housing instability, in coordination with Intervention Area 1.	12	21	1

⭐ = TOP 5 Keystone Strategies (and Key Activities) based on feasibility and impact scores.   **Bold** = TOP 11 Keystone Strategies (and Key Activities).

Mid-Point Update		A Ten-Year Plan to Address Issues Surrounding Housing and Homelessness in Benton County - (2009 - 2019)	White Paper on Transitional Housing Options for Corvallis' Homeless Citizens -(March 15, 2017)
1. COMMUNITY AND ORGANIZATIONAL SYSTEMS & POLICY CHANGE Overarching Goal: Mobilize Housing Opportunities Action Council (HOAC) and community to advocate for policies, programs, and funding that increase the availability of affordable housing.	**1.1. Develop local messaging strategy to build broad-based community support for affordable housing advocacy, coordinated with Intervention Area 6, Community Integration & Neighborhood Belonging.** ⭐		
	1.2. Build capacity of HOAC and community to mobilize residents, including persons experiencing homelessness or housing instability, and other public and private sector leaders to advocate for policy, planning, and funding opportunities with high potential to impact housing access and affordability.	4.2.C: Embrace and engage members of the homeless population as part of the success of the plan.	
	1.3. Work to advance priority policy recommendations, including those identified through the Corvallis Housing Development Task Force (HDTF) (e.g., system development charge waiver program, property tax exemption program, city-sponsored annexations that increase the supply of developable land, construction excise tax revenue dedicated to affordable housing, etc.) and Benton County's 2040 Thriving Communities Initiative.		
	1.4. Systematically track and share emerging local, state and federal policy, planning, and funding opportunities with high potential to impact housing access and affordability (e.g., CDBG & HOME planning, etc.).		
	1.5. Align advocacy and planning efforts with other key sectors (i.e., employment, economic development, transportation, mental/behavioral health/substance abuse treatment, health care, public health, education, law enforcement, etc.) to maximize coordination and impact.		
2. COMPREHENSIVE CARE COORDINATION Overarching Goal: Inform a new system of care coordination and data sharing, where residents have universal access to case management services and are supported in maintaining or finding permanent housing, and accessing other community resources.	**2.1. Increase capacity to provide comprehensive, well-coordinated case management services.** ⭐		Immediately form a Community Support Team to provide coordinated outreach efforts to visit homeless camps and provide wrap-around services to meet the particular needs of each individual.
	2.2. Pilot project at Benton County Health Services (BCHS) to conduct Social Determinants of Health (SDH) screening in conjunction with every new mental health intake enrolled in Benton County Health Services (BCHS) primary care medical home. Use results to inform development of universal entry and assessment system and common tools.		
	2.3. Develop, implement, and evaluate coordinated entry, assessment, and application process.	1.2.A: Ensure those in need are referred to the most appropriate services. 5.1.A: Adopt a local system which will collect same basic demographics from those accessing shelters and social services.	
	2.4. Establish centralized, comprehensive data system to better determine size, scope, and needs of populations experiencing homelessness and housing instability.	5.1.A: Adopt a local system which will collect same basic demographics from those accessing shelters and social services.	
	2.5. Coordinate with 211 information system to ensure information is routinely updated and accurate and disseminate updated agency information to provider system.	4.2.A: Centralize the available information and referral guides into a site that is easy to access and update.	

3. PREVENTION Overarching Goal: Advance efforts that help residents maintain healthy, affordable housing and prevent residents from experiencing homelessness and housing instability.	3.1. Expand opportunities for linkages with existing and/or new supported employment initiatives in Benton County. See Intervention Area 5, Housing.		
	3.2. Assure eviction and foreclosure prevention and emergency financial resources to prevent residents from experiencing homelessness.	1.1.A: Expand availability of temporary rent assistance through discretionary funding that bridges the gap between permanent housing availability and the time the tenant secures long term means to pay rent (i.e., Section 8, other assistance and/or self-supports). 3.4.A: Expand on comprehensive discretionary financial assistance programs that include one-time assistance for financial assistance shortfall.	
	3.3. Identify opportunities to limit displacement due to serious violations of the City of Corvallis and Benton County building and safety code enforcement programs, if and as needed.		
	3.4. Improve capacity to engage both residents and landlords in addressing renter grievances.		
	3.5. Develop, implement, and evaluate a comprehensive Healthy Homes Program in Benton County.		
	3.6. ⭐ Increase capacity to provide mental health treatment and detox services in Benton County.	1.2.B: Expand on community-based outpatient mental health.	
4. STREET OUTREACH & RAPID RESPONSE Overarching Goal: Provide safe and accessible crisis response while someone is experiencing homelessness or housing instability.	4.1. Expand qualified, culturally and linguistically competent street outreach worker/health navigation capacity, in both the City of Corvallis and rural Benton County.	3.1.A: Create trial position for a street outreach worker with experience in mental health. 4.1.B: Street-level outreach to bring people off the streets and initiate the continuum of care.	Immediately form a Community Support Team to provide coordinated outreach efforts to visit homeless camps and provide wrap-around services to meet the particular needs of each individual.
	4.2 Establish permanent site for a daytime drop-in center and soup kitchen (with expanded hours).	3.3.A: Establish permanent site for CDDC.	
	4.3. Strengthen partnerships with Corvallis Parks & Recreation Department, Benton County Natural Areas & Parks, and Law Enforcement to mitigate and address issues with illegal camping sites on public owned property.	4.1.B: Street-level outreach to bring people off the streets and initiate the continuum of care.	Collaborate with Corvallis Parks & Recreation personnel and police to link illegal campers to resources in an effort to reduce illegal camping and the loss of personal property during camp clean-up operations.
	4.4. ⭐ Strengthen partnerships with local Law Enforcement and Mental Health to ensure mental/behavioral health and other support needs of persons experiencing homelessness are appropriately addressed.		Collaborate with Corvallis Parks & Recreation personnel and police to link illegal campers to resources in an effort to reduce illegal camping and the loss of personal property during camp clean-up operations.
	4.5. Assure some basic level of one-time flex funds to respond to individual emergency requests (e.g., WeCare, etc.).	3.4.A: Expand on comprehensive discretionary financial assistance programs that include one-time assistance for financial assistance shortfall.	
5. HOUSING Overarching Goal: Expand housing options and other supports that increase persons' success in transitioning into or maintaining permanent housing.	**5.1. Establish permanent location(s) for a year-round emergency shelter for men, women, and families or scattered site shelters until permanent housing options are available.**	2.1.D: Establish new shelter systems for individuals that can't be served in treatment oriented settings.	Establish an ad hoc committee to begin a two-year initiative to provide legal year-round shelter to an additional 200 homeless individuals using a continuum of alternatives ranging from ten/car camping to permanent supported housing.
	5.2. Establish other temporary shelter strategies (e.g., legal group camping sites, scattered vehicle/tent camping, tiny houses, additional recovery houses/Oxford house, etc.) until permanent housing options are available.	2.1.A: Create 4 units of transitional housing for homeless and runaway youth.	Establish an ad hoc committee to collaborate with Corvallis and Benton County planning staff to identify

		2.1.B: Expand the transitional housing offered to those suffering mental illness by 10 new units.
		
		2.1.F: Expand on housing treatment options for supervised sex offenders to 12 units total.
			the necessary zoning and building code changes that would be necessary to allow the following:
			
			   a. Scattered site car and tent camping,
			   b. One or more group camps,
			   c. One or more tiny house villages, and
			   d. The use of Conestoga Huts in options a. through c. above.
			
			Make a formal request to the Corvallis City Council to begin the process of amending the Municipal Code as necessary to allow the shelter options listed. A similar request should be made to the Benton County Board of Commissioners if viable sites are identified in the county.
			
			Explore the possibility of establishing additional Oxford Houses in the community to provide transitional shelter for those seeking clean and sober living environment.

5.3.	Expand capacity of current system to conduct transition/discharge planning (e.g., prison/jail, foster care, hospitals/nursing homes, etc.) and move persons from temporary to permanent housing.	3.5.D: Support existing/develop transitional housing/support services for people moving from hospital, jail, detox, etc. and needing short stay in community-based settings.	
5.4.	**Facilitate entry into permanent housing among those experiencing unsheltered or sheltered homelessness or living in temporary or transitional housing.**	1.1.A: Expand availability of temporary rent assistance through discretionary funding that bridges the gap between permanent housing availability and the time the tenant secures long term means to pay rent (i.e., Section 8, other assistance and/or self-supports). 3.4.A: Expand on comprehensive discretionary financial assistance programs that include one-time assistance for financial assistance shortfall.	Establish an ad hoc committee to begin a two-year initiative to provide legal year-round shelter to an additional 200 homeless individuals using a continuum of alternatives ranging from ten/car camping to permanent supported housing.
5.5.	Improve capacity of current Section 8 Housing Choice Voucher Program to better meet the needs of eligible residents.	1.1.A: Expand availability of temporary rent assistance through discretionary funding that bridges the gap between permanent housing availability and the time the tenant secures long term means to pay rent (i.e., Section 8, other assistance and/or self-supports).	Establish an ad hoc committee to begin a two-year initiative to provide legal year-round shelter to an additional 200 homeless individuals using a continuum of alternatives ranging from ten/car camping to permanent supported housing.
5.6.	Develop new and convert existing units to project-based rent assisted housing to better meet the needs of eligible recipients.	1.1.D: Identify and apply for funds to provide project-based rental subsidies to serve homeless individuals and families with little or no income. 1.1.B: Identify and prioritize preservation properties such as existing rent-assisted housing as well as preserve rental subsidies.	Establish an ad hoc committee to begin a two-year initiative to provide legal year-round shelter to an additional 200 homeless individuals using a continuum of alternatives ranging from ten/car camping to permanent supported housing.
5.7.	**Secure more permanent supported housing for special populations, aligned with supportive services (e.g., case management, mental/behavioral health, substance abuse treatment, health care, supported employment, etc.).**	2.1.E: Develop additional units of permanent supportive housing. Families (50). Domestic Violence (10). Alcohol & Drug (10), Mentally ill (50), Veterans (35)	Establish an ad hoc committee to begin a two-year initiative to provide legal year-round shelter to an additional 200 homeless individuals using a continuum of alternatives ranging from ten/car camping to permanent supported housing.

	5.8.	Expand homeownership opportunities for low-income residents (e.g., manufactured homes, Habitat for Humanity houses, etc.).	Establish an ad hoc committee to begin a two-year initiative to provide legal year-round shelter to an additional 200 homeless individuals using a continuum of alternatives ranging from ten/car camping to permanent supported housing.
	6.9. ⭐	**Increase the supply of affordable housing in Benton County, in coordination with Intervention Area 1, Community and Organizational Systems & Policy Change.**	
6. COMMUNITY INTEGRATION & NEIGHBORHOOD BELONGING Overall Goal: Mobilize the Housing Opportunities Action Council (HOAC) to foster a community in which everyone has opportunities to fully participate in their neighborhoods and feel valued and supported by the broader community.	6.1.	Implement a social marketing campaign to educate the broader community about the complexity of homelessness/housing instability, in coordination with Intervention Area 1, Community and Organizational Systems & Policy Change.	

APPENDIX D: PROPOSED KEYSTONE STRATEGY METRICS

Metrics are organized into five categories:
1. Understanding need
2. Understanding capacity
3. Understanding utilization
4. Referrals to care coordination
5. Other metrics

Box	Strategy	Metric	Category
Mental/Behavioral Health	3.6 Increase capacity to provide mental health treatment and detox services	# of facilities that provide mental health treatment or detox services	Capacity
		# of client slots at MH and detox facilities	Capacity
		# of clients being served by MH and detox facilities	Utilization
		# of individuals needing MH services	Need
		# of referrals to case/care coordination as part of MH treatment and/or detox services	Referrals
	4.4 Strengthen partnerships with law enforcement and mental health to ensure mental health and other support needs are appropriately addressed	# LE personnel trained in MH	Capacity
		# MH contacts that take place during a LE action	Need
		# of individuals diverted from CJ system to MH treatment	Utilization
		# of referrals to care coordination during LE action	Referrals
Comprehensive Care Coordination	2.1 Increase capacity to provide for comprehensive, well-coordinated case management services aligned with health care transformation	# agencies providing services that fall under the case/care coordination umbrella	Capacity
		# of individuals served by these agencies	Utilization
		# of individuals needing case/care coordination services	Need
	2.3 Develop, implement, and evaluate coordinated entry, assessment, and application process	# of these agencies with a common intake form	Other
	2.4 Establish centralized, comprehensive data system to understand size, scope, and needs of population	# of these agencies using a common, shared data system	Other
Housing Supply	5.9 Increase the affordable housing supply in Benton County	# and type of affordable housing units	Capacity
		Occupancy rates of these housing units	Utilization
		# of individuals/families/households needing affordable housing	Need
		# of individuals with a housing burden	Need
	1.1 Develop messaging strategy to build support for affordable housing advocacy	Process measures	Other

	1.4 Track emerging policy, planning, and funding opportunities with high potential to impact housing	$ needed to establish sufficient affordable housing supply	Need
		$ needed from outside sources (i.e. "funding opportunities")	Need
		$ obtained for establishing sufficient affordable housing supply	Utilization
		Other process measures	Other
Housing Options	5.1 Establish permanent location(s) for year-round emergency shelter for men, women, and families	# of beds available year-round	Cap
		occupancy rate of these beds	Utilization
		# of individuals served	Utilization
		# of individuals needing a bed	Need
		# of referrals made to case/care coordination	Referrals
	4.2 Establish a permanent site for a daytime drop-in center and soup kitchen	Capacity of CDDC	Capacity
		# of individuals served by CDDC	Utilization
		# of referrals made to case/care coordination by CDDC	Referrals
		Meal capacity of Stone Soup	Capacity
		# of individuals served by Stone Soup	Utilization
		# of referrals made to case/care coordination by Stone Soup	Referrals
	5.2 Establish other temporary shelter strategies (e.g. legal campsite, scattered site tent/care camping, Oxford houses, etc.)	# and type of sites	Capacity
		# of beds in each type of site	Capacity
		occupancy rate of these beds	Utilization
		# of individuals needing a bed	Need
		# of referrals made to case/care coordination at each site	Referrals
	5.4 Facilitate entry into permanent housing among those experiencing homelessness or living in temporary or transitional housing	# and type of housing	Capacity
		# of beds in each type of housing	Capacity
		occupancy rate of these beds	Utilization
		# of individuals needing a bed	Need
		$ of rent assistance provided	Need
		# of individuals receiving rent assistance	Utilization
		# of referrals made to case/care coordination at each site	Referrals
	5.7 Secure more permanent supportive housing for special populations	# and type of housing	Capacity
		# of beds in each type of housing	Capacity
		occupancy rate of these beds	Utilization
		# of individuals needing a bed	Need