

BOARD OF COMMISSIONERS

MINUTES OF THE BOARD SESSION – Regular Session

Wednesday, February 15, 2017
9:00 a.m.

Senator Hearing Room
555 Court Street NE
Salem, OR 97301

PRESENT: Commissioner Sam Brentano, Commissioner Janet Carlson and Commissioner Kevin Cameron. Also present were John Lattimer as chief administrative officer, Gloria Roy as county counsel and Kristy Witherell as recorder.

Commissioner Brentano called the meeting to order at 9:00 a.m.

PUBLIC COMMENT

(Video Time 00:01:02)

Tom Brawley:

- Resides in Jefferson, Oregon;
- Farms in south Marion County;
- Believes there is a safety issue due to the traffic on Winter Creek and Parrish Gap Roads;
- Both roads are hilly and curvy with short sight distance;
- Farmers need roads to access fields;
- The traffic is getting heavier with increased speeders;
- Believes the maximum traffic for the roads has been reached;
- The cars are using the roads as a bypass to Jefferson;
- There have been permitted subdivisions in the area that are contributing to the high traffic; and
- Asking the commissioners to reconsider obligations to subdividing more properties in this area.

PRESENTATION

(Video Time 00:06:20)

Energy Trust of Oregon Presentation of Incentive Check for Marion County Health Building. – Colleen Coons-Chaffins & Angel Swanson, Energy Trust of Oregon

Summary of presentation:

- Marion County was presented with a check from the Energy Trust of Oregon for the Marion County Health Building remodel.

(Video Time 00:15:35)

Mid-Willamette Homeless Initiative Final Report. – Commissioner Janet Carlson, Laura Walker
Summary of presentation: (See Attachment A)

- Commissioner Carlson and Laura Walker presented the Mid-Willamette Homeless Initiative Final Report.

CONSENT

(Video Time 00:50:37)

BOARD OF COMMISSIONERS

Approve the restated Intergovernmental Agreement creating the Mid-Valley Behavioral Care Network (MVBCN).

BUSINESS SERVICES

Approve the Contract for Services with Brown and Brown for \$128,014 to provide insurance services for property, casualty and employment benefits.

Approve a recommendation to adjust upward the pay grade for: Chief Deputy Medical Examiner, #522 and re-designate classification for Deputy Medical Examiner, #523.

Approve a recommendation to adopt Health Department classifications for: Health Program Manager, #168; Health Program Supervisor, #169; Clinical Supervisor 1, #170; Clinical Supervisor 2, #171; Public Health Program Supervisor, #173; Public Health Nurse Program Manager, #175; and adjust upward pay grades for: Health Administrator, #535 and Department Division Director, #538.

COMMUNITY SERVICES

Approve an order reappointing Susan Thompson and Mary “Bunny” McNatt to the Oregon Garden Foundation with terms ending January 31, 2018 and January 31, 2020 respectively.

TAX OFFICE

Approve a property tax refund in the amount of \$26,249.64 to Benjamin A. Bello, RLT.

Approve a property tax refund in the amount \$31,698.58 to Kaiser Foundation Health Plan NW.

MOTION: Commissioner Cameron moved for approval of the consent agenda. Seconded by Commissioner Carlson; motion carried. A voice vote was unanimous.

ACTION

(Video Time 00:54:00)

COMMUNITY SERVICES

1. Presentation of the Oregon Garden Foundation Second Quarter Report and consider approval of the Oregon Garden Foundation's 2017 Annual Budget. – Tamra Goettsch, Mark Hunter

Summary of presentation: (See Attachment B)

- Revamped the donor mailing process:
 - Saved \$4,250;
 - Raised the same amount of money as the previous year; and
 - Took more of a direct targeted approach rather than a shotgun approach.
- Added a line in the budget for professional attorney fees in the amount of \$10,000.

MOTION: Commissioner Carlson moved for approval of the Oregon Garden Foundation's 2017 Annual Budget. Seconded by Commissioner Cameron; motion carried. A voice vote was unanimous.

(Video Time 01:02:13)

FINANCE

2. Consider approval of the 2015-16 Comprehensive Annual Financial Report. – Cynthia Granatir & Jeff White, Marion County Finance Department & Ryan Pasquarella, Grove, Mueller & Swank, PC

Summary of presentation:

- Marion County's audit is complete;
- Received an unmodified audit opinion:
 - Did not report any over budget expenditures at the legal compliance level.
- Banks and other financial institutions look at the comprehensive annual financial report to make sure the county's finances are in good shape; and
- Grove, Mueller & Swank, PC did provide a governance letter, which includes a quick overview of the audit.

Board discussion:

- New in fiscal year 2015 was the pension reporting standards:
 - Last fiscal year, Marion County moved from pension asset to a pension liability:
 - Caused from impact of market losses on the assets of the PERS plan; and
 - Partial ruling against the legislative changes that were made to PERS to put a cap on cost of living increases for PERS beneficiaries:
 - For fiscal year 2015, Marion County showed a net pension asset due to legislation approval and when it was partially overturned it added significant amount to the pension liability;
 - It created a significant impact on the financial statements for last fiscal year; and
 - This change has not affected Marion County's credit rating.
- The commissioners appreciate the hard work of the Finance Department.

MOTION: Commissioner Carlson moved for appeal of the 2015-16 Comprehensive Annual Financial Report. Seconded by Commissioner Cameron; motion carried. A voice vote was unanimous.

(Video Time 01:11:39)

Recessed as Board of Commissioners
Reconvened as Contract Review Board

CONTRACT REVIEW BOARD
BUSINESS SERVICES

1. Consider approval of the Special Procurement for Oregon Lock and Access for \$150,000 to provide Medeco keyway access and security controls for county facilities. – Colleen Coons-Chaffins

Summary of presentation:

- Request to authorize a board order which approves a special procurement for Oregon Lock and Access for the period of January 1, 2017 through June 30, 2020;
- The special procurement is authorized by ORS and Marion County Public Contracting Rules;
- Public notice posted through ORPIN with a findings for exemption:
 - Received no public comment or protest.
- Marion County keys are stamped with Oregon Lock and Key:
 - The dealer has our proprietary keyway that no one can purchase.
- Marion County has been with Oregon Lock and Access for over 17 years; and
- Trying to get away from hard keys due to security risks.

MOTION: Commissioner Carlson moved for appeal of the Special Procurement for Oregon Lock and Access for \$150,000 to provide Medeco keyway access and security controls for county facilities. Seconded by Commissioner Cameron; motion carried. A voice vote was unanimous.

PUBLIC HEARINGS
9:30 A.M.

(Video Time 01:17:36)

PUBLIC WORKS

A. Public Hearing to consider Zone Change/Comprehensive Plan (ZC/CP) Case #16-001/Gray, Clerk's file #5718 – Joe Fennimore

Summary of presentation:

- Application to change the zone from Special Agriculture (SA) to AR-10 and to change the comprehensive plan designation from Special Agriculture to Rural Residential on a five acre parcel located at 3464 Ridgeway Drive SE, Turner;
- The property is located on the south side of Ridgeway Drive SE, about one mile west of Parrish Gap Road SE;
- The property was legally created as lot 7 of the Mark IV Village Subdivision in 1972;

- Surrounding properties are zoned SA and consist of small lots, many of which contain dwellings;
- The hearings officer held a public hearing on April 13, 2015:
 - On October 24, 2015, issued a recommendation that the board deny the request.
- The property is subject to Statewide Planning Goal 3, Agricultural Lands:
 - In order for the request to be approved, the applicant must justify an exception to this goal.
- There are three types of exemptions to Statewide Planning Goal 3:
 - The property is too physically developed to be available for resource use;
 - The land surrounding a property is developed to such an extent that the property is irrevocably committed to uses other than resource use; and
 - Requires the county to show other reasons why goal exception is appropriate.
- In this case, the applicant proposed both a physically developed and committed exception for the board to consider;
- The hearings officer found that a physically developed exception to Statewide Goal 3 is not recommended;
- If the applicant provides satisfactory additional information on soil type and woodland suitability and well as additional information on why the property cannot be put in farm use, the hearings officer recommends the board take an irrevocably committed exception Statewide Planning Goal 3 and grant a comprehensive plan amendment to Rural Residential and zone change to AR-10;
- If the goal exception is approved, the proposal will meet the comprehensive plan policies and zone change criteria; and
- The applicant has submitted additional information for the board to consider.

Board discussion:

- Looking for Goal 3 exception;
- The applicant is asking based on two reasons:
 - Physically developed; and
 - Irrevocably developed.
- The hearings officer wants additional information on why the property cannot be put into farm use; and
- If the additional information is brought forward, planning staff will be able to make the decision.

Testimony:

Wally Lien:

- Attorney for the applicant;
- The key element of this application is the fact that the platting occurred before statewide goals and guidelines, zoning and the Marion County Comprehensive Plan;
- Believes the board's decision in ZC/CP 04-05/Negley is said that if there is a subdivision that was platted prior to the land use system, that subdivision is physically developed to uses for Rural Residential and not for resource use;

- Whether the board decides with the physically developed, the Negley decision or whether the board follows the hearings officer's approach to address this under irrevocably committed, the applicant bought the property for the intention of building a house;
- The area is a 19 lot subdivision with 16 houses on the other lots;
- The applicant has the last lot in the subdivision that does not have a house built;
- The property received approval in 1981 to build a house:
 - The prior owner let it lapse;
 - Two extensions were approved;
 - Two years before the applicant bought the property, it had lapsed again; and
 - The prior owner did not disclose the lapse to the applicant.
- The AR-10 is the key to eliminating the application of Goal 14;
- Because this is a five acre property and there is an AR-10 zone being applied, it ensures that there will never be an issue with re-division;
- This case has been pending for almost a year:
 - Extensive public hearings, open record periods, and notices out to the neighbors; and
 - Never once had anyone appear at a public hearing or write a letter in opposition of this application.
- The key for the non-resource level of use of this property is a lack of water:
 - Its five acres, which is too small to farm;
 - There is a well for domestic purposes, not for irrigation purposes; and
 - Not able to add another well.
- The soil has a clay layer that's not too far underneath the topsoil;
- The applicant feels like they have answered the hearings officer's questions;
- The applicant feels that the property qualifies for the irrevocably committed exception due to the size and development that has occurred around the lot:
 - The average parcel is 7.5 acres;
 - There are 15 parcels over five acres;
 - Five were under five acres;
 - 17 properties were right within the five acre parcel;
 - The largest parcel was 40 acres;
 - The smallest parcel was .31 acres; and
 - Only three of the parcels did not have a non-farm dwelling.
- Under Negley, the physically developed standard has been met; and
- Using the hearings officer's analysis, the applicant has met the irrevocably committed basis because of the location with residential parcels surrounding the property and there isn't enough water to have a small farm on the property.

Board discussion:

- The soil information identified as Exhibit S was submitted as additional information;
- The OSU material did not focus on Christmas trees because it takes approximately 20 acres to have a Christmas tree farm;
- Oregon has very strict land use laws when it comes to Exclusive Farm Use (EFU) and whether houses can be built on them;
- The overarching goal is to preserve farmland;

- The commissioners are sympathetic to the applicant's issue with buying a piece of property with the expectation of building a home:
 - The commissioner's decision is based solely on the evidence that is being brought forward that shows exception of Goal 3.


Joe Fennimore:

- Reviewed the criteria and it does satisfy the requirement for irrevocably committed goal exception.

MOTION: Commissioner Cameron moved to close the public hearing and approve Zone Change/Comprehensive Plan (ZC/CP) Case #16-001/Gray, Clerk's file #5718. Seconded by Commissioner Carlson; motion carried. A voice vote was unanimous.

Commissioner Brentano read the calendar.

Commissioner Brentano adjourned the meeting at 10:57 a.m.



CHAIR



COMMISSIONER



COMMISSIONER

Board Sessions can be viewed on-line at <http://www.youtube.com/watch?v=VYF8Y6U7178>.

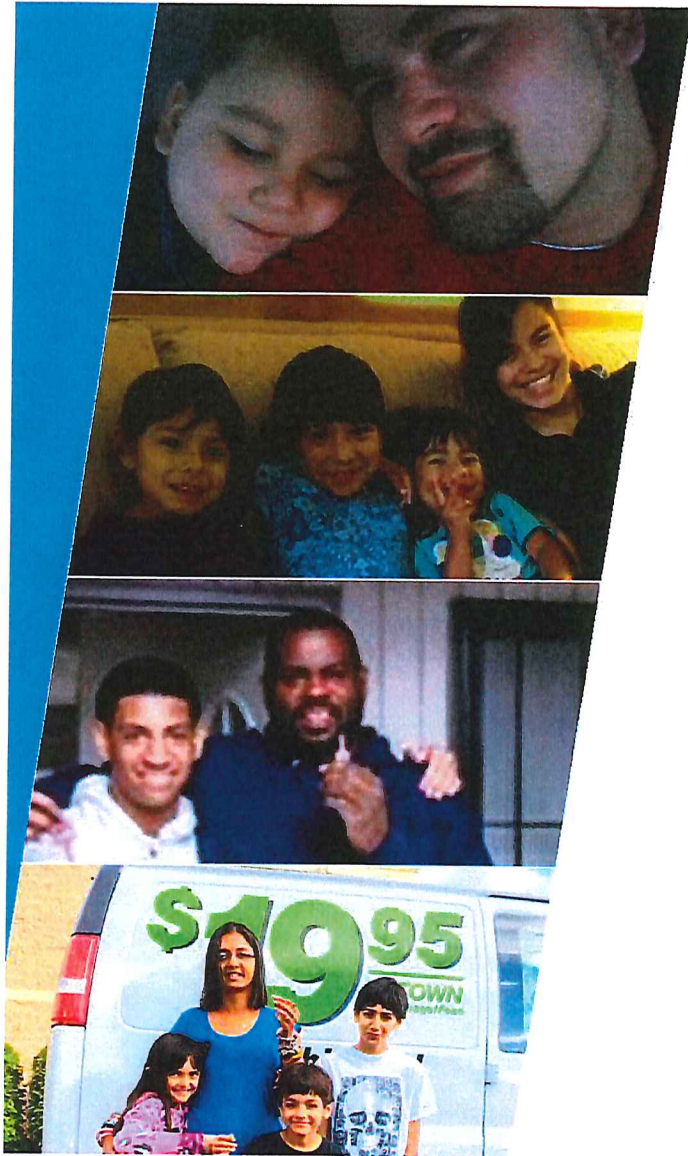
Mid-Willamette Homeless Initiative

2016-2017

Created by City of Salem, City of Keizer, Marion County, and Polk County

The Homeless Crisis

- ▶ While the US homeless population has decreased over the last year, Oregon has seen an increase
- ▶ People are camping on city streets, in vacant buildings, and in parks throughout the area
- ▶ Those that we can't see are staying in vehicles, shelters, or are couch surfing
- ▶ The Salem Housing Authority's waiting list for Section 8 vouchers currently has 10,000 families that will wait 2-3 years for a home



Who are the homeless?

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

- ▶ Runaway and homeless youth
- ▶ Families
- ▶ Veterans
- ▶ Seniors
- ▶ Women and children
- ▶ Mentally ill and chronically homeless

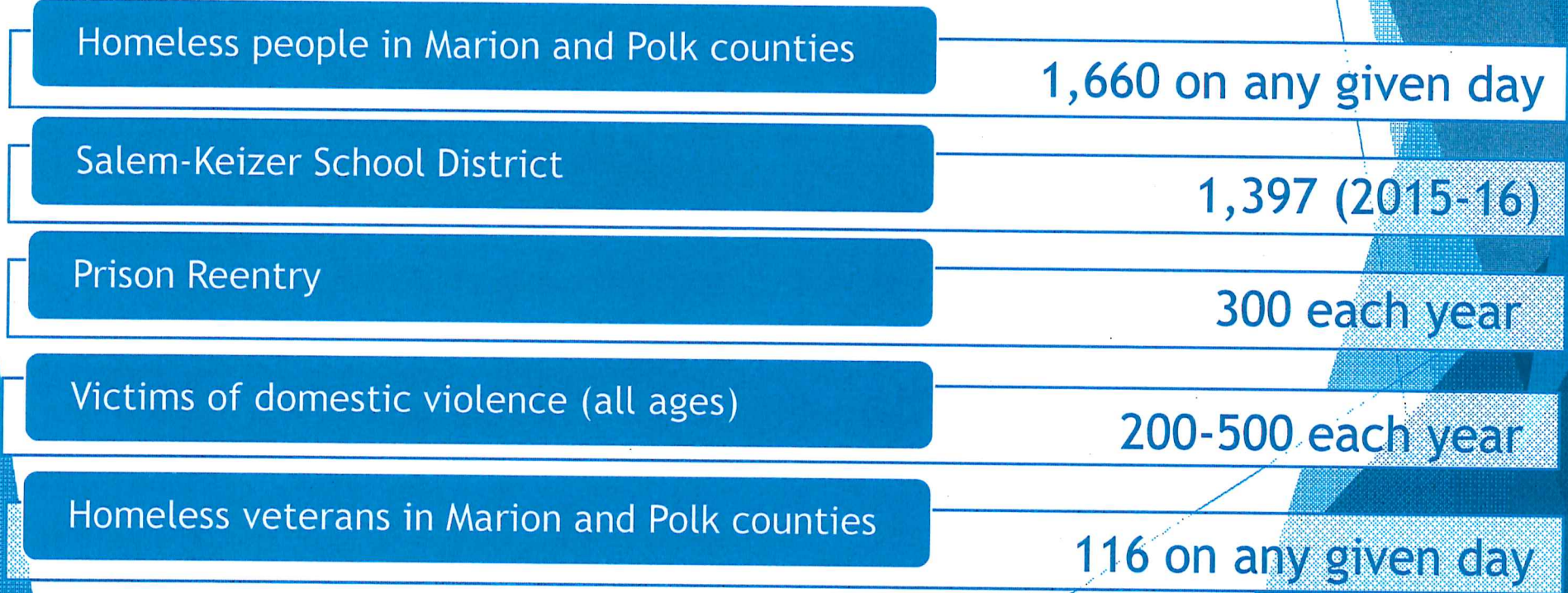
How many people are homeless in our community?



- ▶ This is a difficult question to answer since people experiencing homelessness are vastly undercounted.
- ▶ Why?
 - Multiple databases for tracking or no tracking of homeless services
 - Duplicated numbers
 - Point-in-Time Count is just a one-day snapshot of homelessness, it does not include those doubled up or unwilling to participate
 - Homeless children are only counted when they are enrolled in school or served by a program
 - Youth (18-24) are difficult to count due to couch-surfing, being doubled up, or not knowing where they congregate
 - Many do not receive services

How many people are homeless in our community? Here is a sampling:

Source: A combination 2015 Point in Time Count and agency information
(Subsets are portions of the total count)



Lack of Housing Capacity?

Housing Waiting Lists

- ▶ Salem Housing Authority
 - ▶ Section 9 vouchers - 2-3 years
 - ▶ Public Housing - 1+ years
- ▶ Marion County Housing Authority
 - ▶ Section 8 vouchers - 1-2 years

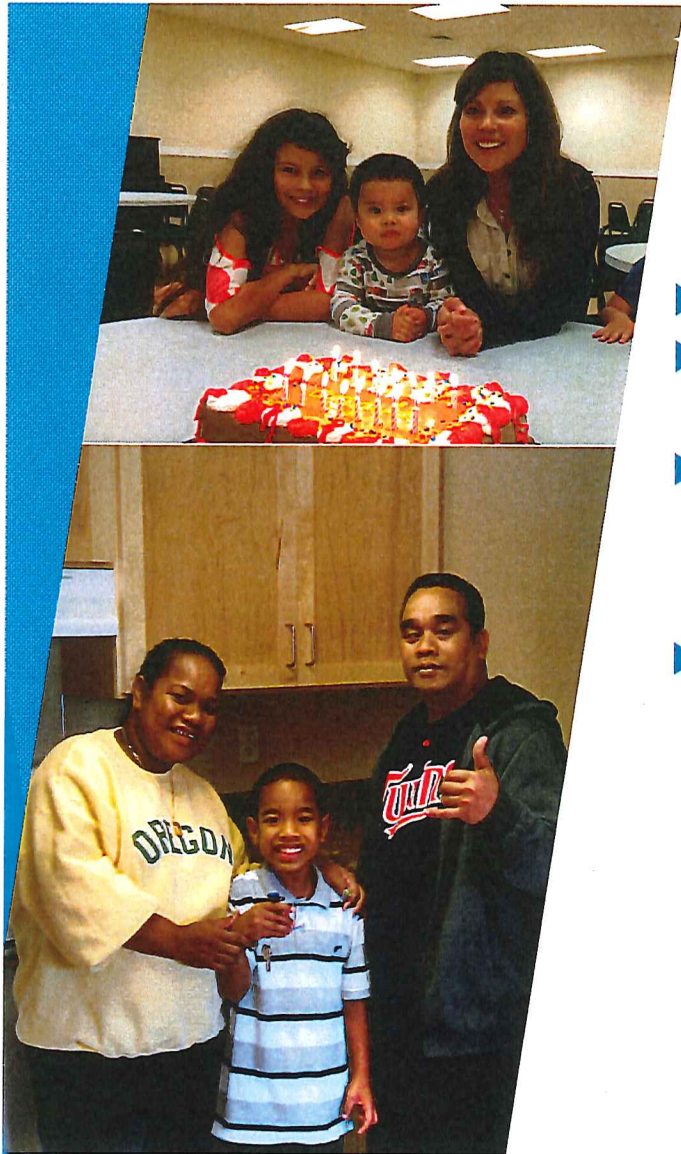
Housing deficit in Salem area for
people making less than
\$25,000/year
= 6,400 units



Call to Action: The Mid-Willamette Homeless Initiative

Purpose: to identify and launch proven strategies to reduce homelessness across the region

- ▶ Chartered in February 2016
- ▶ Community Leaders
 - Social services
 - Housing
 - Public safety
 - Education
 - Business
 - Elected Officials
- ▶ Eight subcommittees
 - Affordable Housing
 - Financial
 - Focus Groups/Coalition Coordination
 - Health and Housing
 - Public Safety
 - Support Services/Education
 - Transitional Housing/Shelters
 - Veterans



What did we learn?

- ▶ Homelessness is a complex issue
- ▶ Individuals have different needs
(No “one size fits all solution”)
- ▶ What works for one target population may not work for another
(e.g., *chronically homeless vs. youth*)
- ▶ Multiple strategies are needed to impact the diversity of problems

Strategic Plan - Housing Capacity

▶ AFFORDABLE RESIDENCES

- Increase housing capacity through developing affordable multi-family and non-traditional residences

▶ COUNTY/CITY REGULATIONS

- Examine county and city codes to incentivize low-income housing development, such as allowing Accessory Dwelling Units and waiving System Development Charges

▶ TRANSITIONAL HOUSING/SHELTER

- Support and add capacity to transitional housing and shelters



Strategic Plan - Public Safety



▶ HARM REDUCTION

- ▶ Implement evidence-based harm reduction models, such as Law Enforcement Assisted Diversion (LEAD) to divert people with mental illness and addiction from jails and hospital emergency rooms



▶ PANHANDLING

- ▶ Promote contributions to local nonprofits rather than handing cash to panhandlers

Strategic Plan - Special Populations

RUNAWAY/HOMELESS YOUTH

- Prioritize runaway and homeless youth is a major focus

DOMESTIC VIOLENCE VICTIMS

- Support population-specific projects for victims of domestic violence

VETERANS

- Create an affordable housing development with residential-based support services for homeless veterans

SENIORS

- Develop housing with services for seniors, such as cleaning and maintenance

Pivoting to Implementation

The Task Force proposes a new collaborative structure that will:

- **Oversee implementation**
- **Promote regional coordination**
- **Hold participating entities accountable**

Implementation Structure

Shared ownership
through a
Memorandum of
Collaboration

Prioritization
of strategies

A project manager
to oversee the
work and support
the commission

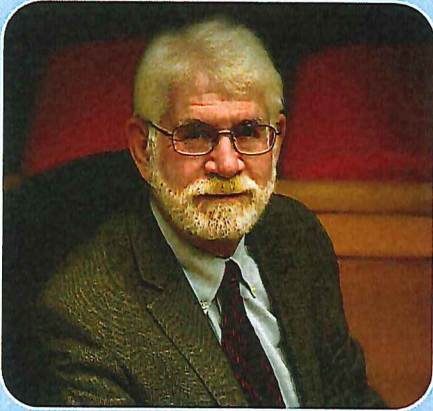
Commitment to
the Common
Structure

Periodic reports to the county
commissions, city councils, and
nonprofit boards of participating
organizations

An Advisory
Committee to
oversee the work

Community engagement in the
ongoing work to reduce
homelessness in our communities

Questions? Contact our Co-Chairs:



Mayor Chuck Bennett
City of Salem
cbennett@cityofsalem.net



Commissioner Janet
Carlson
Marion County
jcarlson@co.marion.or.us



Mayor Cathy Clark
City of Keizer
ClarkC@keizer.org

Or our Staff:

Hitesh Parekh, Marion County: hparekh@co.marion.or.us

Laura Walker, City of Salem: lwalker@cityofsalem.net

Mid-Willamette Homeless Initiative STRATEGIC PLAN

Adopted: February 7, 2017



TASK FORCE MEMBERS

CITY OF KEIZER

Mayor Cathy Clark
Kathleen Ashley, Making Homes Happen Inc.
Councilor Kim Freeman
Shaney Starr, Strategic Initiatives
Verena Wessell, Community Representative

CITY OF SALEM

Mayor Chuck Bennett
Former Mayor Anna Peterson
Councilor Tom Andersen
Former Councilor Warren Bednarz
Ron Hays, Department of Mission Advancement LLC
The Honorable David Leith, Marion County Circuit Court
Chief Jerry Moore, Salem Police Department

MARION COUNTY

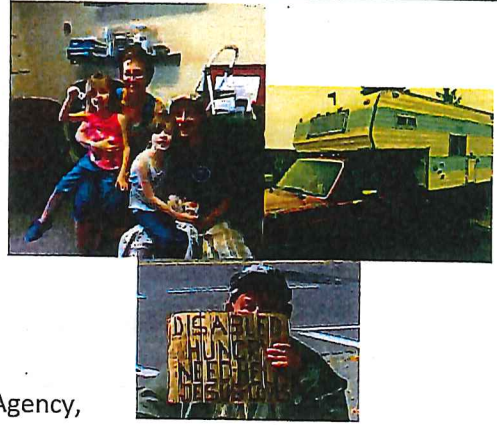
Commissioner Janet Carlson
Bruce Bailey, Union Gospel Mission
Gladys Blum, Gladys Blum Real Estate
Sheriff Jason Myers
Jon Reeves, Mid-Willamette Valley Community Action
Agency

POLK COUNTY

Commissioner Jennifer Wheeler
Steve Bobb, Confederated Tribes of Grand Ronde
Sheriff Mark Garton
Heidi Mackay, West Salem Business Association
Irma Oliveros, Salem-Keizer School District

The Mid-Willamette Homeless Initiative was created in January 2016 by four jurisdictions: the cities of Keizer and Salem and Marion and Polk counties. The initiative’s purpose is “to identify and launch proven strategies that will reduce homelessness in the Marion-Polk County region, encompassing the cities of Keizer and Salem.” The initiative convened a 20-person regional task force appointed by the four jurisdictions with leaders representing local governments, social services, housing, public safety and business. Through monthly task force presentations and in-depth discussions in eight subcommittees, the task force adopted this strategic plan on February 7, 2017.

(See www.homelesstaskforce.net for additional information.)



According to the 2015 Point-in-Time Count conducted by the Mid-Willamette Valley Community Action Agency, an estimated 1,660 people experiencing homelessness live in Marion and Polk counties, with a large, visible concentration in the Salem area. Effective strategies vary depending on the unique needs of the many populations facing homelessness. What works for addressing the issues of homeless veterans may not work for runaway or homeless youth, a person experiencing severe mental illness or a victim of domestic violence fleeing an unsafe situation.

Homelessness is a complex issue. The task force recognized the need for a diverse array of recommendations to address the wide scope of related issues. Presentations focused on regional issues, such as lack of affordable housing, best practices to address chronic homelessness, service gaps, impacts on public safety and business, data collection and coordinating assessments and assistance. In addition to the unique challenges to special populations, contributing factors such as mental illness, addiction, lack of education and transportation, financial barriers and limited affordable housing supply were considered throughout the process of creating this strategic plan.

How many people experience homelessness in our community?	<i>This is just a sampling.</i>
People experiencing homelessness in Marion and Polk counties	1,660 on any given day, including 70 homeless veterans <i>(2015 Point-in-Time Count)</i>
Salem-Keizer School District	1,397 during the 2015-16 school year
People reentering Marion County communities from prison	300 each year
Victims of domestic violence (all ages)	200-500 each year

MID-WILLAMETTE HOMELESS INITIATIVE

PURPOSE

To identify and launch proven strategies that will reduce homelessness in the Marion-Polk County region, encompassing the cities of Keizer and Salem.

CHARTER

WHEREAS, homelessness is a critical issue facing our nation, Oregon, and the Marion-Polk County region; and

WHEREAS, the dynamics surrounding homelessness are complex, impacting families with children, the mentally ill, victims of domestic violence, veterans, and many others; and

WHEREAS, civic leaders across the nation are seeking opportunities to expand affordable housing, emergency shelters, and other supportive services; and

WHEREAS, civic leaders from the City of Keizer, City of Salem, Marion County and Polk County have committed to join together to seek new solutions to reduce homelessness in our region;

NOW THEREFORE, the regional Mid-Willamette Homeless Initiative is established.

February 2016 – February 2017

Goal 1: AFFORDABLE HOUSING

Develop strategies to expand affordable housing and mitigate associated barriers, such as land supply and zoning.

Annual and Five-Year Performance Measures				Timeline Key:		
<ul style="list-style-type: none"> • Number of affordable housing units developed • Percent of target population(s) housed in permanent housing for six months, one year, or longer • Relevant city and county codes revised • No net loss of affordable housing units • Signed collaborative memorandum of understanding among key partners 				<p><i>Short Term = within 6-12 months</i> <i>Medium Term = 1-3 years</i> <i>Long Term = 3 or more years</i></p>		
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
1.1. Endorse Mountain West Investment's plans to develop additional affordable housing units in the Salem Metropolitan Statistical Area.	S				Mountain West Investment Corporation	Mountain West received \$5 million in LIFT funds from Oregon Housing & Community Services for a project on Portland Road in Salem.
1.2. Endorse the City of Salem's Residential Implementation Strategy and the City of Keizer's Proposed Residential Goals, Objectives, and Policies derived from the Housing Needs Analysis (HNA).	S			1.2.1 Move forward with accessory dwelling unit (ADU) planning.	City of Keizer City of Salem	Keizer has completed. Salem held community forums for ADUs; code amendment should be drafted by early summer.
				1.2.2. Explore the possibility of systems development charges (SDC) waivers and/or reductions for bona fide affordable housing projects.	City of Keizer City of Salem	Salem SRC 41.150 allows waivers to SDCs for affordable housing meeting certain criteria.

Annual and Five-Year Performance Measures

- Number of affordable housing units developed
- Percent of target population(s) housed in permanent housing for six months, one year, or longer
- Relevant city and county codes revised
- No net loss of affordable housing units
- Signed collaborative memorandum of understanding among key partners

Timeline Key:

*Short Term = within 6-12 months
 Medium Term = 1-3 years
 Long Term = 3 or more years*

Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
				1.2.3. Revise jurisdictional policies to allow planning staff to consider reduced parking for affordable housing projects when the projects are near transit, including review based on market studies, location of the structure, and neighborhood input.	City of Keizer City of Salem	Salem is in the process of drafting code revisions. Keizer's code allows modifications to parking requirements on a case-by-case basis.
1.3. Explore the possibilities of implementing inclusionary zoning in the jurisdictions, with proportional waiver of Systems Development Charges (SDCs) or reductions in SDCs for bona fide affordable housing projects.		M				

Annual and Five-Year Performance Measures

- Number of affordable housing units developed
- Percent of target population(s) housed in permanent housing for six months, one year, or longer
- Relevant city and county codes revised
- No net loss of affordable housing units
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Timeline Key:
Short Term = within 6-12 months
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Long Term = 3 or more years

Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
1.4. Expand the efforts in Objective 1.2. to also encompass the jurisdictions of Marion County and Polk County.		M		1.4.1. Move forward with accessory dwelling unit (ADU) planning. 1.4.2. Explore the possibility of systems development charges (SDC) waivers and/or reductions for bona fide affordable housing projects. 1.4.3. Revise jurisdictional policies to allow planning staff to consider reduced parking for affordable housing projects when the projects are near transit, including review based on market studies, location of the structure, and neighborhood input. 1.4.4. Revise other regulations, as appropriate.	Marion County Polk County	Marion County Board of Commissioners passed a resolution to participate in a federal property tax relief program.
1.5. Consider converting existing vacant buildings into affordable housing; revise zoning and/or conditional uses to allow affordable housing in light industrial areas.	S				City of Keizer City of Salem Marion County Polk County	

Annual and Five-Year Performance Measures

- Number of affordable housing units developed
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*Timeline Key:
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Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
1.6. Advocate for the development and implementation of a Multi-Jurisdictional Development Team through a collective Memorandum of Understanding (MOU) for coordination of funding sources.	S			1.6.1. Subject to MOU parameters, authorize administrators for the City of Salem, Marion County, and other willing jurisdictions to apply for time-sensitive, competitive grants that directly relate to the goals and recommendations set forth in the Mid-Willamette Homeless Initiative Strategic Plan, including any future amendments, additions, or subsequent plans to further those goals.	City of Keizer City of Salem Marion County Polk County	

Goal 2: TRANSITIONAL HOUSING AND SHELTERS

Develop strategies to address gaps in transitional housing and shelter beds.

Annual and Five-Year Performance Measures

- Number of new permanent supportive and/or transitional housing units created
- Number of new shelter beds created
- Number of individuals or families assisted
- Percent of clients moved into permanent housing within 180 days, and one year
- Signed collaborative memorandum of understanding among key partners

Timeline Key:
Short Term = within 6-12 months
Medium Term = 1-3 years
Long Term = 3 or more years

Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
<p>2.1. Endorse the following projects:</p> <ul style="list-style-type: none"> a. Mid-Willamette Valley Community Action Agency's plan to expand HOME Youth & Resource Center to include shelter beds; b. Union Gospel Mission's plan to replace the current shelter with a new 300 bed shelter for men without children; c. Westcare's plans to provide ten new transitional housing beds for veterans this year, with an additional 10-20 over the course of the next year; and d. Marion County's plans to develop a reentry transitional housing facility. 		M		<p>2.1.1. If requested, provide letters of support to reinforce collaborative efforts toward reducing homelessness in communities across the region.</p>	<ul style="list-style-type: none"> a. Community Action Agency b. Union Gospel Mission of Salem c. Westcare d. Marion County 	<ul style="list-style-type: none"> a. HOME is seeking a site and funding for program expansion. b. UGM's property has been rezoned and the Phase II environmental. Work on the existing facility has been completed to prepare the property for sale. c. Westcare is completing phase one with ten units with opening anticipated by the end of February 2017. d. Marion County anticipates opening the facility in the summer of 2018.

Annual and Five-Year Performance Measures

- Number of new permanent supportive and/or transitional housing units created
- Number of new shelter beds created
- Number of individuals or families assisted
- Percent of clients moved into permanent housing within 180 days, and one year
- Signed collaborative memorandum of understanding among key partners

Timeline Key:

Short Term = within 6-12 months

Medium Term = 1-3 years

Long Term = 3 or more years

Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
2.2. Support and encourage opportunities for expansion of current programs (e.g., Salvation Army, St. Francis Shelter, Center for Hope and Safety, and others) to provide service-coordinated emergency and transitional housing for families.		M				Center for Hope and Safety raised \$120K to secure a matching grant of \$120K for housing expansion.
2.3. Provide coordinated, inclusive, and transparent management of the region's approach to emergency housing and related services.	S	M		2.3.1. Create a Memorandum of Understanding among regional entities to constitute a Development Team to: <ul style="list-style-type: none"> • Examine ways to best position the region for future funding, including but not limited to a) Examining HMIS participation rates to determine the degree of community coordination in future cooperative applications; and b) Assessing local inclusion in the Rural Oregon Continuum of Care (ROCC) to understand how best to address the problems of homelessness and needs of people experiencing homelessness. 	City of Keizer City of Salem Marion County Polk County	

Annual and Five-Year Performance Measures

- Number of new permanent supportive and/or transitional housing units created
- Number of new shelter beds created
- Number of individuals or families assisted
- Percent of clients moved into permanent housing within 180 days, and one year
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Timeline Key:
 Short Term = within 6-12 months
 Medium Term = 1-3 years
 Long Term = 3 or more years

Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
				<ul style="list-style-type: none"> • Prioritize, plan, and pursue available grants (federal, state, private) for future projects; • Analyze the advisability of allowing, supporting, or facilitating some form of support-coordinated temporary shelter; and • Inventory vacant, derelict or other suitable sites for potential re-purposing as support-coordinated emergency housing. Such sites may include houses, motels, apartments, or closed schools. 		
2.4. Develop a shelter for seniors.		M	L			

Goal 3: SUPPORT SERVICES AND EDUCATION

Develop strategies to enhance coordination and reduce gaps in support services for individuals, families, and children/youth experiencing homelessness.

Annual and Five-Year Performance Measures

- Central access point for information created
- Data collection system implemented
- Percent of target population(s) with increased earned income, obtained and/or retained employment
- Percent of target population(s) increasing or maintaining self-sufficiency

Timeline Key:
Short Term = within 6-12 months
Medium Term = 1-3 years
Long Term = 3 or more years

Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
3.1. EMPLOYMENT. Promote collaboration among local service providers and WorkSource Oregon to maximize workforce development.		M		3.1.1. Increase communication among service providers.	Incite Marion County Polk County	
				3.1.2. Provide organizational training to help case workers prepare their clients for referrals to WorkSource Oregon by providing for their basic needs.		
				3.1.3. Refer clients to WorkSource Oregon for job skills training, employment workshops, educational opportunities, and job placement.		
3.2. EMPLOYMENT. Implement a layered approach jobs program, similar to the City of Albuquerque's "There's a Better Way" Program, for individuals experiencing homelessness.		M			City of Salem	Initial research is underway.

Annual and Five-Year Performance Measures

- Central access point for information created
- Data collection system implemented
- Percent of target population(s) with increased earned income, obtained and/or retained employment
- Percent of target population(s) increasing or maintaining self-sufficiency

Timeline Key:

Short Term = within 6-12 months

Medium Term = 1-3 years

Long Term = 3 or more years

Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
3.3. TRANSPORTATION. Boost relationships between Salem-Keizer Transit and service providers/agencies by endorsing and supporting the travel training program designed to educate community members and providers on available transit services that connect the community.		M			Salem-Keizer Transit City of Keizer City of Salem Marion County Polk County	
3.4. TRANSPORTATION. Advocate with Salem-Keizer Transit to continue providing intercity transit services in the region and CARTS service to the Santiam Canyon.	S	M			Salem-Keizer Transit Marion County	
3.5. EDUCATION. Initiate a conversation with the school districts within Marion and Polk counties to address barriers that homeless children face.	S			3.5.1 Ten-day absentee policy 3.5.2 School-based work skills development programs 3.5.3 Tutoring/mentorship for students in the gap between mainstream and alternative school 3.5.4 Professional development opportunities for educators and staff dealing with homeless and high risk populations	Salem-Keizer School District Other districts in the region	

Annual and Five-Year Performance Measures

- Central access point for information created
- Data collection system implemented
- Percent of target population(s) with increased earned income, obtained and/or retained employment
- Percent of target population(s) increasing or maintaining self-sufficiency

Timeline Key:
 Short Term = within 6-12 months
 Medium Term = 1-3 years
 Long Term = 3 or more years

Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
3.6. SUPPORTED HOUSING/MENTAL HEALTH. Endorse and support Willamette Valley Community Health Coordinated Care Organization in taking the lead role in the pursuit of a regional Coordinated Health Partnership.		M			Health & Housing Workgroup	Coordinated Health Partnerships rely on the 1115 waiver. However, other funding sources may be identified to develop supported housing.
3.7. COMMUNITY CENTERS. Support and expand neighborhood-based community centers for homeless families and youth, such as Salem Dream Center and Mid-Willamette Valley Community Action Agency's HOME Youth & Resource Center		M			Community Action Salem Dream Center	HOME Youth Resources and the Salem Dream Center have expansion plans.
3.8. RESOURCE CENTER. Support community partners to create a one-stop resource center with centralized and coordinated case management.		M			City of Salem	
3.9. SERVICE COORDINATION. Explore and adopt a comprehensive statewide resource network.					Marion County	Exploring inclusion in the 2017-18 budget and interface with Community Resource Network.
3.10. SERVICE COORDINATION. Explore Community Data Link (CDL) as a tool for improving regional service coordination.	S	M			Implementation Group/Project Manager	Already used by Salem-Keizer School District, Marion County Reentry Initiative, and twelve local service providers.

Annual and Five-Year Performance Measures

- Central access point for information created
- Data collection system implemented
- Percent of target population(s) with increased earned income, obtained and/or retained employment
- Percent of target population(s) increasing or maintaining self-sufficiency

Timeline Key:

Short Term = within 6-12 months

Medium Term = 1-3 years

Long Term = 3 or more years

Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
<p>3.11. SERVICE COORDINATION. Through consultation with service agencies and first responders, utilize Community DataLink or any other homeless management assessment and data collection tools (CDL, HMIS, VI-SPDAT, etc.) to:</p> <ul style="list-style-type: none"> a. Establish definitions within homelessness (chronic homelessness, street homelessness, etc.); b. Create a template for collection of data across agencies providing a cohesive data collection system in which to move forward with solutions; c. Better assist vulnerable populations; and d. Base results of performance measurements. 	S	M			Implementation Group/Project Manager	

Annual and Five-Year Performance Measures

- Central access point for information created
- Data collection system implemented
- Percent of target population(s) with increased earned income, obtained and/or retained employment
- Percent of target population(s) increasing or maintaining self-sufficiency

Timeline Key:
 Short Term = within 6-12 months
 Medium Term = 1-3 years
 Long Term = 3 or more years

Objectives	Short Term	Med. Term	Long Term	Tasks	Identified Lead	Progress to Date
				TBD by Implementation Group unless otherwise noted		
3.12. ASSESSMENT. Implement the following assessment tools to assist in agency decisions about allocating resources: (A) the Service Prioritization Decision Assistance Tool (SPDAT); (B) Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) for pre-screening; and (C) further evaluate high SPDAT scores using the Vulnerability Assessment Tool (VAT)	S				Community Action	Currently used by Community Action Agency's ARCHES program, that provided training to the Mid-Willamette Valley Housing Group in December 2016.
3.13. MEDICAL/HEALTH: Develop a street medical outreach team to provide basic health assessments, vaccinations, TB testing, mental health assistance, and referral to full-service medical facilities.		M			Dr. Harold Boyd	Legislative proposal submitted.
3.14. MEDICAL/HEALTH. Support Salem Health, City of Salem, Marion County, and other nonprofit organizations in efforts to create a sobering center in the Salem area.		M			City of Salem Marion County Salem Health	Workgroup is meeting to identify design and funding sources.

Goal 4: PUBLIC SAFETY

Develop strategies and new approaches for addressing public safety issues relating to homelessness, including runaway and homeless youth.

Annual and Five-Year Performance Measures				<i>Timeline</i>		
<ul style="list-style-type: none"> • Law Enforcement Assisted Diversion (LEAD) and Harm Reduction Model implemented • Panhandling reduced • Detox beds created 				<i>Short Term = within 6-12 months</i> <i>Medium Term = 1-3 years</i> <i>Long Term = 3 or more years</i>		
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
4.1. Endorse step 1 of the Marion County District Attorney's Law Enforcement Assisted Diversion (LEAD) plan.	S				Marion County District Attorney's Office	Implemented by the Marion County District Attorney's Office in December 2016.
4.2. Implement step 2 of the Marion County District Attorney's Law Enforcement Assisted Diversion (LEAD) plan.		M			Marion County District Attorney's Office	LEAD work group has formed.
4.3. Re-engage the City of Salem's "Give Hope, Not Money" program, including implementation of a collection system similar to that of the City of Salt Lake's "Real Change" program and/or the City of Albuquerque's "311" program, providing a way to divert money that would be given to panhandlers to the programs that can provide those experiencing homelessness with wrap-around services (e.g., homeless youth and domestic violence programs). Encourage a similar program in other jurisdictions.		M			City of Salem	Initial research conducted.

Goal 5: FINANCIAL

Develop strategies that address foreclosure and eviction prevention, crisis intervention, vacant homes/property, and credit recovery.

Annual and Five-Year Performance Measures

- Number of homeowners provided with housing counseling
- Number of vacant properties
- Number of graduates from Family Self-Sufficiency programs

Timeline
 Short Term = within 6-12 months
 Medium Term = 1-3 years
 Long Term = 3 or more years

Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
5.1. Advocate for reinstatement of the Federal Tax Credit for homebuyers for up to \$8,000 per household.		M		Discuss joint federal agenda.	City of Salem Marion County	
5.2. FINANCIAL LITERACY: ADULTS. Assist NEDCO, MaPS Credit Union, and others in implementing site-based financial literacy training at selected community nonprofit organizations (St. Francis, UGM Men's Shelter, UGM Simonka House, etc.).	S					NEDCO (Neighborhood Economic Development Corporation) and MaPS Credit Union have financial literacy programs ready to take to groups.
5.3. FINANCIAL LITERACY: YOUTH. Assist the school districts within Marion and Polk Counties to offer effective and relevant financial literacy training in selected schools through proven curriculum materials and community trainers.		M				MaPS Credit Union is willing to take the Student Saver training program into middle and high schools.

Goal 6: TARGETED POPULATIONS

Develop strategies that address the unique needs and characteristics of identified target populations, such as veterans, people with mental illness, youth, seniors, and chronically homeless populations.

Annual and Five-Year Performance Measures				<i>Timeline</i>		
<ul style="list-style-type: none"> Runaway and homeless youth strategy implemented; # of homeless youth; # of homeless youth with increased self-sufficiency Number of homeless families and victims of domestic violence accessing housing vouchers Number of veterans housed in permanent housing Homelessness reduced for identified population(s) 				<i>Short Term = within 6-12 months</i> <i>Medium Term = 1-3 years</i> <i>Long Term = 3 or more years</i>		
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
6.1. Prioritize runaway and homeless youth as a major focus; work to identify gaps in services and resources needed to fill the gaps.	S	M		6.1.1. Move forward with a grants conceptual group to expand homeless and runaway youth services in Marion and Polk counties.	Community Action Agency ROCC	Grant application developed in November 2016. Exploring new grant opportunities.
6.2. Support population-specific projects for victims of domestic violence (emergency and transitional housing).		M	L	6.2.1. Provide requested letters of support.	Center for Hope & Safety	
				6.2.2. Encourage jurisdictional planning.		
				6.2.3. Support community partnerships.		
6.3. Encourage a portion of new housing to offer a priority to homeless families and/or victims of domestic violence.		M	L	6.3.1. Encourage jurisdictional planning.	Center for Hope & Safety	
				6.3.2. Support community partnerships.		
6.4. Support the housing authorities in their efforts to increase prioritization of housing vouchers for homeless families or victims of domestic violence.		M	L	6.4.1. Provide requested letters of support.	Center for Hope & Safety	
				6.4.2. Encourage jurisdictional planning.		
6.5. Create affordable housing development with residential-based support services to formerly homeless veterans.		M	L			

Annual and Five-Year Performance Measures							<i>Timeline</i>
<ul style="list-style-type: none"> Runaway and homeless youth strategy implemented; # of homeless youth; # of homeless youth with increased self-sufficiency Number of homeless families and victims of domestic violence accessing housing vouchers Number of veterans housed in permanent housing Homelessness reduced for identified population(s) 							<i>Short Term = within 6-12 months</i> <i>Medium Term = 1-3 years</i> <i>Long Term = 3 or more years</i>
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date	
6.6. At the discretion of each jurisdiction, create housing for veterans, such as (A) an affordable housing development with residential-based support services, and (B) "tiny house" developments.		M	L				
6.7. Use rapid identification to locate veterans and assign them to permanent housing.		M		6.7.1. Promote coordination among various agencies including HUD Veterans' Affairs Supportive Housing program, current shelters, public housing authorities, U.S. Department of Veterans Affairs			
6.8. Develop housing with services for seniors, such as cleaning and maintenance.		M	L				
6.9. Develop tactics to reduce risk to private landlords and help incentivize them to rent to seniors and people with special needs.		M					

Annual and Five-Year Performance Measures

Timeline

*Short Term = within 6-12 months
 Medium Term = 1-3 years
 Long Term = 3 or more years*

- Runaway and homeless youth strategy implemented; # of homeless youth; # of homeless youth with increased self-sufficiency
- Number of homeless families and victims of domestic violence accessing housing vouchers
- Number of veterans housed in permanent housing
- Homelessness reduced for identified population(s)

Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
6.10. Work with community partners, such as the local hospital, and Coordinated Care Organizations, to advocate for appropriate housing to address the safety and care needs of seniors with behavioral challenges due to brain injuries and other diagnoses.		M	L			
6.11. Offer training opportunities to landlords and local agencies on ADA requirements and HUD guidance related to service animals and assistance animals for people with disabilities in housing and HUD-funded programs.		M				

Goal 7: COMMUNITY ENGAGEMENT

Increase leadership, collaboration and civic engagement in working toward preventing and reducing homelessness.

Annual and Five-Year Performance Measures				Timeline		
<ul style="list-style-type: none"> • Number of community forums held • Signed collaborative memorandum of agreement • Extent to which recommendations reflect community input 				<i>Short Term = within 6-12 months</i> <i>Medium Term = 1-3 years</i> <i>Long Term = 3 or more years</i>		
Objectives	Short Term	Med. Term	Long Term	Tasks TBD by Implementation Group unless otherwise noted	Identified Lead	Progress to Date
7.1. Gauge community perceptions and attitudes about homelessness, and better understand the needs of local people who are homeless.	S			7.1.1. Conduct surveys and focus groups of homeless youth and adults, and the general population.	Community Action Agency	Survey/focus groups completed. Results being analyzed for presentation at the January task force meeting.

Attachment B

Revised Proposed Budget
Oregon Garden Foundation

Revenue		Operating	Project Fund Development	General Restricted	Endowment	TOTAL
1	2016 Carryover	\$ 10,000	\$ 18,661	\$ 172,401	\$ 86,408	\$ 287,470
2	Annual Giving	\$ 15,000	\$ -	\$ 3,300	\$ -	\$ 18,300
3	Major Gifts	\$ 15,000	\$ -	\$ 7,200	\$ -	\$ 22,200
4	Sponsorships	\$ -	\$ 20,000	\$ 11,550	\$ -	\$ 31,550
5	Legacy Bench/Commerative Brick	\$ 500	\$ -	\$ 20,000	\$ -	\$ 20,500
6	Direct Mail	\$ 33,000	\$ -	\$ -	\$ -	\$ 33,000
7	Events	\$ 16,300	\$ -	\$ 55,800	\$ -	\$ 72,100
8	Released Restricted Funds	\$ -	\$ -	\$ -	\$ -	\$ -
9	Marion County Allocations	\$ 90,000	\$ -	\$ 10,000	\$ -	\$ 100,000
10	Grants	\$ 3,500	\$ -	\$ 35,000	\$ -	\$ 38,500
11	Interest Income	\$ 4,034	\$ -	\$ 100	\$ 2,329	\$ 6,463
12	Bequests	\$ 5,000	\$ -	\$ -	\$ 15,000	\$ 20,000
13	Transit Occupancy Tax (TOT)	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
14	<u>Garden Membership Dues</u>	\$ 110,000	\$ -	\$ -	\$ -	\$ 110,000
15	Total Gross Revenue	\$ 402,334	\$ 38,661	\$ 315,351	\$ 103,737	\$ 860,083
Expenditures						
16	Debt Repayment (TOT)	\$ (100,000)	\$ -	\$ -	\$ -	\$ (100,000)
17	Capital Improvement Projects	\$ -	\$ (8,000)	\$ (91,287)	\$ -	\$ (99,287)
18	Special Projects/Sponsorship	\$ -	\$ -	\$ (11,550)	\$ -	\$ (11,550)
19	MGM Membership Fees	\$ (110,000)	\$ -	\$ -	\$ -	\$ (110,000)
20	Dividend	\$ -	\$ -	\$ -	\$ (4,034)	\$ (4,034)
21	<u>Fundraising</u>	\$ (25,247)	\$ (13,150)	\$ (29,329)	\$ -	\$ (67,726)
22	Total Expenditures	\$ (235,247)	\$ (21,150)	\$ (132,166)	\$ (4,034)	\$ (392,597)
23	Total Net Revenue (TGR-TE=TNR)	\$ 167,087	\$ 17,511	\$ 183,185	\$ 99,703	\$ 467,486

**Revised Proposed Budget
Oregon Garden Foundation**

Expenses		Operating	Project Fund Development	General Restricted	Endowment	TOTAL
23	Accounting Services	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
24	Professional Fees - Attorney	\$ 10,000				
25	Professional Fees - Design	\$ -	\$ 5,000	\$ -	\$ 250	\$ 5,250
26	State Corporate Fees	\$ 600	\$ -	\$ -	\$ -	\$ 600
27	Facility Rentals	\$ -	\$ -	\$ -	\$ -	\$ -
28	Meeting Food	\$ 1,200	\$ -	\$ -	\$ -	\$ 1,200
29	Association Memberships	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000
30	Mileage/Food Reimbursement	\$ 2,000	\$ -	\$ -	\$ -	\$ 2,000
31	Cell phone reimbursement	\$ 1,200	\$ -	\$ -	\$ -	\$ 1,200
32	D/O Insurance	\$ 2,500	\$ -	\$ -	\$ -	\$ 2,500
33	Marketing & Graphic Design	\$ 2,500	\$ -	\$ 500	\$ -	\$ 3,000
34	Printing	\$ 2,000	\$ -	\$ 500	\$ -	\$ 2,500
35	Office Supplies	\$ 650	\$ -	\$ -	\$ -	\$ 650
36	Payroll	\$ 117,303	\$ 10,000	\$ 33,073	\$ -	\$ 160,376
37	Recognitions Programs	\$ 1,500	\$ -	\$ -	\$ -	\$ 1,500
38	Technology	\$ 4,000	\$ -	\$ -	\$ -	\$ 4,000
39	Professional Development	\$ 1,500	\$ -	\$ -	\$ -	\$ 1,500
40	USPS	\$ 500	\$ -	\$ 100	\$ -	\$ 600
41	Vehicle Fees	\$ 500	\$ -	\$ -	\$ -	\$ 500
42	Banking Fees	\$ -	\$ -	\$ 1,200	\$ -	\$ 1,200
43	Total Expenses	\$ 158,953	\$ 15,000	\$ 35,373	\$ 250	\$ 199,576
44	Contingency/Balance	\$ 8,134	\$ 2,511	\$ 147,812	\$ 99,453	\$ 257,910