

**Adult Services Team (AST) meeting/conversation**  
**7/13/16 - Madison Blog**

**Present:** Corrie Latimer (LOVE Inc.); Aleita Hass-Holcombe (Homeless Shelter Coalition); Biff Traber (Mayor, City of Corvallis); Chris Hawkins (509J); Jennifer Chen (Housing First); Mitch Anderson, (Benton County Health Department); Julie Manning (Samaritan Health Services); Dave Toler (Cascades West Council of Governments, Senior & Disabilities Services); Dina Eldridge (Housing Services Manager – CSC); Martha Lyon (Community Services Consortium); Wendy Younger (Linn Benton Housing Authority); Greg Olsen (Corvallis Housing First); Leticia Wilson and staff (Center Against Rape & Domestic Violence); Officer Hendrickson (Corvallis Police Dept.); Kari Whitacre (Community Outreach Inc.); Ann Craig (Jackson Street Youth Services); Tanarae Greenman (Dept. of Human Services); Rebecca Davis.

**Martha provided background:** AST was identified in the 10 year plan to address homelessness and has been operating as an autonomous service provider partnership for about 8 years. For the last several years, Benton County has allocated funding through an Intergovernmental Agreement (IGA) for an administrator to handle reporting and logistics for the AST. At this time the IGA is up for renewal and the current administrator, Community Outreach Inc., has requested that an alternative administrator be identified. There is also a facilitator for the group. The facilitator position has been fluid over the years, sometimes being paid, sometimes rotating volunteers.

**What's working?**

- Successful outcomes, movement towards participant's goals.
- Especially successful with the "newly" homeless.
- Coordinates services between multiple agencies to reduce time/ stress/travel/cost to participants and to offer wrap-around services that cannot be offered by any single agency.
- Builds knowledge of resources and a trust relationship with partners.
- Builds trust relationship with participants.
- Reduces trauma of reliving and retelling experience with multiple case managers.
- Offers members /case managers the opportunity to learn from each other.
- Allows participants to move seamlessly from case manager to case manager depending on the area of need.
- Continuum of care program / Housing First to help people get housing before you go about addressing their barriers. HUD will only serve homeless, no prevention.
- Written plan at every meeting: info/contacts/goals; helps clarify steps; builds planning skills/executive function; helps ID progress and barriers; increases accountability; clarifies sequence of steps; helps navigation.
- Participants report they value the AST and its services.

### What's not working/where can we improve?

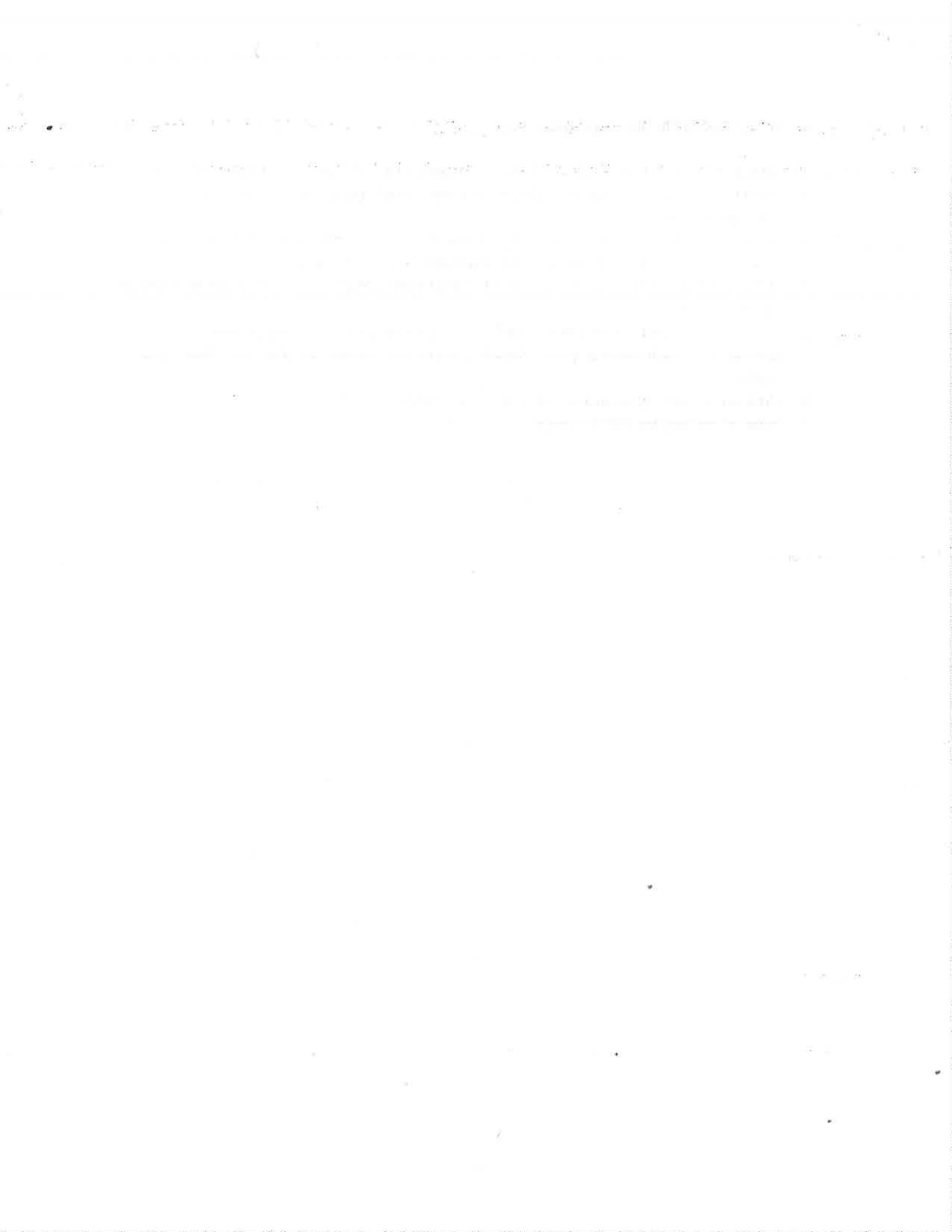
- Unclear about the philosophy and goals of the AST (true Housing First, or an earned housing model). Not truly "Housing First" if participants have to jump thru hoops).
- MOU outdated and not signed by all partners.
- Outcomes need to be clear and consistent
- Should record progress on AST outcomes
- Increase follow up by providers
- HUD grant for housing is very limited & changeable; need criteria for housing award.
- People come with sole goal of getting housing; not enough \$ for housing
- AST committee has been selective. Is it first come first served? Or does it need to follow HUD rules "the most vulnerable" / unclear selection process
- Disconnect of who the AST is supposed to help / toward what end? Is it used as a "carrot"
- How many clients are there in AST right now? How long have they been in AST? No tracking mechanism, but how are we tracking their goals? How are we measuring self-sufficiency, stability, and resiliency? Are people, though, ready to change?
- What all services are provided in AST?
- Who's' responsible with the follow up? If the client comes to AST with a case worker, do they leave AST with case worker? Some say no, others say yes.
- No clear exit from AST.
- There needs to be standard for treatment and processes for agencies to do things the same way or collaboratively
- There's no consistent way of tracking, either the person who brought them there or something. People around the table do not have time to be the system or create the system. Need a generic tracking system.
- Unclear on the return on investment for participating agencies.
- Need a formal record keeping of what is done and who's doing what.
- Need a neutral chair needed for AST
- Does everyone need to be at the AST meetings every time?

### Conclusions:

1. The vast majority of partners value the AST and want it to continue.
2. The MOU is outdated, not signed by all partners, and is silent on some basic issues of governance that have caused confusion.
3. The administrator position must be paid. Estimates of the time required to perform the coordination function range from 10 to 20 hours a week.
4. We must maintain better records of progress and outcomes.
5. AST agency decision-makers need to meet regularly to review outcomes, resolve issues, and clarify direction.

**issues to be resolved in our next steps:**

1. What is the purpose of the AST? What outcomes do we want it to produce?
2. Who is our target population? Chronically homeless? Those somewhere on a continuum of housing insecurity?
3. What should our selection criteria be for the AST participants? Do they come with a case manager or not? If not, who is responsible to case manage?
4. How do we prioritize scarce resources? Is that criteria consistent with grant restrictions, and is it recorded?
5. How should we structure the AST with respect to the facilitator and administrator positions? Should they be paid? Should they rotate? Do we need an "overflow" case manager?
6. How do we define, measure and report outcomes?
7. How do we pay for AST staffing?



# Housing Opportunities Action Council

## Lead Administrator Proposal

Provision is made in the Housing Opportunities Action Council (HOAC) Charter for a Lead Administrator, under contract to the City of Corvallis and Benton County, to serve as fiscal agent for the HOAC, and to facilitate and further HOAC's work in Benton County.

United Way proposes to serve as the backbone organization, staffing a 1.0FTE reporting to United Way's Executive Director.

## Responsibilities and Operations

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The primary responsibility of this position will be to organize and shepherd the work of the HOAC, working through the Governing Board. Responsibilities include the following:

a. Board and Committee Management:

- Facilitates and supports the Governing Board's strategic planning; works with Co-Chairs to plan and implement Governing Board agendas; works through partners to ensure delivery of identified goals
- Facilitates and supports the SMART and Funding Teams and keep their agendas on track; works with chair to plan and implement the committee's work; works with committee members to ensure delivery of assigned action items
- Serves as the neutral convener and facilitator for the Adult Services Team (AST)
- Supports the Chair(s) of each of the Coordinated Delivery Team(s) as needed

b. Project Management:

- Manages process for orienting, training, assigning, scheduling, and coaching Board and committee members; communicating job expectations; planning and reviewing policies and procedures
- Develops and manages systems for capturing information, making recommendations on strategic plan(s) and reviews; preparing and completing action plans; resolving problems; identifying trends; determining system improvements; implementing change
- Serves as fiscal agent, managing budgeting and reporting where appropriate

c. Plan Maintenance:

- Identifies prevailing and evidence-based Best Practices
- Identifies and evaluates priorities; identifies, researches, and recommends potential initiatives
- Manages regular plan updates, in alignment with Governing Board directives; coordinates plan maintenance activities with other alignment efforts (Benton County Health Services / CHIP, Cascades West Council of Governments, League of Women Voters, City of Corvallis' Imagine Corvallis 2014, Benton County's 2040 strategic plan, InterCommunity Health Network Coordinated Care Organization, Early Learning Hub of Linn, Benton, & Lincoln Counties, etc.)

d. Reporting:

- With appropriate Team or Coordinated Delivery Team, identifies outcomes, metrics, milestones; updates Plan as objectives are accomplished or strategic priorities change
- With service providers and key stakeholders, develops and implements reporting guidelines
- Develops and implements reporting mechanisms

e. Public Policy: identifies possible public policy issues; works with the HOAC Governing Board to develop and agenda and implementation plan(s).

- f. Relationship Management: nurtures key stakeholder relationships; identifies and builds new stakeholder and non-traditional partnerships in support of goals.
- g. Fund Development: identifies and supports grant writing efforts.
- h. Other duties: as assigned and agreed to.

## Oversight

United Way's Board of Directors maintains its fiduciary responsibility to oversee performance on the Lead Administrator contract.

Performance as the Lead Administrator will also be evaluated annually by the HOAC Leadership Committee or sooner if conditions warrant. Any changes will be reviewed and approved by the HOAC Governing Board, Contractors, and United Way Board of Directors as necessary.

- a. The HOAC Board and United Way Board of Directors are each responsible for compliance with the provisions of the prudent person rule as it pertains to their duties and responsibilities.
- b. The City of Corvallis, Benton County, and United Way's Board of Directors are each responsible for reviewing these policies regularly to insure the guidelines are appropriate to the contract, agreed to goals, and economic conditions.

Review Periods identified:

- June 2017 or approved modification, whichever comes first
- Annually thereafter, as part of the HOAC strategic planning process

## Proposed budget (12 month)

Expense Category	Description	Total
Personnel	1.0 FTE - Includes fringe	\$45,681
Materials / Supplies	Print materials Mileage Computer Etc.	\$3,000
Indirect @ 15%		\$7,309
<b>Proposal Total</b>		<b>\$55,990</b>
United Way In-kind	\$4,000	

## About United Way

United Way of Benton & Lincoln Counties works to increase the organized capacity of people to care for one another. United Way is a community builder, mobilizing resources and connecting people through philanthropy and volunteerism to the larger community. United Way partners with local health and human service agencies to help people Meet Basic Needs (intervention) and Break the Cycle of Childhood Poverty (prevention). United Way partners with local businesses, to help them and their employees support causes they are passionate about: Education, Income and Health. United Way partners with volunteers through our Day of Caring program and other events, providing hands-on opportunities for positive, measurable change.

## Housing Opportunities Alignment Council

### 10 Year Plan to Address Homelessness/Mid-Point Update and Planning Process

#### *Planning & Key Milestones Tracker*

January 2015	<ul style="list-style-type: none"> <li>• Submit proposal to Benton County Board of Commissioners/Corvallis City Council to facilitate mid-point update.</li> <li>• Disseminate <i>Assuring Access to Affordable, Healthy Housing for All</i> Survey - Strengths, Weakness, Opportunities, &amp; Threats (SWOT).</li> </ul>
February – March 2016	<ul style="list-style-type: none"> <li>• Synthesize SWOT Survey Results.</li> <li>• Provide an overview of proposal to Corvallis City Council (3/8).</li> <li>• Convene Planning Alignment Team (PAT) to assure alignment with other city, county and regional planning initiatives.</li> <li>• Execute contracts with Willamette Neighborhood Housing Services (WNHS) and Community Services Consortium (CSC) to provide consultation in planning process.</li> <li>• Convene kick off meeting of Quantitative Data Team (3/28).</li> </ul>
April - May 2016	<ul style="list-style-type: none"> <li>• Benton County commits funding to support planning process.</li> <li>• Corvallis City Council approves City staff to draft IGA for proposal with funding to be determined through the budget process (4/4).</li> <li>• Convene Planning Alignment Team (PAT) to review core planning components and align with other planning initiatives.</li> </ul>
June 2016	<ul style="list-style-type: none"> <li>• Samaritan Health Services commits funding to support planning process.</li> <li>• Corvallis City Council approves funding to support planning process (6/6).</li> <li>• Present proposed planning process to HOAC and solicit feedback (6/22).</li> <li>• Convene meeting of Quantitative Data Team (6/29).</li> <li>• Execute contract with First Christian Church/Matt Gordon to provide consultation in planning process.</li> <li>• Purchase domain for HOAC website.</li> </ul>
July 2016	<ul style="list-style-type: none"> <li>• HOAC website planning continues.</li> <li>• Draft media release.</li> <li>• Review current 10 Year Plan and begin drafting mid-point update framework.</li> <li>• Draft core project summary documents (1-page Project Snapshot and Frequently Asked Questions).</li> <li>• Begin developing framework for Comprehensive Data Snapshot.</li> <li>• Convene kick off meeting of Qualitative Data Team (7/19).</li> </ul>
August 2016	
September 2016	

