



AGENDA

**Board of Commissioners Joint Meeting with the Corvallis City Council
Tuesday, August 25, 2026, 4:00 PM**

How to Participate in the Board of Commissioners Meeting

[Join Zoom Video](#)

Watch the livestream at the [Public Portal](#).
Click on the meeting in the list, then click on
"Meeting Media".

In Person: Kalapuya Building, 4500 SW Research Way, Corvallis, Oregon

1. Call to Order and Introductions

2. Review and Approve Agenda

Chair may alter the agenda.

3. Announcements

4. Work Session

4.1 20 minutes - Regional Planning Update: Corvallis Area Plans - Jason Yaich, Planning Division Manager, Paul Bilotta, Community Development Director, City of Corvallis; Steve Faust, Community Planning Director, 3J Consulting

4.2 90 minutes - Homeless Response Discussion - April Holland, Health Services Director; Rebecca Taylor, Coordinated Homeless Response Office Manager

5. Other

6. Adjournment

The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting by contacting the Board of Commissioners Office at 541-766-6800 or 800-735-2900 TTY, by email bocinfo@bentoncountyor.gov, or on the [County's website](#).

The Board of Commissioners may call an executive session when necessary pursuant to ORS 192.660. The Board is not required to provide advance notice of an executive session. However, every effort will be made to give notice of an executive session. If an executive session is the only item on the agenda for the Board meeting, notice shall be given for all public meetings (ORS 192.640(2)), and the notice shall state the specific reason for the executive session as required by ORS 192.660.

BOARD OF COMMISSIONERS MEETING**AGENDA ITEM SUMMARY****AGENDA PLACEMENT**

Meeting Date: August 25, 2026

Section: Work Session

REQUESTING DEPARTMENT

Department: Board of Commissioners Office

Department Contact: Maura KWIATKOWSKI, Administrative Services
ManagerMeeting Presenter(s): Jason Yaich, Planning Division Manager, Paul Bilotta,
Community Development Director, City of Corvallis;
Steve Faust, Community Planning Director, 3J
Consulting**ITEM INFORMATION**

Item Title: Regional Planning Update: Corvallis Area Plans

Item Category: Discussion Only

Time Requested (minutes): 20 minutes

Board or Committee Involvement: No

ITEM DESCRIPTION

Oregon land use and urbanization rules require coordination among local units of government. In the context of the Urban Growth Boundary (UGB), locally that coordination is facilitated through the Corvallis Urban Fringe Management Agreement. This agreement ensures the City of Corvallis and Benton County communicate on land

use topics of shared interest that may impact properties both inside and outside Corvallis city limits and all within the Corvallis UGB.

FISCAL IMPACT

Will this item have a fiscal and/or personnel impact? No

MANDATED SERVICE

Does this item involve a mandated service? (A mandated service is one required by law.): No

2040 THRIVING COMMUNITIES INITIATIVE

BOARD PRIORITIES

Responsible Governance

FOCUS AREAS

Prosperous Economy
Housing and Growth
Mobility and Transportation

Describe how this item advances the core values or focus areas of the 2040 Thriving Communities Initiative or supports a strategy of a County Department goal.

ADVERTISEMENT

Has this item been advertised?

No

ATTACHMENTS

1. 260814 CAP Staff Report
2. Presentation_1_-_South_Corvallis Area Planning Project Update
3. Presentation_2_-_SW_Corvallis_Area_Plan

STAFF RECOMMENDATION(S) AND RECOMMENDED MOTION(S)

Discussion only



To: Corvallis City Council and Benton County Board of Commissioners
From: Paul Bilotta, Corvallis Community Development Director *PB*
Date: August 14, 2026
Through: Mark W. Shepard, P.E., City Manager *MWS*
Subject: Corvallis Area Plans

Action Requested:

For information only.

Background:

Oregon land use and urbanization rules require coordination among local units of government. In the context of the Urban Growth Boundary (UGB), locally that coordination is facilitated through the Corvallis Urban Fringe Management Agreement. This agreement ensures the City of Corvallis and Benton County communicate on land use topics of shared interest that may impact properties both inside and outside Corvallis city limits and all within the Corvallis UGB.

Following adoption of the City's Urbanization Study in 2019, the City of Corvallis embarked on strategic updates to its Comprehensive Plan, utilizing an area planning process to explore refinements to the land use plans in south and southwest Corvallis. Community and technical advisory workgroups were convened for both area planning projects, and City staff has consulted with County staff in the County's Community Development and Public Works Departments as part of these efforts. Each of the two area planning projects is at different stages of completion, but both are far enough along and moving along similar timelines. Staff is providing this update so that City and County decision makers can view the proposed land use changes under a single lens, to gain a sense of the broader land use changes anticipated for the Corvallis UGB.

- Changes to the Corvallis Comprehensive Plan Map and Comprehensive Plan Text
- Changes to the Corvallis Zoning Map and Recommendations for Changes to the Benton County Zoning Map for the Urban Fringe Areas
- Recommendations for updates to the Transportation System Plan as it pertains to the alignment and classification of future street and multi-modal transportation networks
- A preferred approach to establishing feasible and connected local street networks with incremental development
- Suggested modifications to the City's adopted Legacy Streets (Resolution 2017-013)
- Recommendations for updates to the Parks & Recreation Master Plan as it pertains to the location of future parks and recreational trails

The Corvallis Area Plans discussion on August 25th is intended to serve as a preview to the formal land use public hearings that are required by the Corvallis Urban Fringe Management Agreement. It is anticipated those hearings, to be jointly conducted by the City and County Planning Commissions for recommendation, and then jointly by the Corvallis City Council and Benton County Board of Commissioners for adoption, will occur later in 2026 and 2027.

South Corvallis Specific Area Plan:

The South Corvallis Area Plan project was initiated by the Corvallis City Council in 2019. Unlike the SW Corvallis Area Plan, which is grant-funded and consultant-led, the South Corvallis project is being led by the Corvallis Planning Division staff.

The project began with a public outreach kick-off event in February 2020, followed by community outreach in the ensuing years using community questionnaires, outreach events in various locations, and communication with the Community Advisory Workgroup, Technical Advisory Workgroup, and other stakeholder organizations.

Common threads from conversations throughout this project have been distilled into overarching goals for the South Corvallis Area Plan:

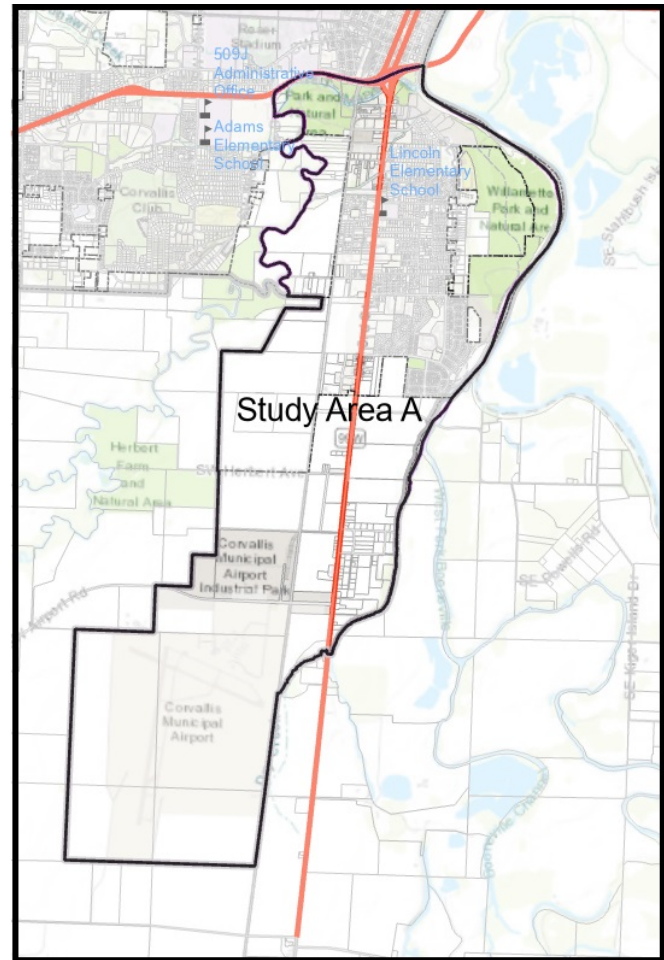


Figure 1 - Map of the South Corvallis Study Area

- Allow the north end of Southtown to evolve into an **extension of downtown**, particularly along 3rd Street
- Emphasize **mixed use, pedestrian focused development and facilitate neighborhood-oriented small businesses**
- Strengthen **diversity of type and affordability of housing** through increased opportunities for middle and high density residential in Southtown
- Increase the number of **safe and convenient pedestrian and bicycle connections** between neighborhoods, across 3rd Street, and **connect Southtown to the rest of Corvallis**
- Increase local **access to quality services like grocery stores, medical facilities, arts and cultural spaces**
- Create **places and spaces for social connection**

These overarching project goals initially led to development of a “Scenario 1” land use map, showing proposed land use changes in key, targeted areas of south Corvallis. The Scenario 1 land use map was then shared with the community and additional in person and online engagement occurred, to help move the proposed land use changes toward a preferred Scenario 2 map. In 2025, the City contracted with three engineering firms to determine whether Scenario 2 is consistent with the capacity of infrastructure in the area, both existing and as planned in adopted facility master plans. Based on the aggregate of work done through this process, a preferred land use scenario has been developed (**see Attachment A**).

The preferred land use scenario establishes the northern segment of South Corvallis as a strong, high intensity, commercial mixed use focal point that can provide retail, services, and housing options. Moving south down Hwy 99W, the commercial elements intersperse with various intensities of residential land use, allowing flexibility in establishing a wide housing variety with opportunities to introduce small, neighborhood-scale retail.

Areas currently outside of the Corvallis city limits are proposed to contain a blend of industrial and employment lands on the west side of Hwy 99W, and introduce more opportunities for a variety of housing types, with one large, expanded commercial and employment center at the intersection of Hwy 99W and Kiger Island Drive, and smaller scale commercial and mixed use residential continuing south to the urban fringe boundary.

Local street connections and shared use paths are also considered in the plan and will aid in the development of pathways to and through neighborhoods that will reduce reliance on the highway for shorter trips.

Southwest Corvallis Specific Area Plan:

The SW Corvallis Study Area is bordered generally by Marys River to the east, SW Reservoir Ave to the north, and the Corvallis Urban Fringe to the west and south. It includes land that is both already within City limits, and outside of City Limits in the Corvallis Urban Fringe.

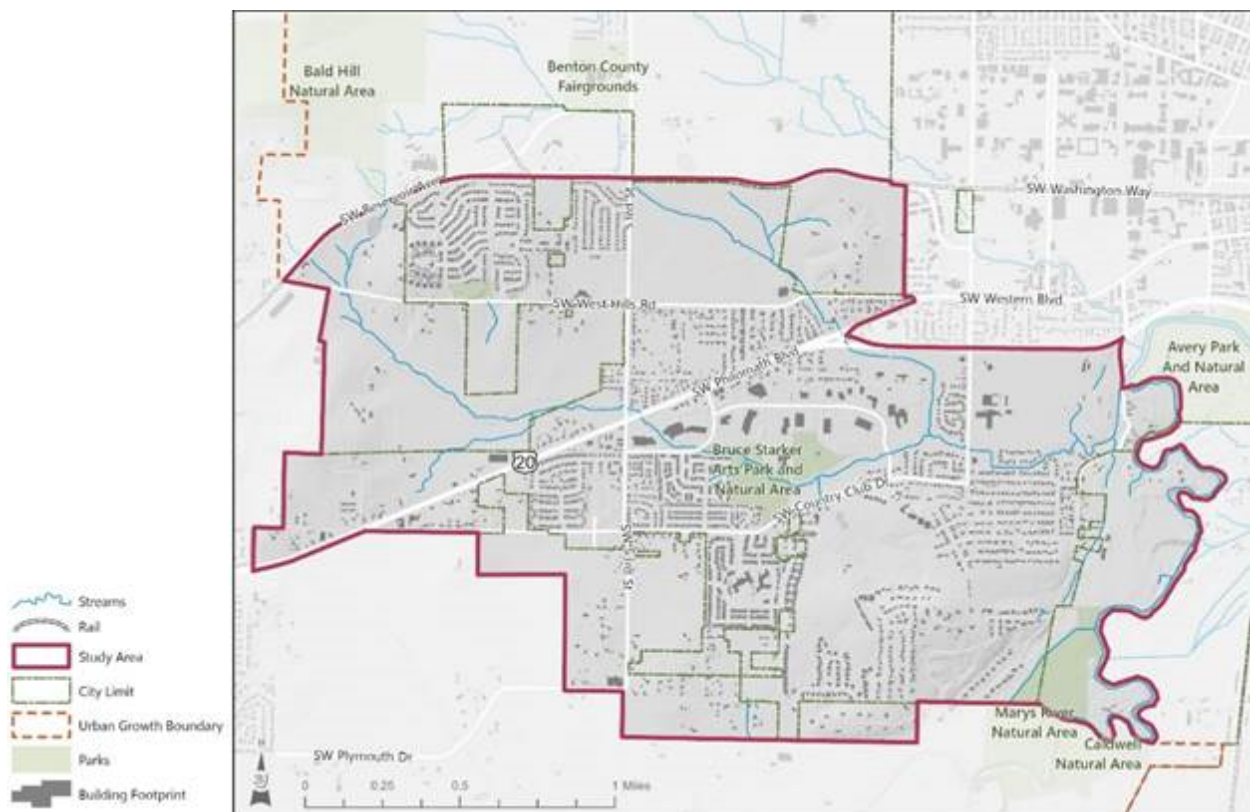


Figure 2 - Map of the SW Corvallis Study Area

The City was fortunate to win a state Transportation Growth Management (TGM) Planning Grant to fund consultant support to assist with a SW Corvallis Area Plan. TGM is a joint program of the Department of

Land Conservation and Development (DLCD) and Oregon Department of Transportation (ODOT) to create thriving, livable places with diverse transportation choices. 3J Consulting was selected to lead this work, with the assistance of DKS Associates (engineering) and Walker-Macy (land use planning). The SW Corvallis Area Plan was formally launched in the summer of 2026.

City and consultant staff have completed a lot of work in the first 12 months of the project. To date, a number of memoranda have been generated including a Public Involvement Plan (which was reviewed by the Corvallis Justice, Equity, Diversity, and Inclusion Advisory Board); Area Plan Goals; Conditions, Needs, and Opportunities; and a first draft of Land Use and Transportation Alternatives. These documents have been informed by robust public engagement, including a Community Advisory Workgroup (CAW), two public meetings (each followed by online surveys), discussions with area stakeholders, and tabling at public events such as the SAGE Summer Concert Series and the Saturday Farmer's Market. Progress is also informed by a Technical Advisory Workgroup (TAW) comprised of representatives from the City, County, and other partner agencies. City and consultant staff provided updates to the Corvallis Planning Commission and City Council in May, 2026.

The project management team is now refining a “preferred land use and transportation alternative” (**see Attachment B**) which will be shared with the City Council and Board of Commissioners at the August 25, 2026 joint meeting. Per the scope of work, adoption of the final plan is expected to be in early 2027.

Additional Information:

Each of the area plans has a project webpage. Community members and decision makers can learn about the plan's purpose, review all documents associated with the project to date, and sign up for email updates at these sites:

South Corvallis Area Plan – project webpage

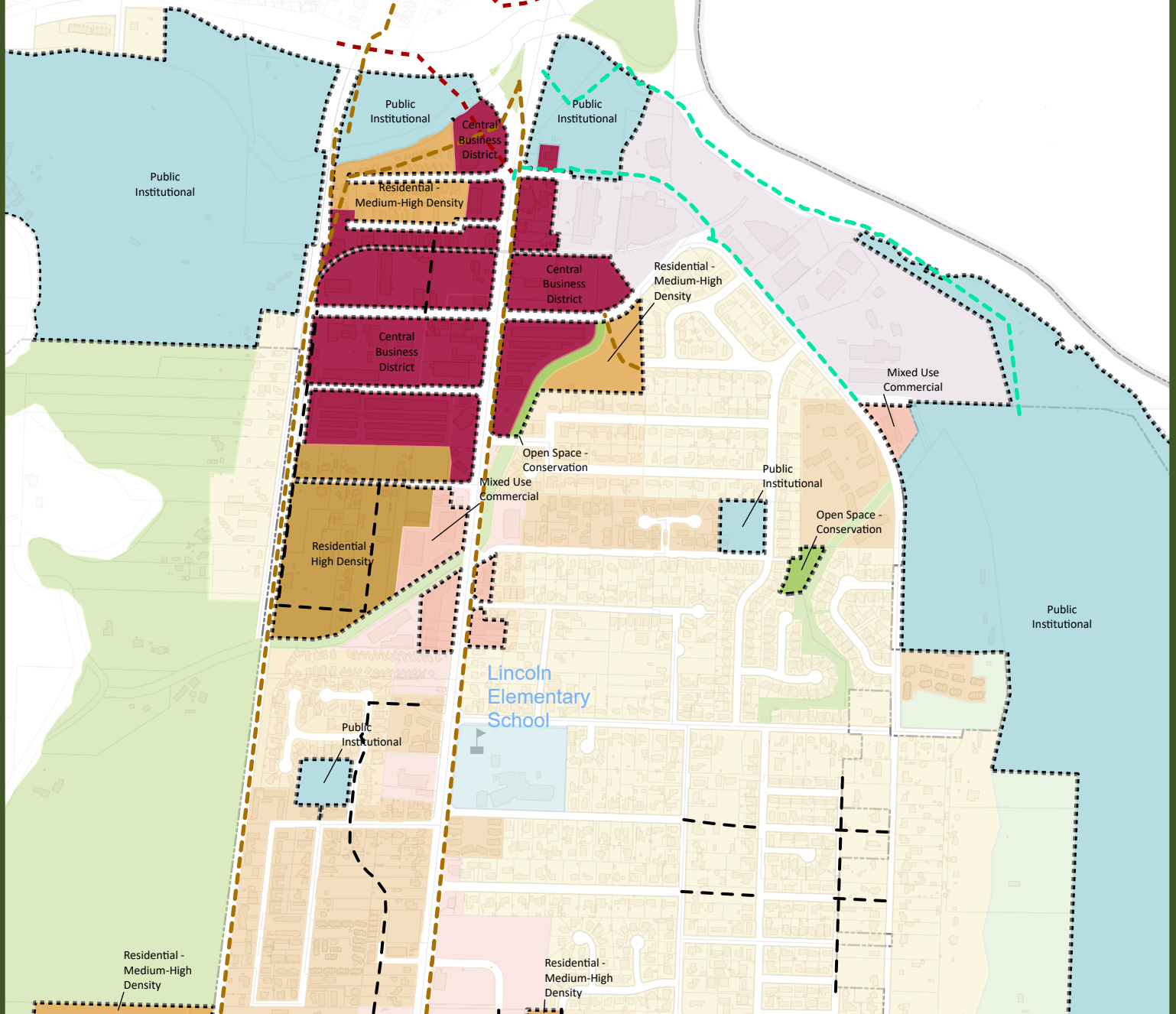
<https://storymaps.arcgis.com/stories/dba687e62b5d4c87901bffb435cb6c94>

Southwest Corvallis Area Plan – project webpage

www.swcorvallisareaplan.com

CITY OF *Corvallis*

South Corvallis Area Plan - Scenario 3 Northern Section



Legend

Scenario 3 Comprehensive Plan Designations

- Residential - Low Density
- Residential - Medium Density
- Residential - Medium High Density
- Residential - High Density
- Central Business District

- Mixed Use Commercial
- Mixed Use Transitional
- Public Institutional
- Open Space - Agriculture
- Open Space - Conservation
- Scenario 3 Change Areas

Planned Transportation Facilities

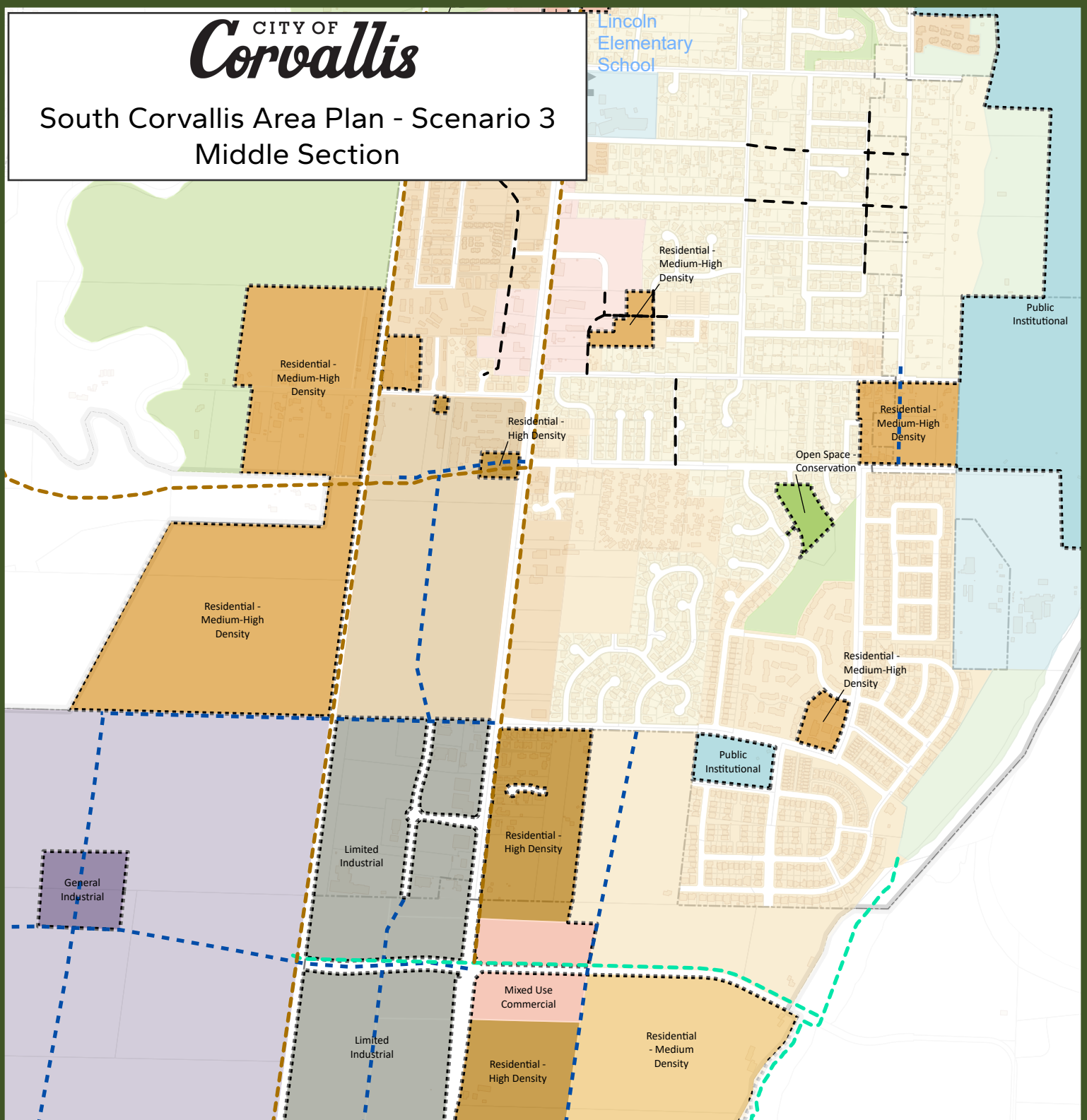
- Arterial Highway
- Local Streets - Area Plan
- TSP Multi-Use Path
- Parks Multi-Use Path

City Limit

- Urban Growth Boundary
- Taxlots



South Corvallis Area Plan - Scenario 3 Middle Section



Legend

Scenario 3 Comprehensive Plan Designations

- Residential - Low Density
- Residential - Medium Density
- Residential - Medium High Density
- Residential - High Density
- Mixed Use Commercial
- Limited Industrial
- General Industrial
- Public Institutional
- Open Space - Agriculture
- Open Space - Conservation
- Scenario 3 Change Areas

Planned Transportation Facilities

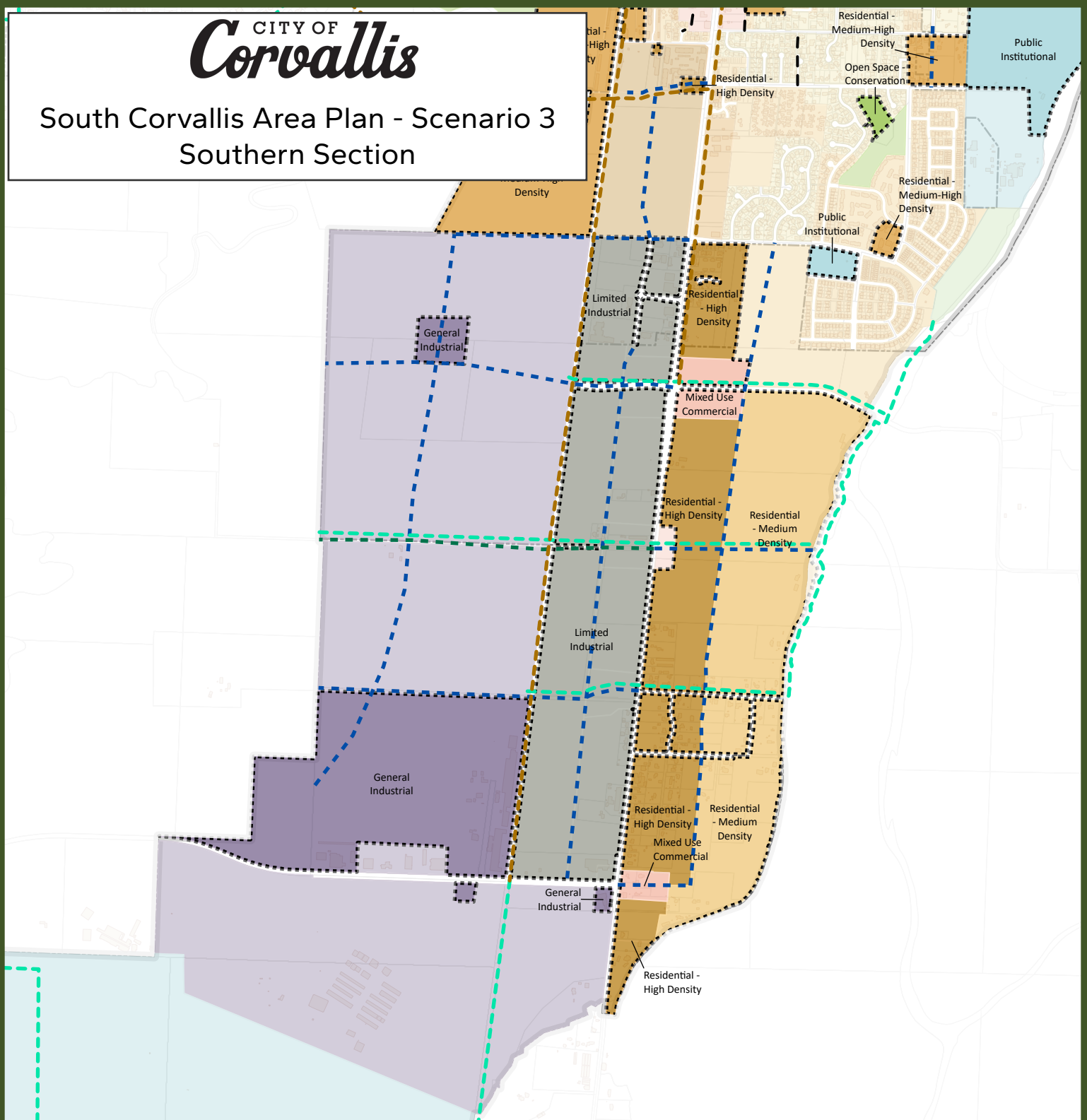
- Collector
- Local Streets - Area Plan
- TSP Multi-Use Path
- Parks Multi-Use Path

City Limit

- Urban Growth Boundary
- Taxlots



South Corvallis Area Plan - Scenario 3 Southern Section



Legend

Scenario 3 Comprehensive Plan Designations

- Residential - Low Density
- Residential - Medium Density
- Residential - Medium High Density
- Residential - High Density
- Mixed Use Commercial
- Limited Industrial
- General Industrial
- Public Institutional
- Open Space - Agriculture
- Open Space - Conservation

 Scenario 3 Change Areas

Planned Transportation Facilities

- Collector
- Neighborhood Collector
- Local Streets - Area Plan
- TSP Multi-Use Path
- Parks Multi-Use Path

 City Limit

 Urban Growth Boundary

 Taxlots





SW Corvallis Area Plan

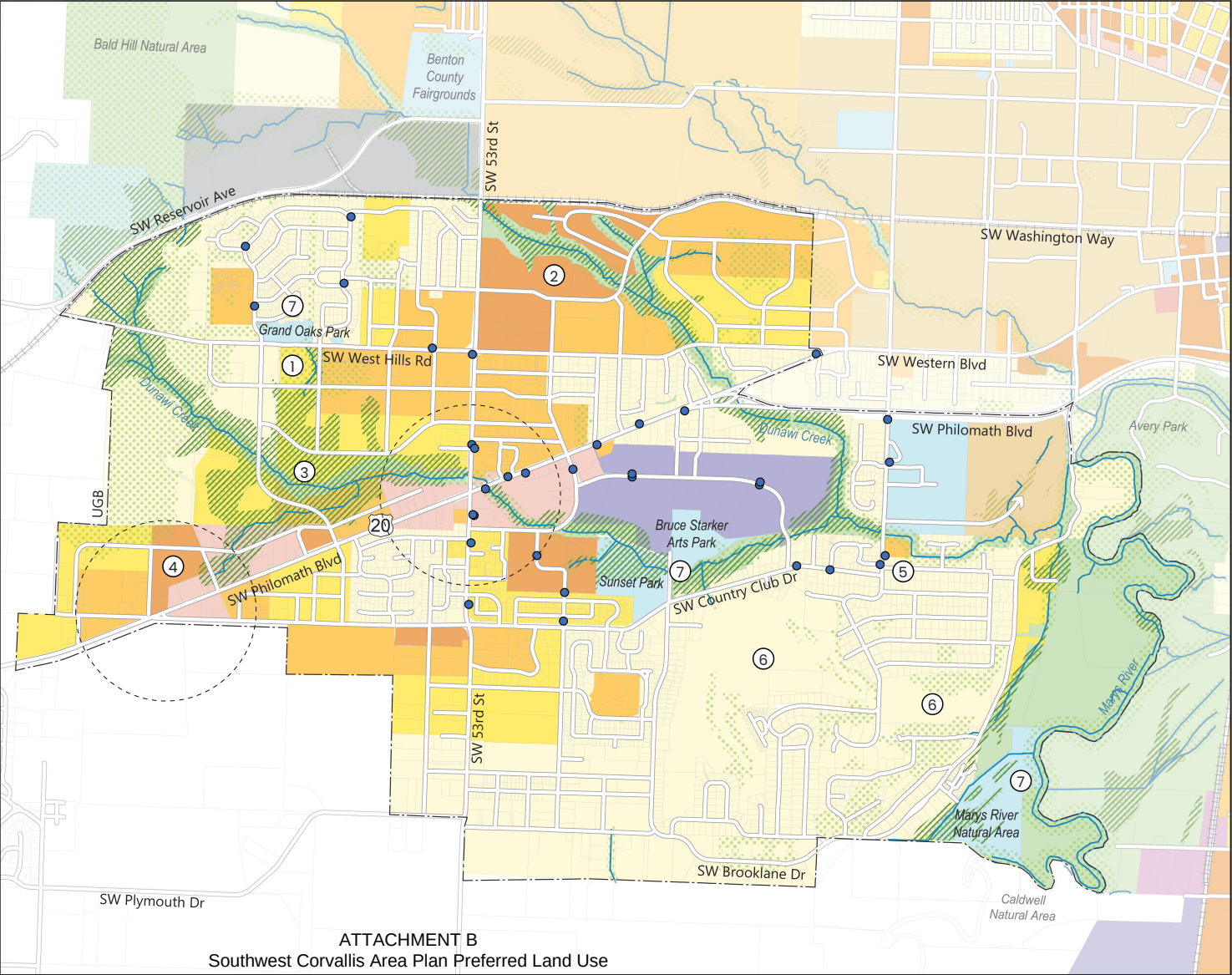
DRAFT PREFERRED ALTERNATIVE LAND USE

COMPREHENSIVE PLAN DESIGNATIONS (NOT ZONING)

- Residential - High Density
- Residential - Medium High Density
- Residential - Medium Density
- Residential - Low Density
- Mixed Use Commercial
- General Industrial
- Public Institutional
- Open Space - Conservation

- Existing Bus Stop
- 5 Minute Walking Radius

- ① Industrial changed to medium residential
- ② Preference for Mixed Use residential on Lin property
- ③ Reduction to medium density near natural resource area
- ④ Increased density near Philomath and Country Club Drive
- ⑤ Medium Density Residential (MUR category removed)
- ⑥ Changed golf course and cemetery to low density residential designation
- ⑦ Changed parks to public institutional designation

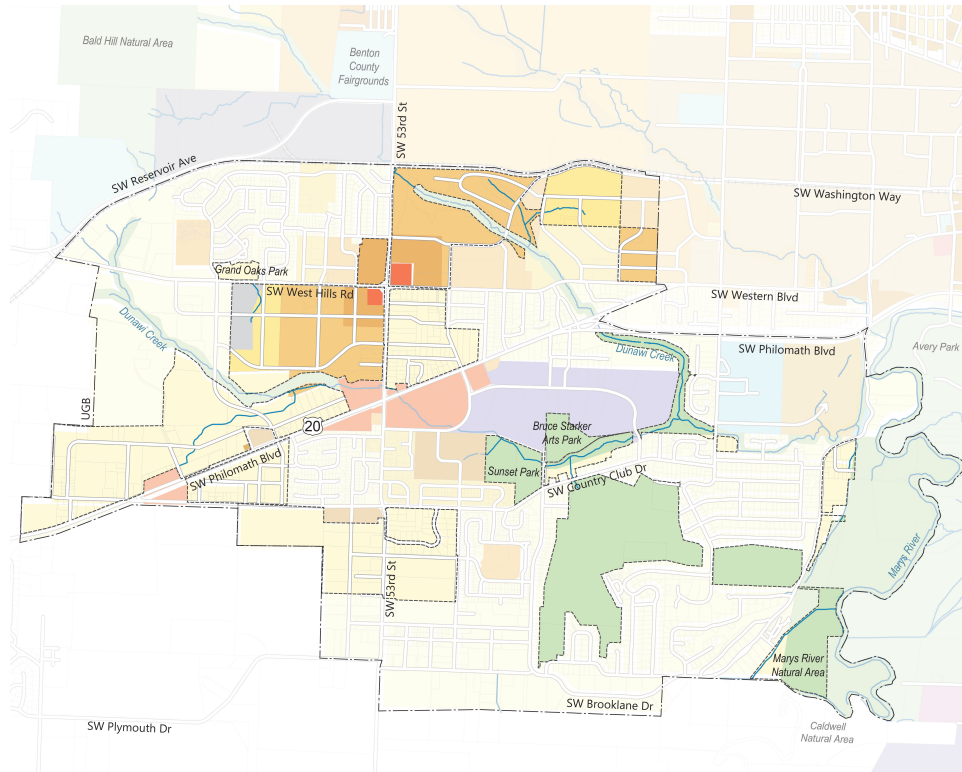


ATTACHMENT B
Southwest Corvallis Area Plan Preferred Land Use

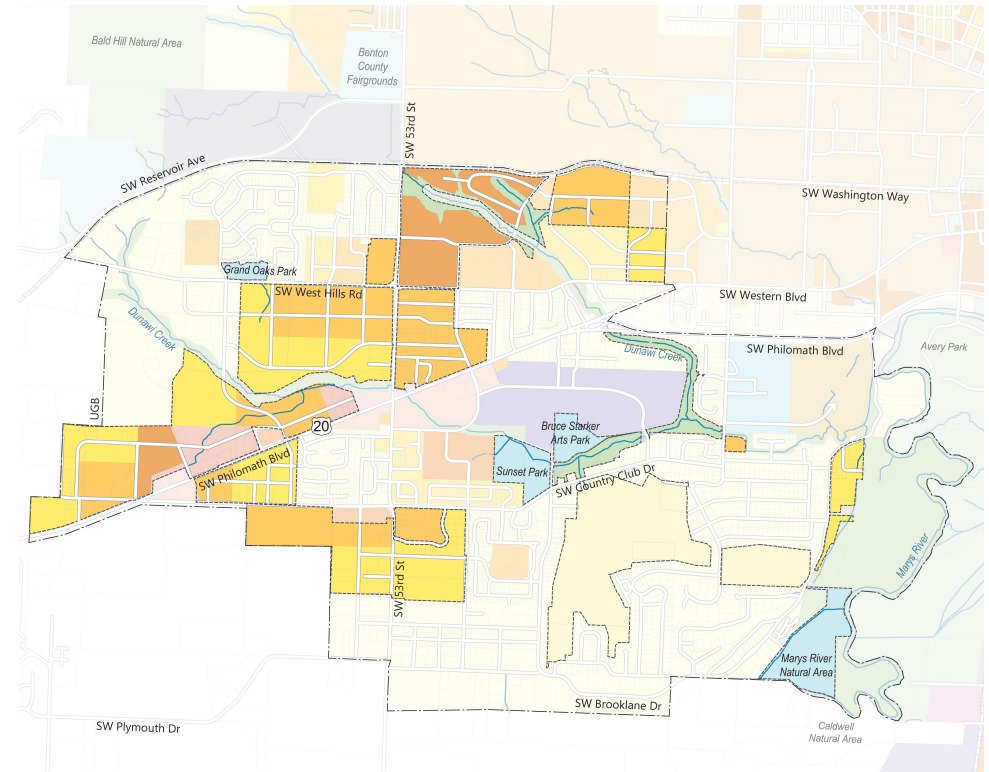


SW Corvallis Area Plan

DRAFT PREFERRED ALTERNATIVE LAND USE CHANGES



CURRENT COMP PLAN WITH AREAS OF PROPOSED CHANGE HIGHLIGHTED



PROPOSED CHANGES TO COMP PLAN

A large, stylized tree graphic in a light green color, positioned on the left side of the slide. The tree has a thick trunk and a full, rounded canopy with many small, leaf-like shapes.

South Corvallis Area Planning Project Update

Joint Board of Commissioners/City Council
Meeting

August 25, 2026

CITY OF
Corvallis

Community Outreach

- 2017 Community Land Use Questionnaire
 - Separated into Study Areas throughout the City
- 2020 Project Introduction Questionnaire
 - In-person kick off event February 28, 2020
 - Online Storymap and questionnaire on Community Connections 2020/2021
- 2022 Community Land Use Questionnaire
 - Separated into Study Areas throughout the City
 - Findings compared to 2017
- 2023-2024 Departmental Advisory Workgroup & Technical Advisory Committee meetings to discuss findings and prepare first proposed land use scenario
- 2024 South Corvallis Area Plan Land Use Scenario 1 and Transportation Options Developed
 - Webpage rollout November 2024
 - Storymap of potential land use and transportation changes
 - Survey to collect responses to Scenario 1
 - Open House event November 21, 2024
- 2025 Community Engagement and Plan Refinement
- 2026 Engineering Evaluation and Plan Refinement

Imagine Corvallis 2040 Vision



What Community Members Have Said

Would like to see the north end of Southtown evolve into an **extension of downtown**, particularly along 3rd. Street. Emphasis on **mixed use, pedestrian focused development**. Increase opportunities for **high density residential** in this area as well.

I would like to see Southtown built up a bit more with **housing and businesses**, as well as increased numbers of crosswalks further down the highway past the school.

This area needs access to **quality services** like **grocery stores, medical facilities, arts and cultural spaces**.

South Corvallis has the space and potential to be not only cleaned up and improved, but to provide **affordable housing for our community**.

Community Land Use Questionnaire 2022



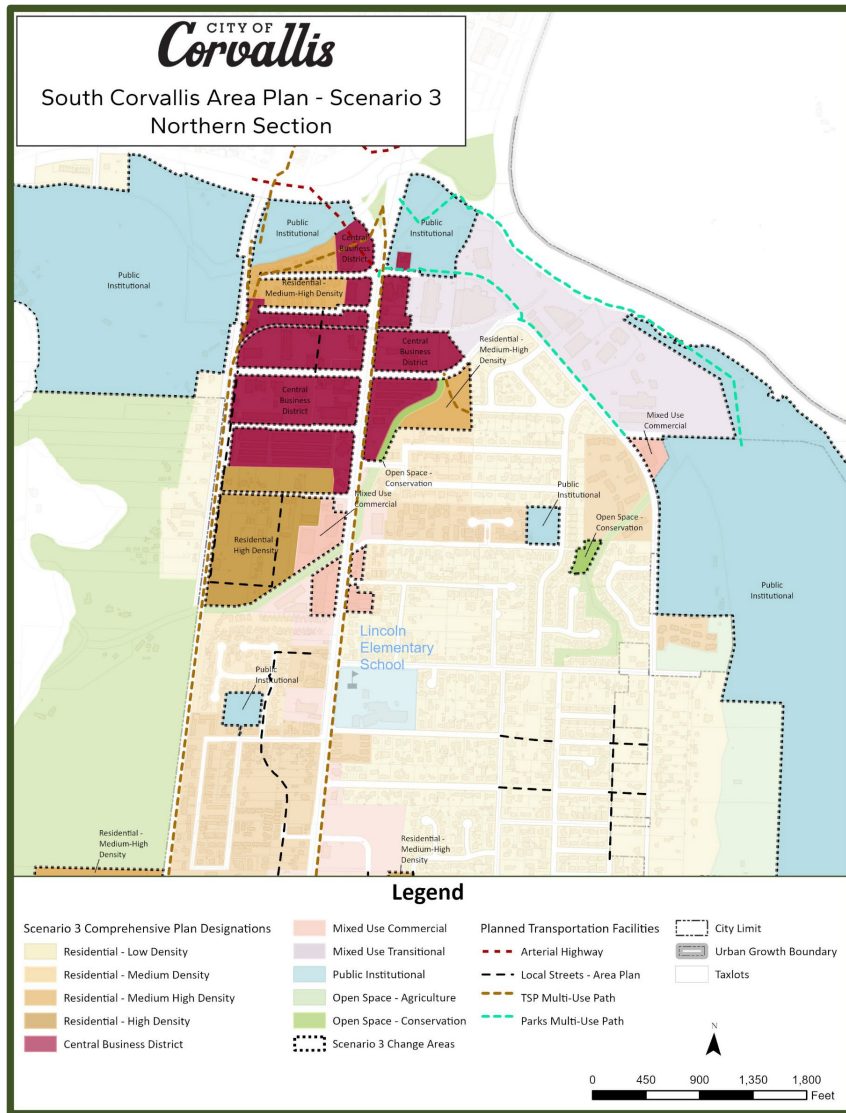
Area A Residents





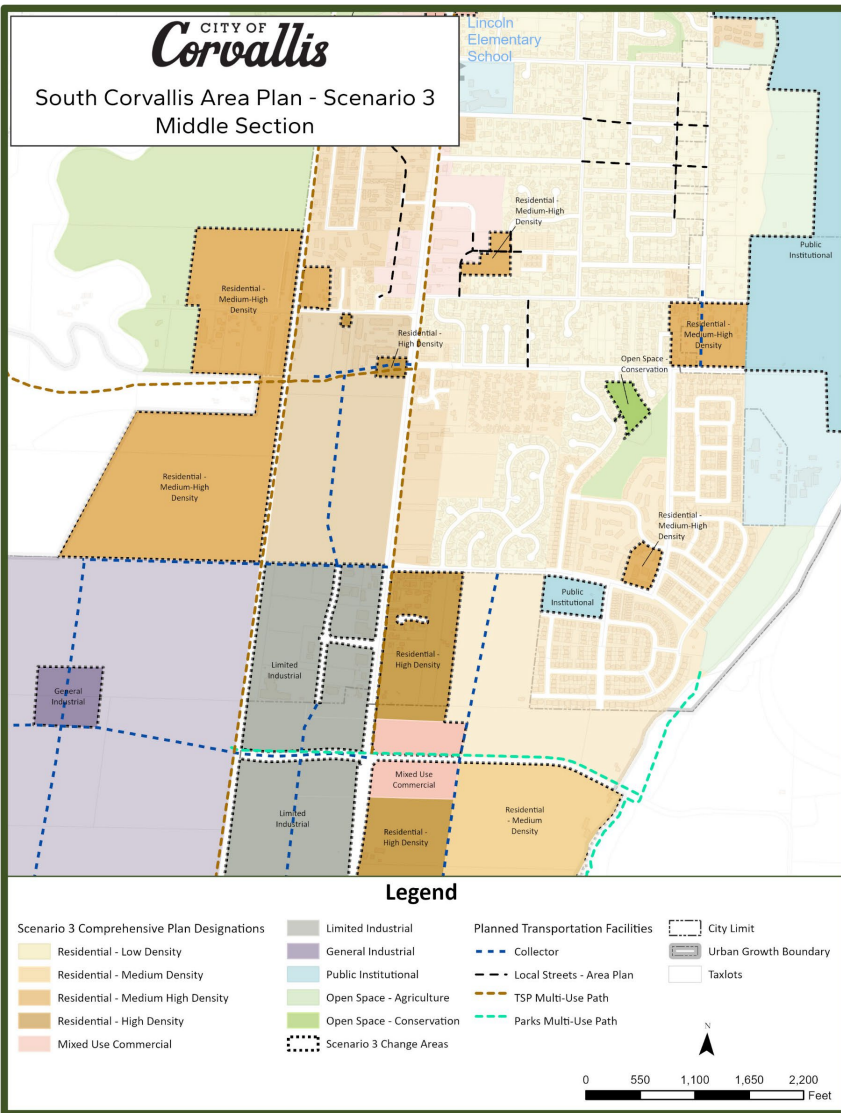
Overarching Goals Identified

- Extend downtown feel to the northern portion of South Corvallis
- Provide opportunities for retail, services, employment
- Prioritize mixed use and neighborhood scale development
- Strengthen diversity of type and affordability of housing
- Improve local street connectivity and access to shared use/alternative transportation options
- Create neighborhood spaces for social care and connection



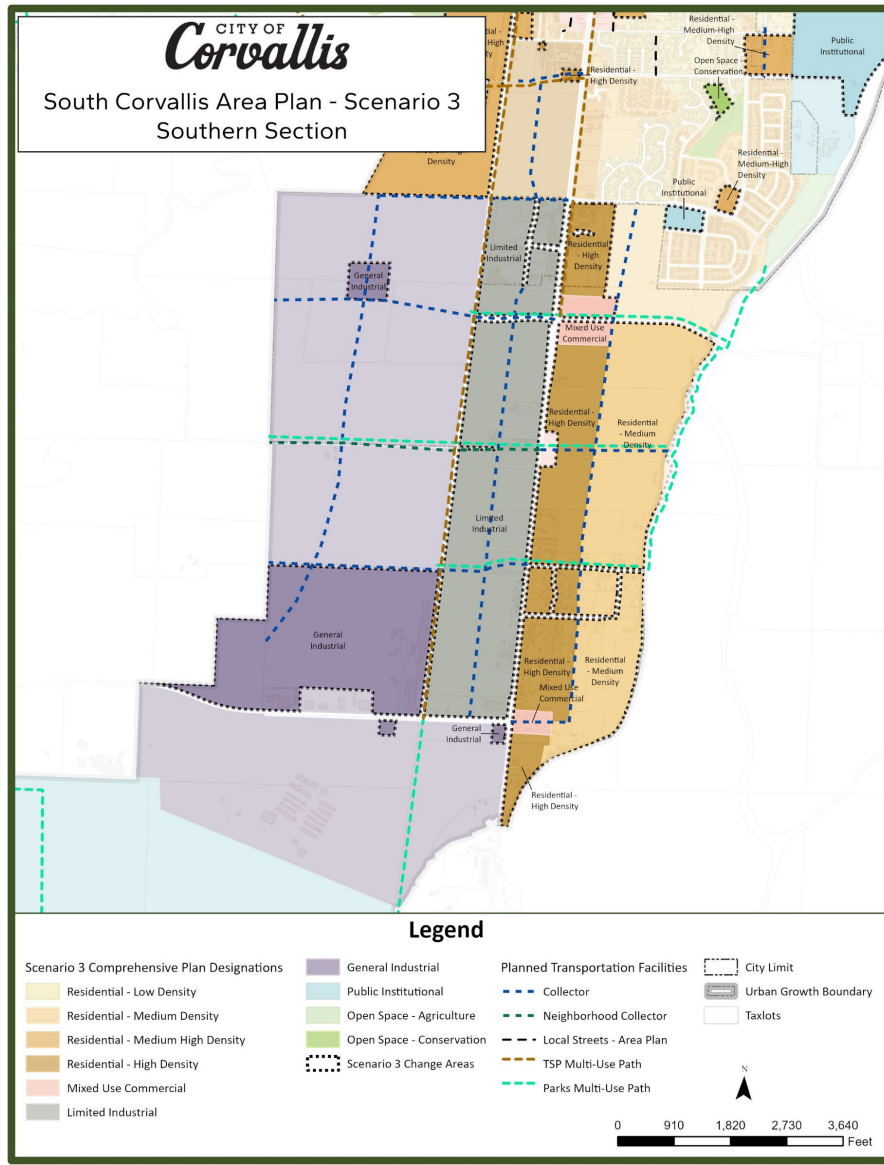
Scenario 3

- Central Business/CMU 3 Designation
- Supported by Medium-High and High Density Residential (RMU-12/20)
- Identifies future potential local street connections
- Change City parks areas to Public Institutional in support of future Parks Zone
- Support development of shared use paths/alternative transportation



Scenario 3

- Introduces more housing variety – Medium-high Density Residential
- Simplifies Industrial designations on west side
- Reorganizes High Density Residential and Commercial on east side
- Expands Neighborhood Center / Commercial Mixed Use at Kiger Island and S 3rd St.



Scenario 3

- Simplifies Industrial designations on west side
 - City is exploring optimizing industrial zones for economic development support
- Reorganizes High Density Residential and Commercial on east side

Technical Analysis Consultation

Transportation system evaluation and modeling

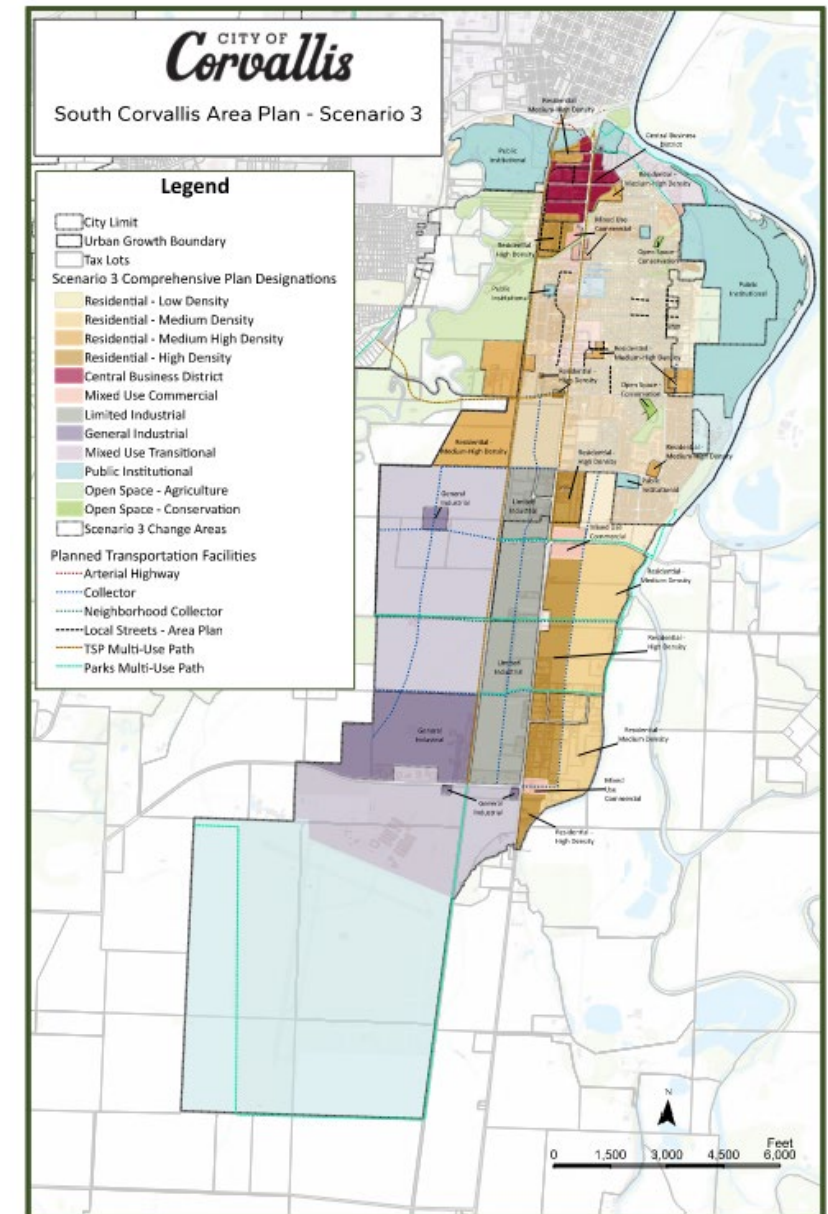
Sanitary Sewer capacity audit

Water system capacity findings



Next Steps

- Update online project page and send to interested parties
- Conduct outreach on final preferred alternative
- Work with County staff to determine process for County consideration/adoption in urban fringe
- Begin land use process at City
 - Comprehensive Plan Amendments
 - Zone changes
 - Updates of relevant master plans





Thank you!

Questions?

CITY OF
Corvallis



SW Corvallis Area Plan

CORVALLIS CITY COUNCIL
BENTON COUNTY BOARD OF COMMISSIONERS

8/25/2026





Project Overview



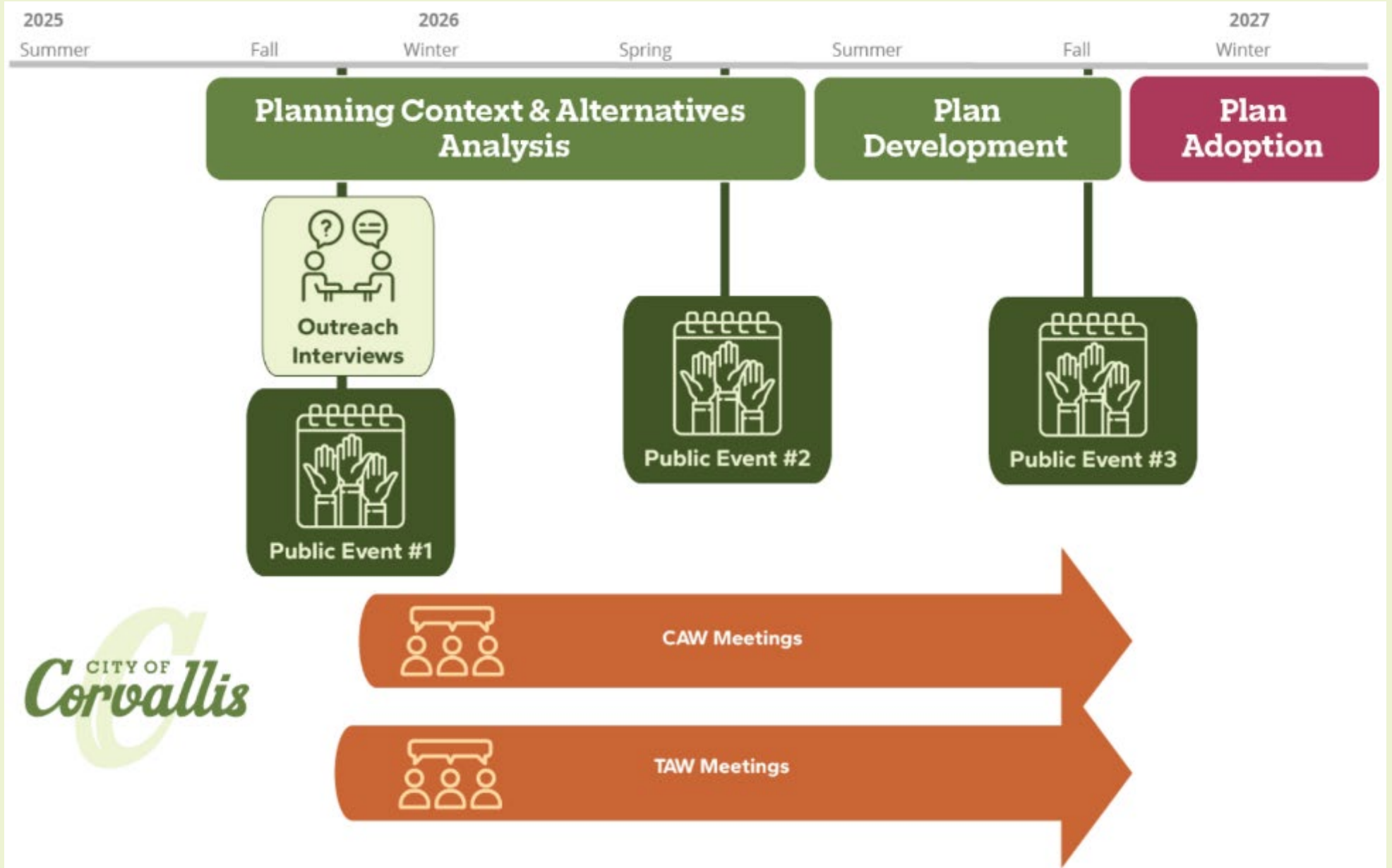
Project Purpose

- Refine land uses to create lively mixed-use neighborhoods.
- Plan local street networks and off-street connections to improve connectivity.
- Expand alternative transportation options for safe, low-stress, and convenient travel.
- Identify projects that can be added to relevant plans/programs to make them eligible for grant funding.



Project Scope

- ✓ Planning Context
- ✓ Land Use and Transportation Alternatives
- ❖ Preferred Land Use and Transportation Alternative
 - Public Investments
 - Comprehensive Plan and Development Code Amendments
 - SW Corvallis Area Plan and Adoption





Land Use & Transportation Alternatives



Alternative 1

Baseline (minimal change) limited and targeted amendments to the Comprehensive Plan and Transportation System Plan maps. Focus on grid networks and density centered near major corridors.

Alternative 2

Focus on increased densities and emphasis on access to natural areas. More off-street multimodal paths.



PUBLIC FEEDBACK

Land Use

- Expand opportunities for diverse and affordable housing.
- Concentrate higher-density housing near mixed-use centers, corridors, and transit. Lower-density near riparian corridors and flood-prone areas.
- Expand and strengthen the viability of mixed-use centers; reducing the need for vehicle trips.

Transportation

- Improve safety at key intersections and major highway crossings.
- Expand walk/bike networks, with emphasis on east-west and north-south connectivity.
- Prioritize emergency access, evacuation routes, and overall safety.
- Expand low-stress bicycle routes.



Preferred Alternative Summary

Land Use

- Increases density near riparian corridors, but less than Alt 2
- Increases densities and distributes across nodes
- Adds mixed-use centers

Road Network

- One vehicular stream crossing
- Adjusts street network to align with topography
- Regularly spaced grid network
- Strong connectivity & redundancy

Bicycle Network

- Multimodal routes follow streets
- Grid improves route choice and connectivity
- Less separation from vehicles



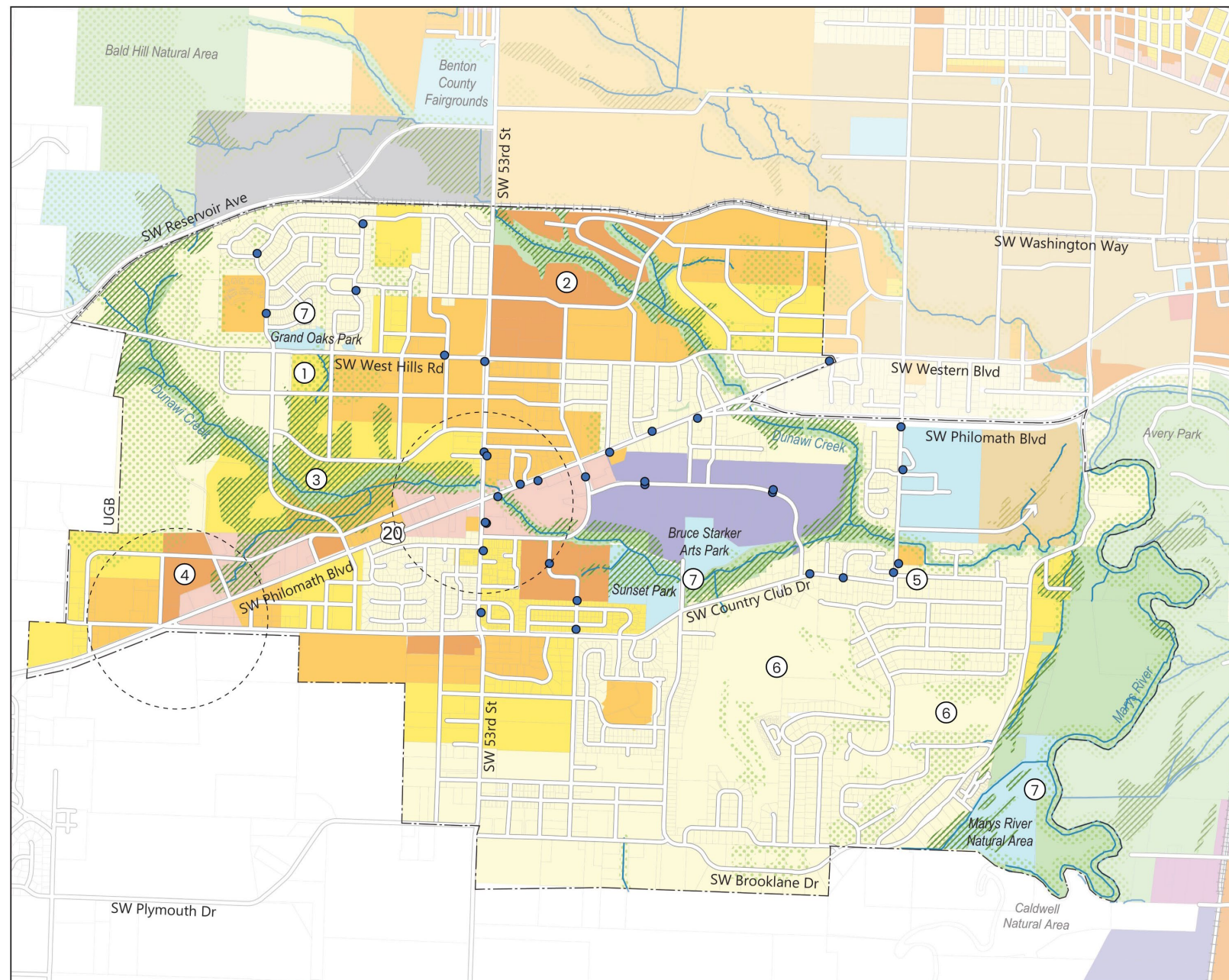
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COMPREHENSIVE PLAN DESIGNATIONS (NOT ZONING)

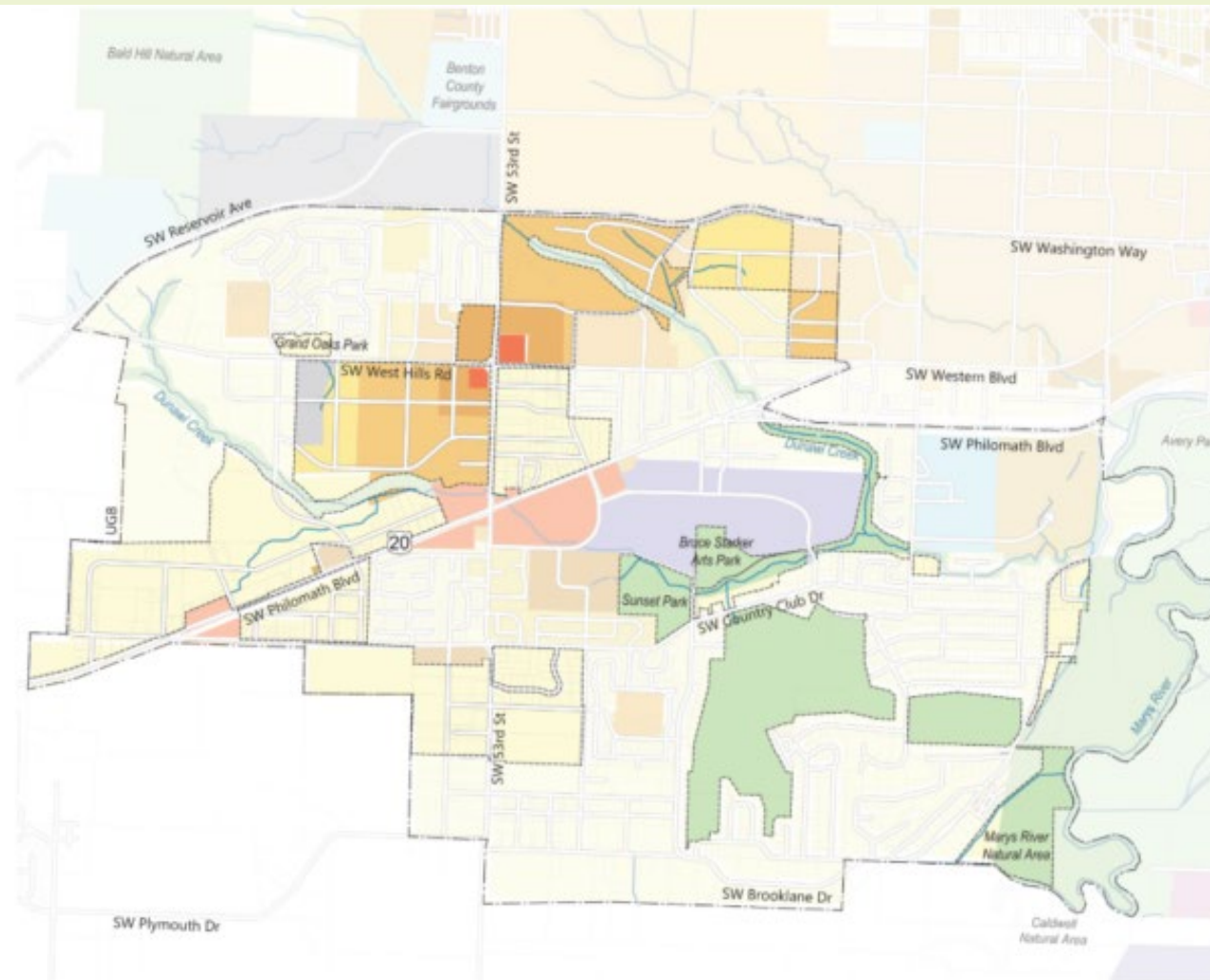
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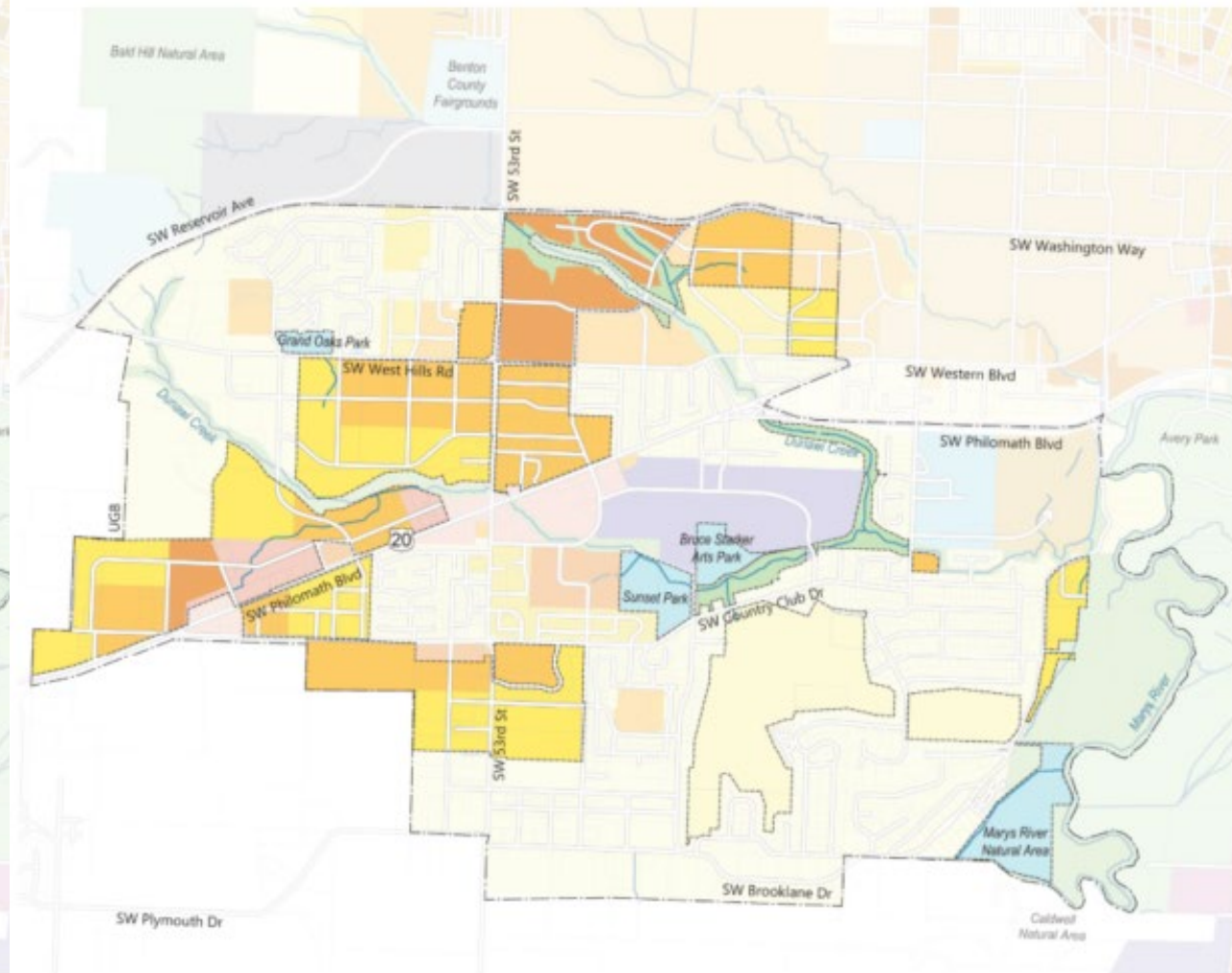
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Preferred Alternative Land Use Changes



CURRENT COMP PLAN WITH AREAS OF PROPOSED CHANGE HIGHLIGHTED



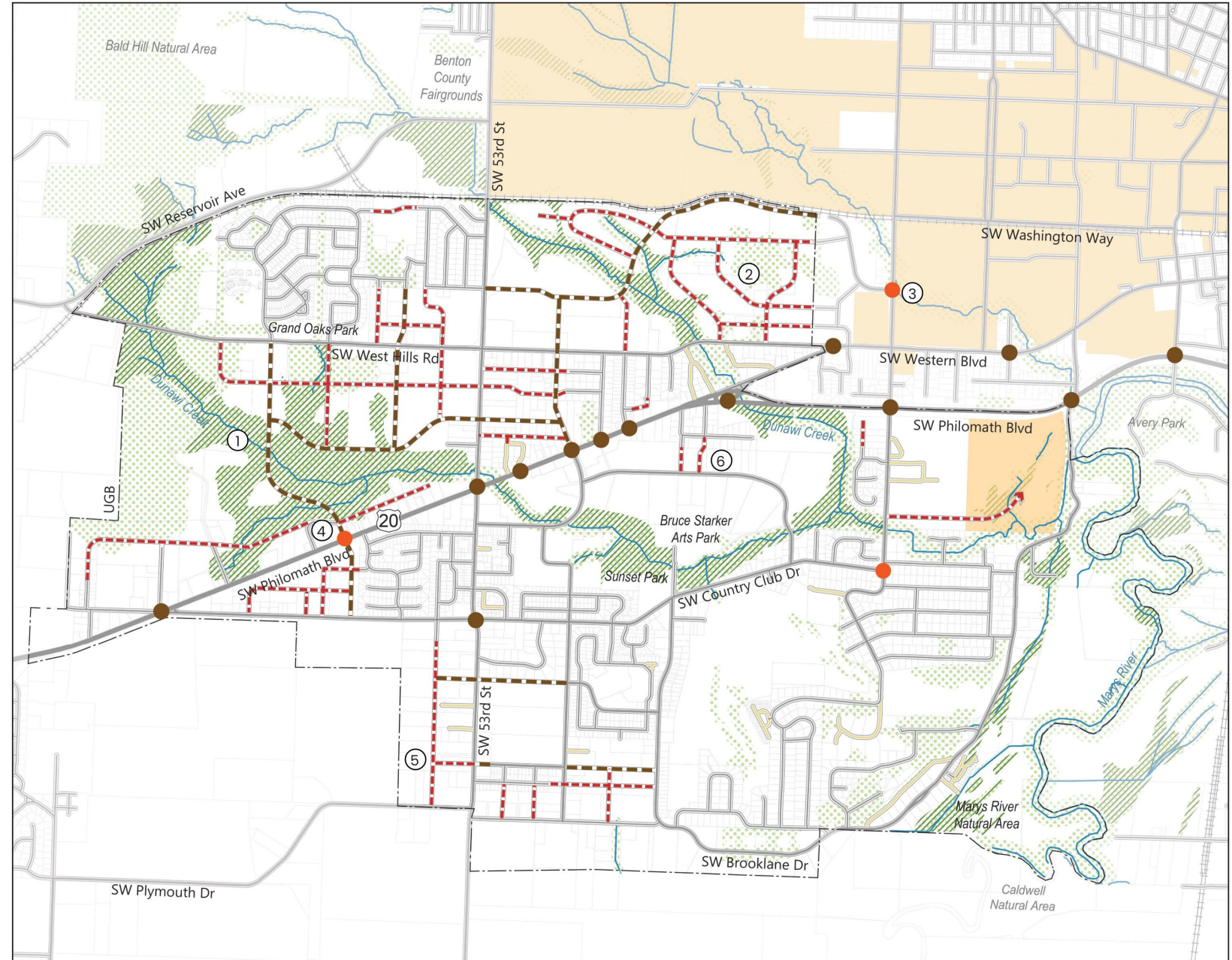
PROPOSED CHANGES TO COMP PLAN



DRAFT PREFERRED ALTERNATIVE ROAD NETWORK

- Existing Connection
- Existing (private drive)
- - - Primary Connection
- - - Secondary Connection
- Previously Identified Intersection Improvement
- Newly Identified Intersection Improvement

- ① Stream crossing, *exact location TBD*
- ② Adjusted street network around topography
- ③ Improved intersection for bike crossings
- ④ New primary intersection
- ⑤ Shifted street away from UGB
- ⑥ Street connection to Research Way

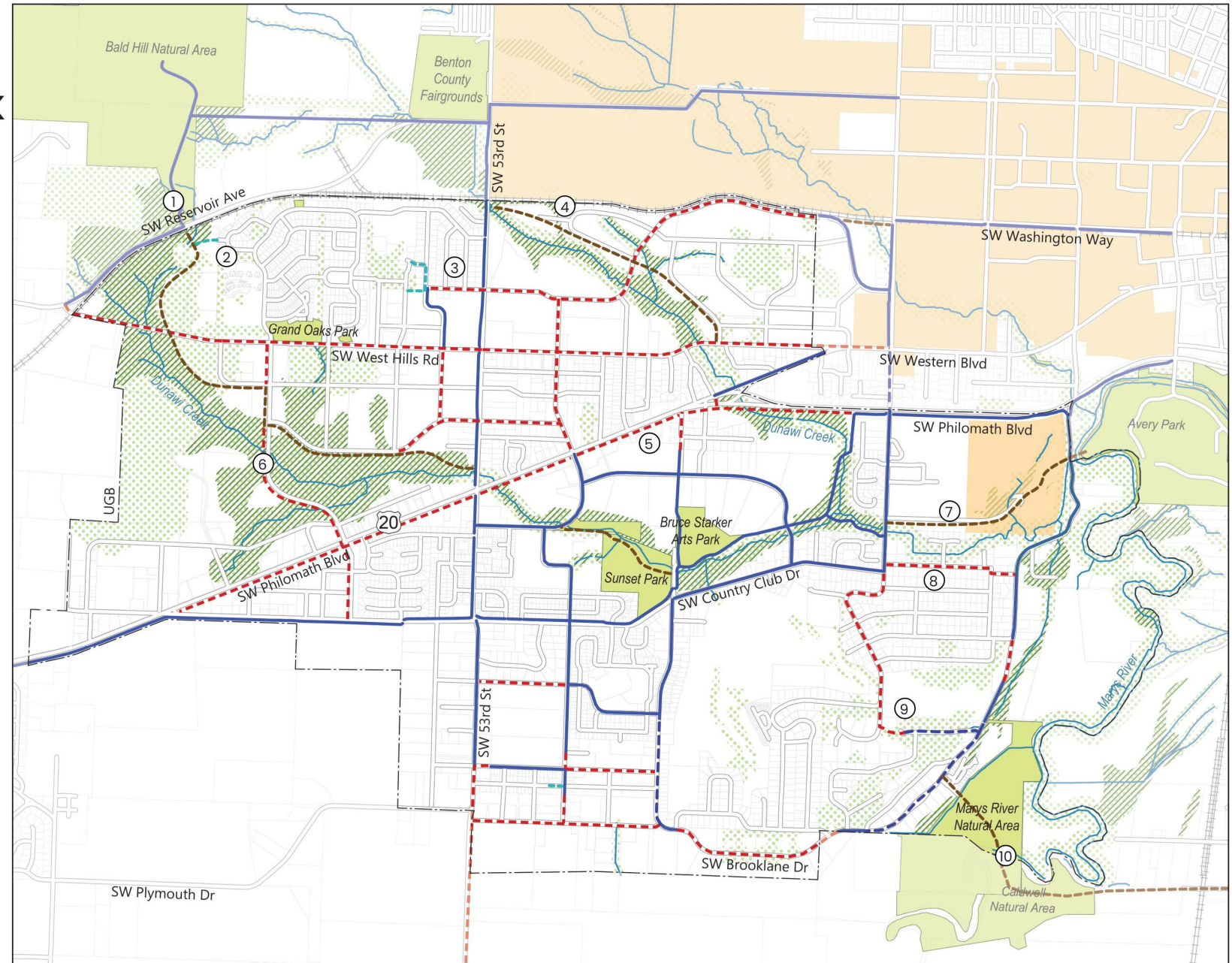




DRAFT PREFERRED ALTERNATIVE BIKE AND PED NETWORK

- Existing Network
- - - Proposed Bike Facility
- - - Proposed Pedestrian Facility
- - - Proposed Bike and Pedestrian Facilities
- - - Proposed Shared-Use Path

- ① Connection to Bald Hill Natural Area
- ② Connection to Timber Ridge Road
- ③ Willow Avenue Connections
- ④ Creek connection to 53rd
- ⑤ Shared use path on south side of Philomath Boulevard
- ⑥ Single vehicular and bike stream crossing
- ⑦ Connection through OSU farm
- ⑧ Ped and Bike improvements
- ⑨ Ped and Bike improvements
- ⑩ Marys River Crossing





Next Steps



Next Steps

Preferred Alternative

- Revised Memo #5 (Preferred Alt) – August 31

Implementation

- Draft Memo #6 (Public Investments) – September
- Draft Memo #7 (Multimodal Mobility Impact Assessment) – September
- Draft Memo #8 (Comp Plan & Code Amendments) – September
- TAW/CAW Meeting #5 – October
- Public Meeting #3 - October



Board of Commissioners

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Fax: (541) 766-6893

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Corvallis, Oregon 97333

bentoncountyor.gov

BOARD OF COMMISSIONERS MEETING

AGENDA ITEM SUMMARY

AGENDA PLACEMENT

Meeting Date: August 25, 2026

Section: Work Session

REQUESTING DEPARTMENT

Department: Health Services

Department Contact: April HOLLAND, Director
Rebecca Taylor, Manager

Meeting Presenter(s): April Holland, Health Services Director; Rebecca Taylor, Coordinated Homeless Response Office Manager; Benton County

ITEM INFORMATION

Item Title: Homeless Response Discussion

Item Category: Discussion Only

Time Requested (minutes): 90 minutes

Board or Committee Involvement: No

ITEM DESCRIPTION

Benton County, as the Regional Coordinator for the Statewide Shelter Program (SSP), is required to submit a Regional Assessment and Plan to Oregon Housing and Community Services (OHCS). On July 7, 2026, the Board of Commissioners approved Benton County's Regional SSP Plan and authorized its submission to OHCS. The plan outlines regional shelter priorities, identifies available resources, and reflects the shelter capacity Benton County can sustain under confirmed Phase 2 SSP funding. Because

Phase 2 resources are substantially lower than in Phase 1, Benton County now faces significant reductions in emergency shelter capacity unless additional funding is secured. The Board of Commissioners and Corvallis Council will receive updated information on funding shortfalls, anticipated shelter closures, system-wide impacts, and recent CHRO progress that depends on maintaining stable shelter capacity.

FISCAL IMPACT

Will this item have a fiscal and/or personnel impact? No

MANDATED SERVICE

Does this item involve a mandated service? (A mandated service is one required by law.): No

2040 THRIVING COMMUNITIES INITIATIVE

BOARD PRIORITIES

Homelessness and Housing Insecurity

FOCUS AREAS

Describe how this item advances the core values or focus areas of the 2040 Thriving Communities Initiative or supports a strategy of a County Department goal.

ADVERTISEMENT

Has this item been advertised?

No

ATTACHMENTS

1. 26.8.18_Joint_Staff Report from CHRO
2. Attachment A_SSP Regional Assessment and Plan_Benton 2026
3. CHRO Joint BOC_CC_26.08.025

STAFF RECOMMENDATION(S) AND RECOMMENDED MOTION(S)

Discussion only



Coordinated Homeless Response Office Staff Report
Board of Commissioners and Corvallis City Council
Joint meeting August 25, 2026

Overview

Benton County, as the Regional Coordinator for the Statewide Shelter Program (SSP), is required to submit a Regional Assessment and Plan to Oregon Housing and Community Services (OHCS). On July 7, 2026, the Board of Commissioners approved Benton County's Regional SSP Plan and authorized its submission to OHCS (Attachment A).

The plan outlines regional shelter priorities, identifies available resources, and reflects the shelter capacity Benton County can sustain under confirmed Phase 2 SSP funding. Because Phase 2 resources are substantially lower than in Phase 1, Benton County now faces significant reductions in emergency shelter capacity unless additional funding is secured.

This report provides the Board of Commissioners and Corvallis Council with updated information on funding shortfalls, anticipated shelter closures, systemwide impacts, and recent CHRO progress that depends on maintaining stable shelter capacity.

Phase 2 Funding Reality

Phase 2 SSP funding is insufficient to maintain Benton County's existing shelter system. Previous shelter capacity was made possible through a combination of SSP funding and several temporary state funding sources that are no longer available. Key considerations include:

- Funding available during Phase 2 SSP implementation period is significantly lower than Phase 1 implementation period.
- Previous shelter capacity was supported through a combination of SSP, OPSS, HB 5019, and other one-time funding sources that are no longer available.
- Without additional funding or replacement resources, Benton County will experience a reduction in shelter bed capacity during Fiscal Year 2026-27.
- Staff will continue pursuing local, state, federal, and philanthropic funding opportunities to reduce these impacts.

Shelter Capacity Outlook

The Regional Plan submitted to OHCS proposes a shelter capacity Benton County can sustain under currently available Phase 2 resources.

Total shelter capacity will decline later in the fiscal year unless additional funding is secured.

Shelter Program	Planned Capacity	Current Funding Outlook
Emergency Hotel Shelter	13 beds (through October 2026)	Hotel Shelter will cease beyond October 2026 unless additional funding is secured.
Men's Shelter	50 beds (through March 2027)	Funding beyond March 2027 remains uncertain
Room at the Inn	50 beds (through March 2027)	Funding beyond March 2027 remains uncertain
Safe Place	34-38 beds	Supported through current funding until June 30, 2027
Jackson Street Youth Services	10 beds	Supported through current funding until June 30, 2027

Recommended Funding Approach

The Board of Commissioners approved CHRO's recommendation to continue funding current Phase 1 shelter rather than conducting a competitive process.

This recommendation is intended to:

- preserve existing low barrier shelter capacity for as long as possible;
- minimize disruption to shelter providers and the people they serve;
- maintain continuity of operations while additional funding opportunities are pursued; and
- avoid unnecessary administrative burden during a period of declining resources.

Funding allocations continue to follow the same proportional methodology used during Phase 1 SSP.

Community Impacts of Reduced Shelter Capacity

If shelter capacity declines, impacts will extend far beyond homelessness programs and will affect multiple systems including:

- behavioral health and crisis services;

- emergency departments and emergency medical services;
- law enforcement;
- parks, libraries, and other public spaces;
- community organizations serving vulnerable residents.

Shelter closures would also impact street outreach, encampment response, and rehousing efforts by reducing safe stabilization for households transitioning out of unsheltered homelessness.

CHRO Staff Progress Update on Operational Work – Summer 2026

Despite current funding challenges, CHRO has made significant progress strengthening Benton County's regional homelessness response.

- Strengthening Multi-Agency Governance through HOPE Board Restructuring

CHRO staff led the restructuring and recruitment of the HOPE Advisory Board to strengthen multi-agency operational coordination. This evolution reflects HOPE's expanded transition from primarily policy development to operational implementation by ensuring the right agencies and decision-makers are consistently at the table. The updated structure also helps reduce duplication of information sharing and meetings by creating a clear, central forum where system updates can be distributed and where community members and elected officials can provide feedback and remain informed.

- Strengthening Regional Accountability and Strategic Advocacy

Engaged the community to complete Benton County's Regional Assessment and Plan for the Statewide Shelter Program (SSP). This work not only met state requirements but also positioned Benton County as a strong regional leader. Through thorough analysis, direct provider engagement, and clear communication of community needs, CHRO provided informed advocacy to the state, emphasizing what works in our region and pushing back against approaches that would place undue burden on local providers or residents. The CHRO's comprehensive planning processes continue to help influence state policy discussions, funding considerations, and program structure by bringing forward consistent, evidence-based feedback grounded in local experience.

- Building a Unified Pathway to Housing and Supports

CHRO is leading the implementation of a Universal Referral Process for Housing and Supports in partnership with shelter providers, and broader housing partners. This process integrates Coordinated Entry and creates one consistent, communitywide pathway for referrals, assessment, and documentation. CHRO is piloting the Universal Referral Form (URF) in summer and fall of 2026, refining it through partner feedback, and providing in-person training throughout summer and fall to build

shared practice across agencies. This work standardizes referral pathways, strengthens data accuracy through updated assessment and intake tools, aligns HMIS documentation, and deepens mutual accountability across providers. CHRO has also assumed leadership of twice-monthly coordinated entry case conferencing to provide localized leaderships and support.

- Proven Outcomes in Rehousing and Housing Stability

CHRO continues to serve as Benton County's lead entity for the state's rapid rehousing initiatives through the operation of the Flexible Housing Subsidy Pool (FHSP) Program. In its first year, FHSP successfully rehoused 54 households, continues to maintain a 94% housing retention rate, and recorded zero evictions, demonstrating proven, measurable outcomes and the effectiveness of our local rehousing model. The FHSP currently supports 59 households.

- Continuous Program Improvement and Coordinated Access

The FHSP is beginning to enroll our next round of 31 households and, rather than resting on early successes, has implemented several program improvements to strengthen outcomes and meet state and local obligations. These enhancements include fully integrating FHSP's referral and enrollment processes into the CHRO-led Universal Referral Form (URF) initiative, ensuring a unified, streamlined, communitywide pathway into supported housing.

- Expanding Housing Access Through Affordable Housing Unit Set-asides

CHRO has secured set-aside units with FHSP referral preference at two affordable housing sites, totaling nine units, creating reliable and dedicated pathways into permanent housing for participating households. In addition, CHRO is in active conversations with three other affordable housing sites to expand this set-aside model, further strengthening partnerships with local housing providers and increasing long-term housing opportunities for households served through our coordinated system.

- Upstream Outreach Strategies and Service First Encampment Coordination

CHRO is collaborating with CDDC, law enforcement, city parks, and county behavioral health to advance a service-first, housing-focused approach to encampment response. Supported by Housing 360 grant funds, this work is grounded in a structured reporting framework that uses standardized metrics and consistent documentation methods to track pretreatment engagement, housing navigation, and stabilization outcomes. By pairing upstream outreach strategies with clear data practices, CHRO and partners are strengthening alignment, improving transparency, and building measurable pathways from unsheltered homelessness toward housing.

- Establishing Supportive Transitional Housing Through Partnership

CHRO is partnering with the City of Corvallis to establish supportive transitional housing at city-owned units. CHRO is currently preparing to release an RFP for onsite supervision and services to ensure consistent support and stability for residents. These planned sites will be intentionally integrated with CHRO's broader system work, including FHSP, the Universal Referral Process, and Housing 360, to create a coordinated, service-supported pathway from unsheltered homelessness into stable housing.

What CHRO Needs From Leadership Moving Forward

As Benton County navigates significant funding challenges, maintaining momentum on the system improvements already underway will be essential. The restructuring of the HOPE Advisory Board reflects the growing understanding that an effective homelessness response cannot rest on any single agency – it requires shared responsibility and consistent collaboration across all partners who influence shelter, housing, outreach, behavioral health, and public safety. Having the right agencies engaged and working together is central to our ability to coordinate resources and address emerging needs.

To support this coordinated structure, CHRO asks leadership to reinforce HOPE as the primary forum for multi-agency alignment, communication, and operational coordination. Continued encouragement of active participation, clear communication through the HOPE structure, and support for collaborative problem-solving will strengthen our ability to pursue local, regional, and state solutions to the shelter funding shortfall. With aligned leadership and consistent engagement, our community will be better positioned to weather the challenges ahead and continue advancing a unified, effective homelessness response system.

REGIONAL ASSESSMENT AND PLAN TEMPLATE

About the Regional Assessment and Plan

The purpose of this Regional Assessment and Plan is to detail the services and outcomes planned for Regions supported with Statewide Shelter Program (the “Program”) Grant funds. Regional Coordinators are required to actively seek and incorporate community input into their Regional Assessment and Plan. This process must involve collaboration with Planning Partners to include, for example, Shelter Providers, local jurisdictions, housing authorities, community action agencies, Continuums of Care, Day Center service providers, Street Outreach providers, rehousing services providers, county mental health providers, coordinated care organizations, individuals with lived experience, culturally responsive organizations, and tribes. Regional Coordinators that have existing planning bodies are encouraged to leverage existing partners.

Regional Coordinators must submit a Regional Assessment and Plan to Oregon Housing and Community Services (“Agency”) as outlined below. Agency may request amendments to this Regional Assessment and Plan based on updated allocations in 27-29 or legislative mandates.

Due Date	Regional Assessment and Plan Implementation Period
April 30, 2026	July 1, 2026 – June 30, 2029
April 30, 2029	July 1, 2029 – June 30, 2031

Regional Coordinators must submit Regional Assessment and Plan documents to Agency via email to: HSD.HomelessServices@hcs.oregon.gov.

Subsequent Regional Assessment and Plan documents must be updated and provided to Agency every two years and are subject to Agency’s approval.

Regional Coordinator Information

Regional Coordinator:	Benton County Coordinated Homeless Response Office		
Regional Assessment & Plan Period:	July 1, 2026 – June 30, 2029	Date Submitted:	June 29, 2026
Region(s) Served:	Benton County		
Planning Partners:			
Submitted By (Name):	Rebecca Taylor		
Email:	rebecca.taylor@bentoncountyor.gov		
Phone:	541-766-6787		

Shelter Inventory

1. **Shelter Inventory.** In the table below, please provide the number of each type of Shelter bed or STEPS sleeping space available in your Region(s). Please consult the [Statewide Shelter Program Manual](#) for the definitions of these Shelter types and STEPS prior to completing the table. For purposes of the Program, a sleeping space refers to a distinct area within STEPS intended to accommodate an individual or an entire Household. For example, a single Vehicular Camping spot counts as one sleeping space, regardless of how many people occupy the vehicle. Similarly, a single Conestoga Hut that is classified as STEPS rather than Shelter counts as one sleeping space, regardless of how many people occupy that unit. **Do not duplicate** any Shelter beds or STEPS sleeping spaces across categories; each bed or sleeping space should be counted only once under the most appropriate Shelter or STEPS type and population served. For example, Shelters that specialize in serving survivors of Domestic Violence should be listed under the Domestic Violence (DV) population category only, and not under other population types. In addition to completing the table, attach the 2025 Housing Inventory Count ("HIC") for your Region(s). Please include all available Shelter beds or STEPS sleeping spaces available in your Region(s), those that may not be funded by this grant will also need to be provided.

Shelter or STEPS Type	Population(s)	Total Year-Round Beds or sleeping spaces	Total Inclement Weather Beds or sleeping spaces	Total Beds or sleeping spaces
Low-Barrier Housing Focused Shelter (Unity Microshelters and motels & CARDV)	Adult(s) with Children (motel beds in 10 rooms)	20		20
	Adult Only (microshelter beds in 34 units)	44		44
	Youth			
	Survivors of DV (CARDV)	8		8
	Other: Inclement Weather Shelter (populations vary)		70	
Low-Barrier Basic Overnight Shelter (Unity men's and women's shelter & JSYS)	Adult(s) with Children			
	Adult Only	100		100
	Youth (JSYS)	10		10
	Survivors of DV			
	Other:			

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Recovery-Based Housing Focused Shelter (COI 95 beds)	Adult(s) with children	58		58
	Adult Only	37		37
	Youth			
	Survivors of DV			
	Other:			
Recovery-Based Basic Overnight Shelter	Adult(s) with children			
	Adult Only			
	Youth			
	Survivors of DV			
	Other:			
Low-Barrier STEPS				
Recovery-Based STEPS				
Other:				

Impact Assessment

Baseline Data

Agency will use the Baseline Data provided here to evaluate outcomes for the upcoming Regional Assessment and Plan period. The following questions will help Agency understand the current landscape of your Region(s).

- 1. Unsheltered Homelessness.** How many people in your Region(s) experienced Unsheltered homelessness in 2025 according to the 2025 Point in Time ("PIT") count?

ANSWER: 261 Individuals.

- 2. Outcomes.** Input the Shelter, Street Outreach, and STEPS outcomes the from your Region(s) for the period July 1, 2024 – June 30, 2025. Agency recognizes Regional Coordinators may have varying levels of expertise and experience with Homeless Management Information System (HMIS) or comparable databases. If you do not have the information requested below, please describe your

plan to obtain these metrics for your Region(s). If you need additional resources or support, please contact Agency's grant administrator.

ANSWER: In our community, consistent data quality and collection has been negatively affected by lack of funding or inconsistent funding for shelter and street outreach staffing. When shelter providers are forced to lay off staff due to delays in funding and inconsistent funding, we lose that staff knowledge, training, and data inputting. It takes time to recruit, train, and build quality data reporting habits at the staff level. Having a state funding stream that is dedicated, annual, and reliable will ensure maintained staffing levels so that staff knowledge and data reporting training can be maintained too.

- a. Provide the percentage of Households who exited to a permanent housing destination from each applicable project type. Permanent housing destinations are described in the HMIS Data Standards manual which can be found on the [HMIS Learning Library](#). Include Shelters, STEPS and Street Outreach projects that you intend to support with SSP. (Calculation: total # of Households exiting to a permanent housing destination/total # of Households exiting the Program)

- i. Required: Permanent housing placements from Shelter (all Shelter types): 30%

ANSWER:

Total: 470 exits with 141 exits to Permanent Housing (for all Unity Projects and COI)

- COI: 68 exits with 37 exits to Permanent Housing
- Unity Shelter: 426 exits with 108 exits to Permanent Housing
- JSYS: due to the nature of serving underage youth who cannot have their own housing situation, their data shows exits to Foster homes and living situations deemed "Temporary Placements" in HMIS, such as "Staying or living with Family." 19 exits out of 20 exits were to Foster or Temporary situations. We did not include JSYS in the 30% as they had zero exits to what is deemed a permanent placement due to their underage youth.

A. Permanent housing placements from Basic Overnight Shelter): 7% (Unity Shelter Men's and Women's data only)

B. Permanent housing placements from Housing Focused Shelter): 62% (203 Exits (COI and Unity Shelter Hotel and SafePlace) with 127 exits to Permanent housing).

ANSWER:

- Unity is 66% (135 exits with 90 exits to permanent housing.)
- COI: 55% (37 people out of 68 with exit destinations.)

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- ii. If applicable: Permanent housing placement from Safe Temporary Emergency Placement Sites (STEPS): % **N/A**
- iii. If applicable: Permanent housing placement from Street Outreach: %
- b. Provide the percentage of Households who exited to Unsheltered Homelessness, as captured by the exit destination: “place not meant for habitation.” Include all Shelters in your Region(s) for which you have sufficient data to include in this calculation. (Calculation: total # of Households exiting to “Place not Meant for Human Habitation”/total # of Households exiting a Shelter project under the Program)
 - i. Required: Exits to Unsheltered homelessness from Shelter (all Shelter types): 51% (504 total exits with 258 total exits to unsheltered homelessness).
 - A. Exits to Unsheltered homelessness from basic overnight Shelter: **73%**

ANSWER:

- Unity Shelter (Men’s and Women’s): 301 exits with 222 exits to unsheltered homelessness.

B. Exits to Unsheltered homelessness from Housing Focused Shelter: **17%**

ANSWER:

- COI: 68 exits with 17 exits to unsheltered homelessness = 25%
- Unity Shelter (Hotel and SafePlace): 135 exits with 19 exits to unsheltered homelessness = 14%

- ii. Provide the percentage of Households with exits to Other Destinations (No exit interview completed, Other, Client Doesn’t Know, Client Refused, Data not Collected)

ANSWER:

For Unity and COI, 13 Total persons exiting to destinations that excluded them from the calculation. 3 persons with data not collected.

- c. Describe how you came to these numbers, including whether these include duplicated or unduplicated Household numbers. Include any qualifiers or omissions due to insufficient data.

ANSWER:

David Mulig from our CoC (Oregon Community Continuum of Care, OC3) provided directions on how to pull this data from HMIS (Attachment “BOS OHCS SSP Data Outcome Data Procedures”). However, due to the issues outlined in other sections regarding capacity and training, data in HMIS may be unreliable until adequate and sustained funding provides a stable foundation for staff capacity and training for accurate data reporting. It also took weeks of back and forth with our CoC to obtain the right levels of

permission and access within HMIS for all of the providers in Benton County. This data access is not something that the CHRO has built expertise in yet. The CHRO did not have access to Unity Shelter's men shelter data until Friday 6/26/26, one business day before this report was due on Monday 6/29.

JSYS shared the following response to this question: Using WellSky's Business Intelligence tool to query the HMIS dataset, they applied count calculations against the total clients served, segmented by "Prior Living Situation (43)" and "Where did the youth exit to? (9844)". Totals were filtered to match the specified criteria and calculated as a percentage of the overall population served.

Assessing Disproportionality and Disparities

To address racial inequities in Oregon's homelessness response systems, Regional Coordinators must analyze data to identify racial disparities in their Region(s). The following questions seek to determine whether Program outcomes vary depending on the race and ethnicity of Households experiencing homelessness. This information is necessary to understand where gaps and opportunities exist to better reach all community members experiencing homelessness.

1. **Sheltered and Unsheltered Impacts.** Use the Agency-provided Disparities Analysis tool to understand the impact of homelessness at the subpopulation level in your Region(s). Which racial and ethnic subpopulations are disproportionately impacted by homelessness in your Region(s)?

ANSWER: OHCS's Disparities Tool shows high prevalence in our American Indian/Alaska Native (0.034) and Native Hawaiian and Other Pacific Islander populations (0.036) – showing more than 3 in 100 people for each population experience homelessness.

The data from the Disparity Analysis tool aligns in part with our findings. A more detailed breakdown of Benton County 2025 PIT data shows:

- Black/African American population makes up 6.9% of the counted homeless population (and 10.4% of the sheltered homeless population), but only 1.1% of the County's total population.
- American Indian/Alaska Native/Indigenous population makes up 6.4% of the counted homeless population, but only 0.4% of the County's total population.
- Native Hawaiian/Pacific Islander population makes up 2.9% of the counted homeless population, but only 0.2% of the County's total population.

These results align with our HB 5019 Community Planning work, through which our community identified people who identify as Black or African American and people who identify as Native American, Alaska Native, or Indigenous as overrepresented groups in our homeless population. There are also populations beyond racial/ethnic identities that our community identified as having a disproportionately high risk of experiencing unsheltered homelessness. Based on previous community planning activities (specifically our HB 5019 Local Planning Group and related outreach) and quantitative data from the local PIT count and HMIS, our work to date has also prioritized the following communities:

- Families with children. Households in this group face financial instability and unique housing barriers, causing heightened homelessness risk.
- People with high and complex needs: people with behavioral health issues, disabilities, and aging-related challenges are disproportionately impacted. Benton County HMIS data shows 87.3% of homeless individuals have a mental health disorder; over 25% report drug use. This group also include people with high needs who don't qualify for specific programs.

2. Disparate Outcomes. Identify the subpopulations in your Region(s) that experience differences in accessing Shelter and disparate Shelter outcomes, such as placements into permanent housing from Shelter and returns to Unsheltered homelessness. You may use the Agency-provided Race & Ethnicity Equity Mapping Tool or a different methodology. Attach the Agency-provided Race & Ethnicity Equity Mapping tool or other methodology and data used to determine these disparities.

ANSWER: While our community is working to improve and expand our data collection and analysis capacity, we do not yet have reliable, big picture data that illustrates disparate outcomes for our homeless population. As noted in the "Baseline Data" section above, lack of funding or inconsistent funding for shelter and street outreach staffing directly and negatively impacts data collection and data quality.

Of the 35 Black/African American people counted in the PIT, 30 were in shelter and 5 were unsheltered. This could indicate successful focus on getting this population into shelter. By contrast, of the 35 American Indian/Alaska Native/Indigenous counted in the PIT, 23 were unsheltered, which could reflect a disparate outcome for connecting our Tribal community members to shelter.

Our HMIS data shows some outcomes by race/ethnicity for exits from shelter into permanent housing. For Unity and COI, 141 people have exits in HMIS out of the 470 persons captured in HMIS during our 2024-25 data report. Of the 141 exiting shelter into permanent housing situations, there were 13 AI/AN (9%), 8 Black (5.6%), 8 Native Hawaiian or Pacific Islander (5.6%), and 86 white (60%).

Compared to the overall racial and ethnic representation of the 470 people in shelter, where we see 26 AI/AN (5.5%), 25 Black (5.3 %), 10 Native Hawaiian or Pacific Islander (2%), and 334 white (71%). The only racial/ethnic group seeing disproportionately lower outcomes from shelter are White people with only 60% finding permanent housing placements while they make up 71% of the shelter population.

3. Culturally Responsive Services. What culturally responsive services are available and accessible to the subpopulations identified as facing disparities in your Region(s)? As a Regional Coordinator, how will you ensure impacted populations are connected to available services in your SSP funded projects? What services are needed but not currently available? How will you and your partners work toward making these services available? How will you work toward more equitable outcomes for SSP funded projects in your Region(s)?

ANSWER: As a county program, the CHRO has access to all of the culturally and linguistically responsive services provided through the county. Our organization can provide translation services in Spanish, American Sign Language, and Tagalog. For language services not provided directly by county programs and staff, Benton County maintains contracts with the following language service providers:

- Language Line Solutions: Provides translation services, over the phone or video interpretation.
- Professional Interpreters: Provides in-person interpretation services.
- Tri-County ASL Interpreters: Provides in-person interpretation services
- AMN Health Care Language Services.

The CHRO is guided by a commitment to advance equity for communities disproportionately affected by housing instability and homelessness and to reduce barriers to housing for these communities. We coordinate a system of care that addresses the complex needs and barriers of people experiencing homelessness, such as discrimination, lack of available units for large families, and histories of convictions, evictions, and bankruptcy.

The CHRO intentionally incorporates service delivery approaches, through capacity building, contract agreements, and training to support improved racial and ethnic equity, culturally specific and responsive services, Housing First, low barrier, evidence-based practices, trauma-informed care, and harm reduction approaches. Subgrantee selection for street outreach and case management funded through the CHRO evaluates organizations based on their ability to provide culturally responsive and trauma-informed services to ensure these values are practiced in all facets of the program.

Culturally specific organizations that we currently partner with include:

- Faith Hope Charity provides peer support to communities of color, with specific expertise in working with people who identify as Black and justice-involved individuals, including those with felony convictions and/or who are currently incarcerated.
- NAACP Linn-Benton Chapter's Housing Committee advocates for access to affordable housing, combats housing discrimination, and addresses homelessness concerns for the Black community and other communities of color.
- Casa Latinos Unidos supports the local Latinx community comprehensively through a wraparound and system-navigation program that assists individuals and families meet their basic needs and find resources across the social determinants of health. They provide rental emergency support, translate documents, help complete applications for services and benefits, and assist people making legal and medical appointments.
- School Districts: there are four school districts within Benton County (Corvallis, Monroe, Philomath, and Alsea) that serve as primary contacts and resources for families with children.
- Community Outreach Inc (COI) is the primary shelter provider serving families with children in Benton County. COI's offers transitional housing and support to navigate families into stable housing with an array of support services including behavioral health treatment along with medical and dental.

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- Strengthening Rural Families (SRF) serves the rural areas outside of the City of Corvallis in Benton County and offers financial, medical, and educational assistance to individuals and families with children. SRF is a strong partner with regional and local organizations, offering resources, support to rural communities, and providing programing for their two initiatives – rural parenting and rural health.
- Oregon Cascades West Council of Governments (OCWCOG)'s Senior and Disability Services department serves as both the Area Agency on Aging (AAA), and the Medicaid long-term care agency for Benton, Lincoln, and Linn Counties.

For strategies on how to address equitable outcomes, we will work on data collection improvement in partnership with the state and local providers to improve our understanding of disparate outcomes. Because our data is currently incomplete for outcomes, it is premature to attempt to state what specific strategies we would use to address disparate outcomes. With improved data clarity and insights, we plan to develop strategies to address disparities as funding allows.

Community Engagement

Engagement Summary. Regional Coordinators are required to engage with their communities to ensure their perspectives and experiences inform regional priorities. Community engagement is critical to understanding and tailoring services to the specific needs of each Region, and integrating and supporting the sovereignty of tribal governments in your Region(s) is an essential part of administering the Program. This engagement should include both qualitative and quantitative data collection to develop a comprehensive understanding of the challenges and needs related to Unsheltered homelessness in your Region(s).

Please attach or include your community engagement summary below. You may use or build upon existing engagement plans, but this community engagement summary must minimally include the following elements:

- A list of any federally recognized tribes of Oregon with ancestral lands or a service area within your Region(s), along with documentation of engagement or attempted engagement with those tribe(s);
- A list of Planning Partners you engaged and the subpopulations they support;
- Efforts made to ensure that perspectives of disproportionately impacted groups experiencing homelessness, culturally responsive organizations, frontline service providers, and tribal governments inform Regional priorities;
- How and to what extent the Planning Partners are involved in decision-making processes;
- Feedback and input gathered; and
- Any additional qualitative or quantitative data that was shared for you to better understand the impact of homelessness on disproportionately impacted groups.

ANSWER:

Tribal Outreach

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For our neighbors who identify as Native American, Alaska Native, or Indigenous, it is important to note there is no federally recognized tribe within the geographic limits of Benton County. Benton County is located within the ancestral homelands of the Kalapuya people. The two closest federally recognized tribes are the Confederated Tribes of Siletz Indians and Confederated Tribes of Grand Ronde in neighboring counties. Through our HB 5019 community planning engagement and outreach, we have connected with a contact at the Siletz Tribal Housing Department.

Planning Partners Engaged:

Partner Organization	Population(s) Supported
City of Corvallis	Affordable housing development
Corvallis Daytime Drop-in Center	Low-income, people experiencing homelessness
Corvallis Housing First	Low-barrier supportive housing, people experiencing homelessness
Community Services Consortium	Low-income, people experiencing homelessness
Community Outreach Inc. (COI)	People experiencing homelessness, families/children, veterans
CHANCE	Substance use
Oregon Cascades West Council of Governments	Older people and people with disabilities
Corvallis School District (McKinney-Vento)	School-age youth and families
Individuals with lived experience of homelessness	People experiencing homelessness
Linn-Benton Housing Authority	Low-income, people experiencing homelessness
Linn Benton Health Equity Alliance	Black, Indigenous, Latine, and Non-binary led grassroots coalition
OHCS	
City of Philomath	Local government
CARDV	People/families leaving domestic violence
Oregon Community Continuum of Care	Oregon Continuum of Care for Balance of State, comprising 26 counties; HMIS Coordinator
Casa Latinos Unidos	Latinx
DevNW	Affordable housing, low income households
ODHS	Low-income, families, people experiencing homelessness, workforce development
Stone Soup Corvallis	Low-income
Unity Shelter	Low-income, people experiencing homelessness
Jackson Street Youth Services	Youth
Faith Hope and Charity	Black-led, BIPOC focused for basic needs and shelter/housing
Benton County Behavioral Health	Mental Health safety net services and behavioral health housing.
Samaritan/IHN CCO	Social Determinants of Health
United Way of Linn Benton Lincoln	Low-Income

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Crossroads	Low-Income, people experiencing homelessness, homelessness prevention
We Care Corvallis	Economically vulnerable
Rural Rainbow Coalition	LGBTQ+

Perspectives Informing Regional Priorities

As part of our work in response to the emergency of homelessness declared by Governor Kotek in January 2023 and the resulting HB 5019, Benton County called on our community to engage in the Local Planning Group (LPG) in the summer of 2023. The Coordinated Homeless Response Office (CHRO) hosted two LPG meetings in July with more than 30 attendees (included in the list above) who characterized a broad representation of our community including including rural partners, people who have experienced homelessness personally, service providers who help individuals and families transition out of homelessness, first responders, elected officials, LGBT community members, Black community members, biracial community members, OSU students, and members of the faith-based community.

In addition, we collected information from our community (primarily homelessness service providers) through an online survey. This survey incorporated questions from the EO 23-02 Planning Template and provided an opportunity for our community to provide qualitative feedback to supplement the available quantitative data. For those that were unable to attend the meetings, CHRO staff conducted individual outreach, making time for individuals and organizations to share their experience and input.

To engage and include our community partners in the development of this Regional Assessment and Plan, the CHRO hosted two local planning groups in the month of April 2026, that included the same representation from our LPG planning initiatives, as well as one-on-one meetings with shelter providers. The two local planning group meetings provided opportunities for feedback on any new barriers to housing or overrepresented groups that are experiencing homelessness. We asked these same questions three years ago during the local planning process for HB 5019. We received rich feedback about new groups experiencing homelessness and continued barriers to housing.

Feedback Gathered

Community outreach and input gathered in 2023 through our Local Planning Group identified the three initial focus populations as described above: racial/ethnic groups who are overrepresented in the local homeless population (i.e., people who identify as Black/African American and American Indian/Alaska Native/Indigenous); families with children; and, people with high and complex needs including behavioral health diagnoses, disabilities, and/or aging-related challenges.

Additional outreach conducted in April 2026 to support SSP planning, confirmed these three populations are still over-represented in the Benton County homeless population and face significant barriers to shelter, housing, and supportive services. In addition, group discussion added the following populations:

1. LGBTQ+ People and Trans Individuals
2. Hispanic/Latinx households

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3. Immigrant and/or asylum-seeking households
4. People with justice system involvement

Decision Making

The Home, Opportunity, Planning, and Engagement (HOPE) Advisory Board to Benton County includes key operational leaders, including the highest operational decision maker and an elected official, to support coordination across funders, service providers, and policy makers. The Board provides regional insight and strategic guidance to help ensure that community perspectives, service system needs, and engagement with tribal governments and communities inform planning and implementation.

The Coordinated Homeless Response Office (CHRO) is organizationally housed within Benton County government. As a result, major policy and funding decisions must follow the County's public decision-making processes. CHRO staff integrate qualitative and quantitative feedback gathered through community engagement activities and use this information to develop data-informed recommendations. These recommendations are brought to the Benton County Board of Commissioners (BOC) when required for final decision-making authority.

To ensure transparency and accountability, CHRO staff present updates, analysis, and proposed actions to the BOC in public meetings. This structure ensures that community engagement, advisory board guidance, and statutory public-process requirements all work together to inform regional priorities and decisions related to reducing unsheltered homelessness.

Community Barriers

1. Barriers to Sustaining Shelter Capacity. Identify any immediate or major barriers to sustaining Shelter capacity in your Region(s).

ANSWER: A major barrier to sustaining shelter capacity in our community is the instability, fragmentation, and structure of available funding. While overall funding levels are a concern, the deeper challenge is that shelter programs rely on short-term, inflexible, and unpredictable funding cycles. Annual grant renewals, one-time allocations, and inconsistent eligibility rules make it difficult to maintain steady operations, plan for future capacity, and avoid disruptions in service. Even when the community is supportive of shelter siting, long-term operational sustainability is most affected by reliable funding streams rather than local opposition.

Shelters also face challenges in offering competitive wages needed to recruit and retain qualified staff. Shelter work requires specialized skills and involves high levels of stress, yet the funding environment often restricts wage levels and prevents providers from offering stable, full-time positions with benefits. Staffing shortages and turnover directly affect the ability to maintain consistent bed capacity, ensure safety (of guests and staff), and provide the level of support necessary for participants to progress toward stability.

Inflexible funding structures further limit the ability to adapt shelter operations to local needs. Restrictions on how funds can be used—such as limitations on staffing models, service design, or operational costs—make it difficult to respond to emerging needs or innovate to improve outcomes.

One-time donations and short-term funding bridges help temporarily, but they do not provide a sustainable foundation.

Ultimately, sustaining shelter capacity requires not just funding, but funding that is predictable, flexible, and aligned with the staffing and operational realities of low-barrier, 24/7 shelter environments. Without long-term financial stability and the ability to maintain a skilled workforce, shelter capacity remains vulnerable to fluctuations year over year.

2. Strategies for Sustaining Shelter Capacity. Identify strategies you will implement to overcome the barriers to sustaining Shelter capacity.

ANSWER: The CHRO utilizes a lean staffing model to ensure that the maximum amount of funding secured is concentrated on direct services and shelter operations. By maintaining minimal administrative structure, the CHRO preserves resources for frontline capacity, system coordination, and shelter expansion or stability. The CHRO also works to align city-county (i.e., Corvallis and Benton) funding priorities to strengthen systemwide impact and leverage available funding.

A core strategy for sustaining shelter capacity is ongoing advocacy with state partners to simplify and reduce administrative requirements placed on local jurisdictions. Excessive administrative burden diverts limited funds away from service delivery and creates operational inefficiencies. CHRO participates in statewide workgroups, engages directly with state agencies, and elevates local experience to encourage streamlined reporting, more flexible funding structures, and clearer guidance.

Another strategy is supporting local providers to build their shelter and service capacity. CHRO continuously evaluates internal processes to eliminate unnecessary steps and integrates data systems to reduce duplication for providers. We are developing a centralized service referral system to reduce duplication of services improve outcomes for people when resources are limited. We also deliver robust training and support for our community-wide provider network to improve service delivery and impact. In addition, the CHRO is partnering with United Way to steward a shared volunteer recruitment portal, reducing provider burden and increasing volunteer access. Finally, our data capacity and quality efforts include leading and improving the annual Point-in-Time Count to enhance data accuracy and inform policy and funding decisions.

These strategies collectively support long-term shelter sustainability by maximizing the proportion of resources available for direct programming, supporting provider capacity, improving data collection and quality, and reducing systemic inefficiencies that strain local capacity.

3. Barriers to Housing Placement and Stability. Identify any immediate or major barriers to housing placement and stability in your Region(s).

ANSWER: Many barriers remain to housing placement and stability in our Region. Here are four key barrier areas.

- A. Barrier: instability of funding for low-barrier shelter operations. This challenge reflects broader statewide and national trends in shelter funding, which create uncertainty for programs that rely on consistent operational support. When funding is unpredictable, shelters face difficulties

maintaining staffing levels, preserving bed capacity, and providing the stable environment needed for people to transition out of homelessness.

Low-barrier shelters play a critical role in helping individuals stabilize, meet basic needs, and engage in housing navigation. When shelter capacity fluctuates or is reduced due to funding volatility, individuals remain unhoused for longer periods, often in settings—such as tents, vehicles, or unmanaged outdoor locations—where safety concerns and competing survival needs make it significantly harder to work toward housing placement.

Instability in shelter funding also leads to staff turnover and disruptions in service continuity, which can create additional barriers in the housing process. Consistent, well-staffed shelters support stronger relationships with participants and ensure reliable pathways from crisis response to permanent housing.

- B. Barrier: heavy reliance on the private rental market to achieve rehousing outcomes. Most households exiting homelessness must be placed in private-market units, where landlords set their own screening criteria and risk thresholds. While some property managers demonstrate flexibility when strong relationships and support services are in place, many screening practices continue to exclude individuals with histories of homelessness, poverty, evictions, or justice involvement. This creates a structural gap between the expectations placed on service providers, who operate under low-barrier, Housing First, and voluntary engagement principles, and the expectations of private property owners, who must manage financial and operational risk. Providers work to build trust and offer consistent support, but without stable and predictable risk-mitigation tools, property owners often remain cautious about accepting applicants with higher barriers.

Programs such as landlord guarantee funds play an important role in reducing landlord risk and supporting access to units. However, periods of uncertainty or interruption in the availability of these tools can weaken trust and participation among private landlords, even when efforts are underway to reinstate or strengthen them. The absence of reliable financial safety nets limits the number of units available to households with the highest barriers.

Additionally, households exiting homelessness are competing in a tight rental market against applicants who do not present the same perceived risks, making it challenging for service providers, who operate with limited budgets, to secure units consistently. Together, these factors restrict access to available rental housing and create delays in rehousing, extending the time individuals remain unhoused and slowing progress toward long-term housing stability.

- C. Barrier: lack of skilled case management (and similar) workforce and dedicated, sustained funding. Many households exiting homelessness require more support than what short-term rehousing models, such as Rapid Rehousing (RRH), were originally designed to provide. Housing case management is a skilled profession requiring time, training, and continuity. Staff support people in building daily living skills, navigating crises, and maintaining stability, work that often spans multiple years.

At the same time, the community has extremely limited access to Permanent Supportive Housing (PSH), which is intended for households needing lifelong or near-lifelong services. As a

result, a large portion of the population falls into a “missing middle”: individuals and families who need ongoing, flexible support that is more intensive than RRH but not as comprehensive as PSH. Annual grant cycles, unpredictable funding renewals, and limited-service dollars make it difficult to recruit and retain qualified case managers. The instability of program funding also prevents providers from offering full-time, competitive positions, which is particularly challenging in a county with one of the highest rent burdens in the state.

These workforce and funding constraints directly impact housing stability. When programs cannot maintain consistent staffing or provide the level of support needed, households with significant barriers are more likely to struggle, cycle back into homelessness, or require higher levels of intervention later. Without investment in sustained housing case management and service capacity across the continuum, not only in PSH, rehousing pathways remain fragile, and long-term stability is harder to achieve. Also, low funding amounts mean we cannot recruit people who can afford to live in Benton County which has the highest rent burdened city in the state of Oregon

A housing program is not just the forms, policies, and procedures on paper. These housing programs only run with paid staff who have been recruited, trained, managed, and funded sustainably so that they can commit to doing this work.

- D. Barrier: absence of a standardized, comprehensive training curriculum for housing case managers. Case management practices and staff competencies vary widely across communities, leading to uneven service quality and inconsistent participant outcomes. The expectations placed on case managers particularly under low-barrier and Housing First models require a high level of skill in de-escalation, tenancy support, crisis navigation, harm-reduction competencies, and housing retention strategies. However, no statewide training framework currently exists to ensure that staff across all regions have access to the same foundational, evidence-based competencies.

Organizations such as the Corporation for Supportive Housing (CSH) have the expertise and capacity to develop and deliver a standardized curriculum. Investment in a statewide training model would create a consistent baseline of knowledge and practice across providers, strengthen workforce readiness, and support the outcomes the state is seeking. This type of structured, statewide approach to training would be more effective than ad-hoc or inconsistent technical assistance, which places the burden on local jurisdictions to create or purchase their own training resources.

At present, statewide shelter and housing program expectations are increasing, but the training infrastructure to support those expectations has not kept pace. Variation in local staffing structures, funding levels, and resource availability means that communities are not equally equipped to meet standardized performance benchmarks. Without accessible, high-quality, statewide training and ongoing professional development, service providers face challenges in building a stable, skilled workforce capable of delivering consistent and effective housing stability interventions.

This gap in training infrastructure ultimately affects participant outcomes: when case managers lack adequate preparation or ongoing support, it becomes harder to maintain housing stability, prevent returns to homelessness, and ensure long-term success for households with complex needs.

4. Strategies for Housing Placement and Stability. Identify strategies you will implement to overcome the barriers to housing placement and stability.

ANSWER: The CHRO is implementing a comprehensive set of strategies focused on strengthening the full continuum of housing services, reducing gaps between program models, and supporting providers with the structure and resources needed to achieve consistent housing outcomes.

A. Building a Cohesive, Competent Continuum of Services

Rather than relying on isolated programs, the CHRO is working to establish an integrated continuum that aligns outreach, shelter, transitional options, and permanent housing interventions. This includes:

- Mapping services and funding across the continuum and leverage every available resource efficiently
- Implementing a Universal Referral Process to reduce duplication and streamline housing pathways.
- Formalizing best practices and expectations through contract agreements and shared accountability structures as demonstrated by our Flexible Housing Subsidy Pool.
- Providing direct practical technical and operational support to partners to strengthen competency and ensure continuity between each step of the rehousing process.

B. Strengthening Case Management Quality and Capacity

To support long-term housing stability, the CHRO is working with partners to:

- Promote consistent standards for case management practices across providers.
- Encourage adoption of emerging statewide training models.
- Provide coaching, peer learning opportunities, and support for agencies to build internal capacity and retain skilled staff.
- Advocate locally and statewide for funding mechanisms that allow case management support to follow the household long enough to stabilize regardless of the program category they are enrolled (SSP, ORI, LTRA).

C. Expanding and Sustaining Landlord Relationships

Recognizing our community's dependence on private market housing to support our homeless response, the CHRO is:

- Maintaining proactive communication with landlords to build trust and reliability.
- Coordinating risk-mitigation and incentive tools as they become available and advocating for long-term stabilization of these resources.
- Supporting providers in offering rapid response, conflict resolution, and ongoing tenancy support to reduce perceived landlord risk.

D. Increasing Access to Affordable Housing

To address the limited availability of affordable housing units, our CHRO partners at the Cities of Corvallis and Philomath are actively working to expand affordable housing supply. In Corvallis, multiple developers have been recruited in recent years, resulting in hundreds of affordable units either completed, under construction, or in the development pipeline. Philomath has identified a parcel and is working with Commonwealth to advance an additional affordable development. The CHRO has collaborated with Commonwealth to secure a 10 percent set aside of planned units for FHSP participants, expanding rural housing options for people transitioning out of homelessness.

While these efforts will increase overall supply, current screening criteria at OHCS funded affordable housing developments can be a barrier for participants in OHCS funded homelessness programs. The CHRO continues to provide structured feedback to OHCS on how these screening requirements can limit access for households exiting homelessness, even when developments are publicly subsidized. Alignment between affordable housing screening practices and state-funded rehousing programs could meaningfully increase placement opportunities. This could include considering set aside units or alternative screening pathways within OHCS-funded developments to better support households with significant barriers. The CHRO has worked locally to mitigate barriers to access to these affordable housing sites by working with developers and property managers to establish set MOUs for set aside units for households participating in state rehousing initiatives. Increasing the number of affordable units, along with improving access pathways into those units, is essential to improving housing placements and long-term stability for households transitioning out of homelessness.

Goal Setting

1. **Number of Shelter Beds.** Identify the number of Shelter beds your Region(s) will sustain with Program Grant funds during this Regional Assessment and Plan period. The number of Shelter beds identified in this section will inform the requirements under your grant agreement. Specify how many of these beds meet Low-Barrier requirements.

ANSWER: For this Regional Plan, Benton County will only provide shelter bed projections for FY 2026–2027. Although the planning period extends into FY 2027–2028, we cannot responsibly commit to capacity levels for FY 27–28 without knowing whether sufficient resources will be available. Once future funding levels are confirmed, we will establish goals for the remaining year of the period.

A FY 26–27 goal must account for the significant funding reduction associated with our Phase 2 SSP award. Earlier OHCS funding streams—OPSS and HB 5019—played a major role in building the shelter system we operate today, and our Phase 1 SSP obligations were based on that larger funding landscape. However, those earlier investments are no longer available, and SSP funding in Phase 1 and Phase 2 is substantially lower than what previously supported our system. At the same time, many of the other funding sources our community has relied on are either one-time, declining, or restricted in their allowable costs.

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Because SSP is decreasing while these other funds are also contracting, we cannot sustain the Phase 1 bed obligations (241 beds). Therefore, the FY 26–27 shelter bed goal will reflect the number of beds that can realistically be supported with the SSP resources available during Phase 2, not the higher bed levels established when substantially more OHCS funding was available. Although the question asks for the number of beds we can sustain with Program Grant funds, Benton County wants to be clear that these numbers are projections strictly based on confirmed funding, not fixed targets or commitments. The projected capacity for FY 26-27 follows a phased funding-driven reduction (as seen in the table below): approximately 157 beds at the start of the year, 144 beds mid-year, and 48 beds for the remaining 4 months. These numbers reflect what can be sustained, not performance goals that can remain stable if non-SSP funding also declines. If OHCS requires a single “goal” to evaluate compliance, the only responsible number would be 48, the lowest capacity that can be guaranteed with confirmed resources.

Project Bed Capacity													
2026-2027	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
Emergency Hotel Shelter	13	13	13	13	0	0	0	0	0	0	0	0	
Men's Shelter	50	50	50	50	50	50	50	50	TBD	TBD	TBD	TBD	
Room at the Inn	50	50	50	50	50	50	50	50	TBD	TBD	TBD	TBD	
Safe Place	34	34	36	38	38	38	38	38	38	38	38	38	
JYSY RHY	10	10	10	10	10	10	10	10	10	10	10	10	
Total Beds	157	157	157	157	144	144	144	144	48*	48*	48*	48*	

*Total Bed Count based on known current known funding sources.

2. Outcome Goals. Identify your Program outcome goals for this Regional Assessment and Plan period. If you need additional resources or support to develop your goals, please contact Agency's grant administrator.

- a. **Permanent Housing Placement Goals.** Provide the percentage of Households who will exit to a permanent housing destination from each applicable project type. STEPS and Street Outreach are only applicable if you are intending to use SSP funds for those activities.
(Calculation: total # of Households exiting to a permanent housing destination / total # of Households exiting the Program)

ANSWER: Because Benton County anticipates reductions in shelter capacity due to the current funding gap, we are cautious about establishing permanent housing placement goals that assume a stable or even Phase 1 shelter capacity. Rehousing percentages tied to shelter exits would not be reliable in this context, as shelter closures or reductions directly decrease the number of households able to enter and flow through shelter.

Instead, Benton County will base its permanent housing placement goals on the existing performance targets established through our ORI, LTRA and Housing 360, which represent realistic rehousing expectations independent of shelter system fluctuations. These goals will be reported as numerical targets, rather than as a percentage of households exiting shelter, to avoid misrepresenting performance in a shrinking shelter environment.

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If shelter capacity stabilizes or additional funding is secured, we will adjust placement expectations accordingly. In the current landscape, however, using ORI, LTRA and Housing 360 rehousing goals provides the most accurate and responsible method for projecting permanent housing outcomes.

- i. Required: Permanent housing placements from Shelter (all Shelter types): %
 - A. Permanent housing placements from Basic Overnight Shelter: %
 - B. Permanent housing placements from Housing Focused Shelter : %
- ii. If applicable: Permanent housing placement from Safe Temporary Emergency Placement Sites (STEPS):
- iii. If applicable: Permanent housing placement from Street Outreach: %
- b. **Exits to Unsheltered Homelessness Goals.** Provide the percentage of Households who will exit to the exit destination: “place not meant for habitation.”
(Calculation: total # of Households exiting to “Place not Meant for Habitation” / total # of Households exiting the Program)
 - i. Exits to Unsheltered homelessness from Shelter (all Shelter types): %
 - A. Exits to Unsheltered homelessness from Basic Overnight Shelter: %
 - B. Exits to Unsheltered homelessness from Housing Focused Shelter: %
 - ii. **Description of Metrics.** Describe how you came to these metrics. Include how data, community engagement, or community barriers informed these metrics. If applicable, include why the goals metrics are different than the metrics from the outcomes identified in the baseline data section of this document:

ANSWER: Benton County is cautious about establishing percentage-based goals for exits to “places not meant for habitation,” because this metric is heavily influenced by system capacity, not provider performance. When shelter beds are closing due to funding gaps, a higher percentage of exits to unsheltered homelessness does not reflect a failure in program practice; it reflects the reality that there are fewer shelter placements, fewer interim options, and fewer available next steps.

Because the Region anticipates significant shelter reductions driven by current funding constraints, any percentage-based calculation would be misleading and artificially inflated, regardless of the quality of service delivery. For this reason, Benton County does not view this metric as a reliable indicator of program outcomes in the current environment.

Instead, we will focus our efforts on minimizing the impact of shelter bed closures by leveraging our state-funded rehousing programs, including ORI, LTRA, and Housing 360, to create alternative pathways out of homelessness when shelter beds must close. These programs will be used to:

- transition individuals and families directly into permanent housing when possible,

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- shorten time spent in unsheltered settings when shelter is unavailable, and
- maintain flow through the system even when shelter capacity contracts.

If funding stabilizes or additional resources are secured, we can revisit this metric. Under current conditions, however, percentage-based targets for exits to unsheltered homelessness will not meaningfully reflect local performance or system effort.

3. Strategies Regional Coordinators must outline the strategies planned to meet the goals identified in this Regional Assessment and Plan.

- a. Shelter Bed Capacity.** What strategies will you use to ensure there is no net loss in Shelter beds in your Region(s)? What strategies will you use in the event other non-OHCS funding sources are no longer viable? If you were not the regional grant administrator for SSP in year 1 of the 2025-27 biennium, what is your transition plan to minimize disruption to services?

ANSWER: Benton County will implement numerous strategies to minimize the impact of anticipated shelter bed reductions; however, under the current funding landscape, it is not possible to ensure “no net loss” of shelter beds our community. Our Phase 2 award reflects a significant funding gap relative to the operating costs of our existing shelter system, and without additional resources, reductions in bed capacity are unavoidable.

Our primary strategy in this environment is to mitigate the harm caused by bed closures. This includes:

- Aggressively pursuing alternative funding (i.e., state, federal, philanthropic, and local) to reduce the scale of mandatory reductions.
- Leveraging ORI, LTRA, and Housing 360 to transition households into permanent housing or other stable placements when shelters must reduce or close beds.
- Using scenario-based planning to determine how to prioritize beds, staffing, and supports at different funding levels.
- Coordinating closely with operators to maintain program quality, safety, and low-barrier access within the reduced capacity that can be sustained.

These strategies reflect Benton County’s commitment to reducing the number of people who experience unsheltered homelessness, even when shelter capacity itself cannot be maintained at previous levels.

If other non-OHCS funding sources become non-viable, our community’s focus will shift further toward direct rehousing interventions, because these remain the best next option available when shelter supply is insufficient.

Benton County’s overall approach is centered on housing outcomes rather than bed counts. What we are trying to achieve is a system where flexibility allows capacity to meet the need. With greater flexibility across OHCS-funded programs, resources could follow a person through their full journey: from needing a shelter bed, to needing transitional stability, to needing permanent housing. In that

model, “capacity” is not defined by a fixed number of beds, but by the system’s ability to respond to a person’s needs at each stage. When funding and policy allow resources to move with the household, the system can maintain functional capacity even when physical shelter beds must decrease.

- b. SSP Requirements.** Regional Coordinators are responsible for following Oregon Administrative Rules (OAR 813-275) and Program guidance, including requirements around Low-Barrier policies, exit and separation policies, and minimum habitability and services requirements. What strategies will you use to ensure SSP in your Region(s) meets these requirements by 7/1/26? What are specific challenges to meeting these, and how will you work to overcome them? If you anticipate you will not be able to meet these requirements by 7/1/26, please contact Agency’s grant administrator.

ANSWER: The CHRO will ensure that all SSP-funded shelters in the Region meet the OAR 813-275 requirements by incorporating the low-barrier, exit/separation, habitability, and services standards directly into our contracts with shelter operators. These expectations are already in place with one provider funded through the CHRO in SSP Phase 1, and they will be integrated into new contracts as soon as Phase 2 funds are released and agreements can be executed.

The most significant challenge to meeting all SSP requirements by 7/1/26 is the ongoing instability of shelter funding. Requirements such as low-barrier access, 24/7 operations, adequate staffing levels, and enhanced service expectations all depend on sustained staffing and operational resources. When funding is delayed, reduced, or uncertain, providers experience turnover, loss of trained staff, and difficulty maintaining the consistent operations needed to meet SSP standards.

To address this, the CHRO will continue to pursue alternative and supplemental funding streams and work closely with providers to prioritize core requirements. We will also continue advocating for more flexible state funding models to stabilize staffing and operations.

Meeting low-barrier and services requirements also depends on reliable funding for the supportive services that wrap around shelter—not just the physical operation of beds. Delays in implementing Medicaid-eligible pre-tenancy and tenancy supports (such as through HRSN) limit providers’ ability to meet the services standards built into SSP. We will continue working with our coordinated care partners and state agencies to advance Medicaid alignment efforts that support housing-related services. These resources are essential for implementing the services expectations outlined in the OARs.

In short, the strategies are clear: contract for the standards, support providers in meeting them, and secure or advocate for the resources required to make full compliance possible. The challenge is equally clear: maintaining the staffing and operational stability necessary to implement SSP’s requirements cannot occur without reliable, flexible, and sufficient funding. Benton County will move toward compliance as quickly as funds are available and contracts can be executed, and we will continue working to minimize the operational impacts of unstable funding.

- c. Coordinated Entry and Housing Focused Strategies** Coordinating and integrating Shelter through a Region’s Coordinated Entry System and integrating Housing-Focused Activities in Shelter are proven strategies to improve access and outcomes for Households experiencing homelessness. How, if at all, will your Region(s) use Coordinated Entry and integrate Housing-

Focused Activities in Shelter? How will you work with Oregon Rehousing Initiative providers in your Region(s)?

ANSWER: Our Region is aligning Coordinated Entry, shelter operations, and housing-focused outreach using a unified referral, engagement, and reporting structure. This ensures that individuals experiencing homelessness move through a clear, consistent pathway from early engagement to housing navigation and placement. Our strategies include:

- **Universal Referral Form (URF) and Coordinated Entry Integration:**
In partnership with local shelter, housing, and service providers, we are implementing a Universal Referral Form that embeds Coordinated Entry (CE) assessment questions into all referrals for housing and supportive services. This tool standardizes access, reduces repeated assessments, and ensures individuals are prioritized appropriately within HMIS as they move deeper into engagement. The URF also aligns with the Housing 360 referral and assessment workflow, allowing outreach-initiated engagements to transition seamlessly into CE and housing navigation.
- **Housing-Focused Shelter Strategy:**
CHRO is working closely with the City of Corvallis to braid local funding to fill shelter service gaps, with a specific emphasis on housing-focused activities. This includes supporting shelters to sustain navigation staffing, develop individualized housing plans, assist with applications, coordinate appointments, and connect residents to CE and Oregon Rehousing Initiative (ORI) resources. The goal is to ensure all shelter stays are structured around the shortest, most direct path back to housing.
- **Street Outreach Integration and Housing 360 Alignment:**
Using Housing 360 funding, CHRO is supporting strong regional outreach capacity. Outreach teams engage with unsheltered households, build trust, and begin housing-focused support early — gathering needed information, making referrals, and coordinating with CE and housing providers. This ensures that individuals can begin the housing process even before entering shelter or formal services.
- **Collaboration with ORI and LTRA providers:**
As the regional administrator for both ORI and LTRA, CHRO formalizes partnerships across the full continuum through contracts with subgrantees. This structure creates shared expectations, consistent workflows, and strong coordination among outreach, shelter, housing navigation, and rehousing providers.

Through these formalized agreements, our Region supports shared referrals, warm handoffs, and case conferencing across providers. The URF allows ORI and LTRA partners to receive complete, standardized referrals without duplicating assessments – reducing delays and improving flow into housing navigation. Outreach, shelter staff, and rehousing teams coordinate in real time to resolve documentation barriers, connect people to stabilizing supports, and accelerate placements. Data collected through Housing 360 and HMIS supports accountability, tracks outcomes, and aligns rehousing activity with regional goals.

By serving as the administrative hub, CHRO connects all partners through a unified rehousing system, strengthening coordination and improving outcomes for households moving from unsheltered homelessness to permanent housing.

- d. **Best Practices.** What best practices will you deploy in service delivery? Include how you will incorporate evidence-based culturally responsive programming and harm reduction strategies.

ANSWER: Our service delivery approach is grounded in evidence-based practices that we implement in close partnership with providers across the continuum. FHSP, as the housing program within CHRO, is structured to support collaborative implementation rather than oversight from a distance. Our contracting model allows CHRO staff to stay connected with day-to-day operations, which strengthens our ability to align practices, troubleshoot alongside providers, and support consistent, high-quality service delivery. Together with our partners, we incorporate the following best practices across outreach, shelter, and housing programs:

- **Housing First and Low-Barrier Access**
We work with providers to ensure services remain low-barrier and flexible, with minimal prerequisites and an emphasis on participant choice and self-determination. This shared approach helps participants move more quickly into housing while reducing unnecessary administrative barriers.
- **Trauma Informed and Culturally Responsive Practices**
Providers bring deep expertise in culturally responsive and trauma-informed work, and our role is to support this through training, flexible funding, and collaborative problem-solving. Services are delivered in ways that honor cultural identity, community practices, and linguistic needs, and we work together to reduce racial and ethnic disparities in access and outcomes.
- **Pretreatment and Engagement Approaches**
Drawing on Jay S. Levy's pretreatment model, CHRO and providers work together to engage individuals through relationship-based, participant-led approaches. Motivational interviewing, narrative practices, and client-centered goal setting help build trust, especially with individuals who have experienced prolonged homelessness or disconnection from systems.
- **Harm Reduction**
Harm reduction is practiced collaboratively across the continuum. Providers tailor safety planning, incremental health and wellness strategies, and non-judgmental engagement to the needs of each participant, while CHRO supports alignment across programs through shared training and regular communication.
- **Cross-Agency Case Conferencing**
We will coordinate CE-aligned case conferencing with partners to ensure that complex cases receive timely, coordinated attention. This process is highly collaborative and allows providers to bring forward insights, identify barriers, and share responsibility for next steps.
- **Integrated Street Outreach**

We will collaborate with outreach teams to support consistent, housing-focused engagement in the field.

- **Supportive Landlord Engagement**

Landlord engagement is a recognized best practice in homelessness intervention. The CHRO continues to work to build positive relationships with property owners to help secure vital housing stock, reduce eviction rates, and create long-term stability for vulnerable renters.

- e. **Shelter Access.** There may be subpopulations who experience higher rates of Unsheltered homelessness in your Region(s) (as identified in the “Assessing Disproportionality and Disparities” portion of this Regional Assessment and Plan). What strategies will you use to increase access to Shelter and services for these subpopulations? Include how you will measure and track progress toward more equitable access to Shelter and services.

Our Region is working to increase equitable access to shelter and services by improving how we collect and use data across the entire homelessness response system. As we continue rolling out the Universal Referral Form (URF) and expanding our focused outreach initiatives like neighborhood focus areas, we will have stronger, more consistent information about where people first make contact with the system and where subpopulations are experiencing the greatest barriers.

These focused outreach initiatives allow us to be more intentional about where and how outreach occurs. By concentrating efforts in specific geographic or community-identified areas, outreach teams can build stronger relationships, identify access barriers earlier, and support individuals in navigating the referral process before they reach a crisis point. As we gather more consistent information at these early stages, we will be able to understand which populations are being connected to shelter and services – and which are not.

With improved quantitative and qualitative data, we will be able to see more than just entries and exits from shelter. We will be able to understand the full pathway: who is being referred, who is receiving follow-up, where connections are being lost, and what obstacles are impacting different communities.

To measure and track progress toward more equitable access, we will:

- Use URF, outreach, and shelter data to understand which communities are being referred to shelter, which are entering, and where disparities persist.
- Track patterns in outreach engagement, referral follow-through, and shelter entry disaggregated by race, gender identity, age, disability, and other identified subpopulations.
- Incorporate qualitative insights gathered through focused outreach initiatives to understand lived experience barriers not visible in numerical data.

- f. **Disparate Outcomes.** Considering the subpopulations you identified that experience disparate outcomes, what strategies will you use to improve outcomes through an equity lens? Include how you will track progress toward equitable outcomes and accountability measures.

ANSWER: The deeper insight gained by our approach described above will allow us to deploy targeted strategies, such as:

- Strengthening referral pathways through the URF to simplify navigation and reduce inconsistencies to access.
- Collaborating with shelter providers to identify policy or operation adjustments that improve access for subpopulations facing unique barriers.
- Partnering with culturally specific and responsive organization to ensure outreach and shelter access are relevant, safe and accessible.
- Using provider feedback and CE case conferencing to identify real-time access challenges and response collaboratively.

g. Tribes. Please describe A) your history coordinating with federally recognized tribal government(s) in your Region(s), and B) your plan to coordinate with federally recognized tribal government(s) in your Region(s) about the ongoing regional planning and implementation of the Program and the importance of maintaining no net bed loss in tribal communities. This should include details about how you will integrate and support tribal sovereignty and self-determination. Attach your tribal consultation policy if you have one.

ANSWER: Benton County does not have a federally recognized tribal government located within its boundaries. Because of this, direct, formal coordination with tribal governments and the CHRO on homelessness has been limited. At the same time, we recognize that individuals connected to tribal nations live in our community and are served by our homelessness response system.

CHRO acknowledges that, as the regional coordinator, we have meaningful work ahead to better understand existing connections, strengthen communication pathways, and ensure that tribal communities are not overlooked in regional homelessness planning.

h. Systems Alignment. Describe how you will work to align or integrate Program services with behavioral health systems and Medicaid for people experiencing homelessness around:

- Supporting Shelter Participants with Medicaid enrollment and continued coverage.
- Creating or strengthening opportunities for access to behavioral health in Shelters.
- Strengthening linkages to community health and behavioral health resources.
- Developing strategies to support Shelter Participants with high medical or behavioral health acuity.
- Supporting training and technical assistance for Shelters to leverage Medicaid funding.
- Providing capacity building and training opportunities for Shelter staff to support Shelter guests with behavioral health and health issues (e.g. mental health first aid, crisis de-escalation, supporting those with substance use disorders, trauma informed care).

ANSWER: While our Region is committed to strengthening alignment between shelter, behavioral health, and Medicaid systems, as demonstrated through our participation in the Housing 360 pilot, many of the structural elements required for full integration must occur at the state level. We will continue to do the work within our local continuum, but successful implementation will depend on coordinated leadership and alignment across OHCS and OHA.

To effectively support Medicaid enrollment, expand behavioral health access in shelters, leverage Medicaid funding, and build shelter staff capacity, Region-level efforts will need to be supported by:

- Clear statewide guidance on Medicaid eligibility processes and allowable activities within shelter settings.
- Consistent policies across OHA, ODHS, and OHCS regarding data sharing.
- State supported framework to help shelters navigate billing, documentation, and partnerships with CCO's and behavioral health providers

Our Region will continue building local partnerships, convening providers, and improving coordination, but these outcomes require a unified, statewide strategy.

Subgranting and Budget

1. Subgrantee Selection Methodology. Describe your methodology or approach to selecting subgrantees for your Region(s).

ANSWER: Based on the scale of reliance that current Phase 1 SSP providers have on the SSP funding, as demonstrated in earlier sections of this plan, Benton County believes a competitive procurement at this time would create unnecessary disruption and risk to essential services.

2. Allocation Methodology. Describe your methodology for allocating SSP funds in your Region. Include the percentage of admin you intend to retain as a Regional Coordinator and how much you will pass on to subgrantees. How will you ensure funds are distributed equitably to each Region if you are supporting multiple Regions?

ANSWER: To maintain continuity and minimize operational instability, Benton County will use the same allocation methodology applied in Phase 1 SSP subgrantee awards. In Phase 1, provider awards were based on the proportion of HB 5019 and OPSS funds each provider had previously received. This approach ensured that providers received funding in alignment with the scale of shelter operations originally established through earlier OHCS investments. Using the same proportional methodology for Phase 2 allows the County to distribute reduced SSP funds in a way that is fair, transparent and consistent with prior commitments.

3. Planned Projects and Subgrantees. Complete the table below with information on planned projects and subgrantees. Include all projects, including those that will be operated by the Regional Coordinator and by subgrantee(s). Add rows, as needed. Regional Coordinators will be required to submit information about the OHCS approved subgrantees through Agency's designated subgrantee reporting process no later than July 15, 2026.

Statewide Shelter Program Regional Assessment and Plan

ANSWER: Benton County will be working with Unity Shelter to adjust bed capacity across its projects to sustain the most critical low barrier shelter operations for as long as possible, because of this we are not providing a projected per project allocation for Unity Shelter and will only be providing a total award allocation until additional information is gathered.

Statewide Shelter Program Regional Assessment and Plan

Name of Agency	Region	Project Name	Activity Type (Shelter Operations, STEPS, Street Outreach, Housing Focused Activities)	Number of Beds or Sleeping Spaces	For Shelter or STEPS: Low-Barrier or Recovery Based	For Shelter: Basic Overnight or Housing-Focused	Population(s) Served	Projected Allocation
Unity Shelter	Benton County	Emergency Hotel Shelter	Shelter Operations	13 beds until October 2026	Low-Barrier	Housing Focused	Adults and Families with Children	2147412 (TOTAL FOR ALL Projects)
Unity Shelter	Benton County	Men's Shelter	Shelter Operations	50 beds until March 2026	Low-Barrier	Basic Overnight	Adults	
Unity Shelter	Benton County	Room at the Inn	Shelter Operations	50 beds until March 2026	Low-Barrier	Basic Overnight	Adults	
Unity Shelter	Benton County	Safe Place	Shelter Operations	38 until March 2026	Low-Barrier	Housing Focused	Adults and Families with children	
JSYS	Benton County	Runaway and	Shelter and Housing Focused	10	Youth (RHY)	RHY	Youth	312,646

Statewide Shelter Program Regional Assessment and Plan

		Homeless Youth						

Statewide Shelter Program Regional Assessment and Plan

4. **Budget.** Complete the budget table below for 7/1/26 - 6/30/27. Once subgrantees are finalized, Regional Coordinators must submit anticipated project-level budget information through the Agency's designated reporting process no later than July 15, 2026. The project-level budget information will be used to calculate average cost of Shelter beds and STEPS sleeping spaces costs and to identify other non-SSP investments. Additionally, budgets for the 27-29 biennium will need to be submitted as part of the funding allocation process, this Regional Assessment and Plan will be amended later to allow Regional Coordinators to include this update.

ANSWER:

Budget Category	Notes	Total Amount	Optional: Description
Admin	Total admin being allocated for service provider(s)	369008.7	15% Admin for Subgrantees
Admin (Passthrough)	Total Admin being allocated for Regional Coordinator		Benton County is not retaining a passthrough Admin allocation to preserve as much funds for direct operations
Capacity Building	This category has a limit of 15% of your total grant award		
Housing Focused Activities			
Shelter Operations	This category must utilize at least 50% of your total grant award	2091049.30	
Street Outreach			
STEPS Operations			

5. **Investments.** What other funding sources do you anticipate leveraging to maximize SSP funds, and what steps will you take to ensure the projects you identified are not solely reliant on SSP funds? If you anticipate being unable to meet this requirement, please explain why. As noted in the previous

question, once subgrantees are finalized, Regional Coordinators must submit anticipated project-level budget information through the Agency's designated reporting process no later than July 15, 2026. The project-level budget information will be used to calculate average cost of Shelter beds and STEPS sleeping spaces costs and to identify other non-SSP investments.

ANSWER: Much of our response to this question aligns closely with the strategies outlined in Section 3.a related to Shelter Bed Capacity. As illustrated in the tables below, approximately 40% of our community's shelter funding for FY 24–25 came from OHCS through OPSS and HB 5019, prior OHCS funding streams that established or sustained a large portion of our existing shelter capacity. These earlier OHCS investments are the foundation of the system our community operates today.

However, SSP has never matched the level of support provided through OPSS and HB 5019. Phase 1 represented a significant reduction from those earlier OHCS investments, Phase 2 presents a similar reduction, and we anticipate a dramatic additional decline in SSP funding in the next fiscal year. This creates a structural gap between historic OHCS-funded capacity and current SSP resources, limiting the degree to which SSP funds can be “maximized” by other sources of funding.

While the tables show additional funding sources, many of these dollars come with narrowly defined allowable costs and significant year-to-year variability. Philanthropic contributions and CCO funds can support certain shelter activities, but they fluctuate based on donor priorities, CCO direction, and other external factors outside our control. These funds can help in limited ways, but their variability and restrictions make them unsuitable for long-term operational planning or for projecting sustained shelter capacity. They supplement operations, but they cannot reliably keep beds open when more flexible operating funds decline.

As shown in Section 1 (Shelter Inventory), our community had 347 shelter beds in FY 24–25, with only minor changes since. Of these, 241 beds were listed as Benton County's Phase 1 SSP bed obligations – representing approximately 69% of our entire shelter system. As demonstrated in the funding tables, OPSS and HB 5019 represented 40% of total shelter system funding during that period. Because SSP funding is significantly lower than those earlier investments and continues to decrease Benton County has had to rely on one-time funds to temporarily bridge the gap, but these resources cannot be sustained.

Given this landscape, Benton County will continue working in partnership with shelter providers to seek and leverage any feasible non-SSP resources. However, due to declining SSP funds, and the restrictions and variability of alternative funding sources, we may be unable to fully ensure that our SSP shelter bed goals are not fully reliant on SSP funding.

Shelter Funding 2024-2025 Snapshot

Revenue Source	Estimated Total \$
State Funding: OHCS	2,878,864
Private Funding (Corporate/Philanthropic/Individual)	2,079,928
IHN-CCO	799,095
Federal Funding	659,224
State Funding: Other	402,890
City Funding	271,063
	\$7,091,064



■ State Funding: OHCS

■ Private Funding
(Corporate/Philanthropic/ Individual)

■ IHN-CCO

■ Federal Funding

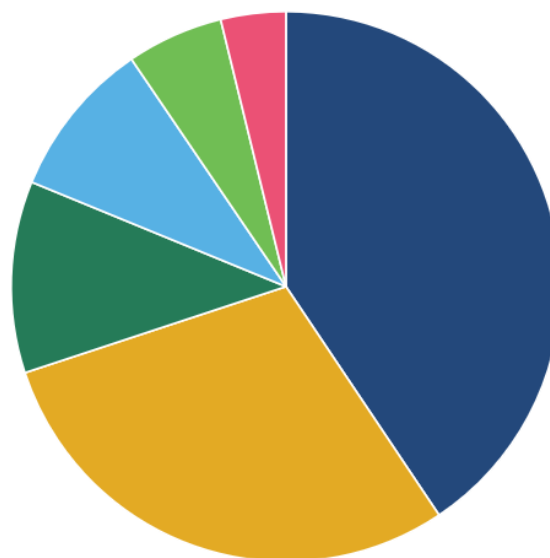
■ State Funding: Other

■ City/County Funding*



*Category listed in OHCS Shelter Survey. Represents only City of Corvallis funding.

Shelter Funding Source '24-'25



6. **Allocation by Region.** If you are serving multiple Regions, indicate the total allocation for each Region. **N/A**

Statewide Shelter Program Regional Assessment and Plan

Region	Total Amount	Brief Description of Allocation Method

Coordinated Homeless Response Office (CHRO)

Board of Commissioners and Corvallis
City Council Joint Meeting

August 25, 2026



Overview

Coordinated Homeless Response Office (CHRO)

- Funding Reality
- Shelter Capacity Outlook
- Funding Approach
- System Impacts
- CHRO's Operational Progress
- How Leadership Can Make a Difference

Phase 2 Funding Reality

- Phase 2 funding is not sufficient to sustain current shelter capacity.
- Previous capacity was supported by one-time funds that no longer exist or are guaranteed.
- Without additional funding, shelter bed reductions will occur in Fiscal Year 2026-27.
- Staff in partnership with providers are exploring state, federal, and philanthropic opportunities.

Shelter Capacity Outlook

Current funding can sustain the following:

- Emergency Hotel Shelter: 13 beds through October 2026
- Men's Shelter: 50 beds through March 2027
- Women's Shelter (Room at the Inn): 50 beds through March 2027
- Safe Place (Microshelters): 34-38 beds through June 2027
- Jackson Street Youth: 10 beds through June 2027

Funding Approach

Board of Commissioners approved CHRO recommendation to:

- Continue funding existing Phase 1 providers
- Avoid a competitive process during declining resources

This approach:

- Preserves low-barrier shelter capacity
- Minimizes disruption
- Maintains continuity
- Reduces administrative burden

Community Impacts

If shelter capacity declines, effects will ripple across:

- Behavioral health and crisis services
- Emergency departments and emergency medical services
- Law enforcement and public safety
- Parks, libraries, and public spaces
- Community organizations
- Street outreach and encampment response
- Rehousing efforts

CHRO Operational Progress

Strengthening Multi-agency Governance

- CHRO led the restructuring of the HOPE Advisory Board
- New structure shifts HOPE from policy development to operational coordination
- Ensures the right agencies are consistently at the table
- Reduces duplication by providing a central forum for updates and feedback
- Supports shared accountability across homelessness response system

Strengthening Accountability and Strategic Advocacy

- Completed Statewide Shelter Program Regional Assessment and Plan with broad community engagement
- Provided evidence-based advocacy to the state
- Elevated what works for Benton County
- Helped shape state policy and funding discussions

Building a Unified Pathway to Housing and Supports

- Implementing a Universal Referral Process with Coordinated Entry integration
- Piloting in summer-fall 2026 with partner feedback and collaboration
- Providing in-person listening sessions and workshops
- Standardizes referrals, improves documentation, strengthens data collection alignment
- CHRO now serves as Coordinated Entry lead for Benton County

Proven Outcomes in Rehousing

Flexible Housing Subsidy Pool (FHSP) first year results:

54

Households
Rehoused

94%

Retention Rate

0

Evictions

FHSP currently supports 59 households

Continuous Program Improvement

- FHSP preparing next enrollment of households
- Enhanced referral and enrollment systems
- Full integration with the Universal Referral Process
- Strengthening alignment and streamlining communitywide access

Affordable Housing Set-asides

- Secure nine set-aside units at two affordable housing sites for FHSP
- Active conversations underway with three additional properties
- Expanding long-term, stable housing pathways

Upstream Outreach and Service-First Approach

- Coordinated with Corvallis Daytime Drop-in Center, Corvallis Policy Department, and County Parks and Behavioral Health
- Advancing service-first encampment response model
- Supported by Housing 360 grant
- Using structured, standardized metrics and reporting
- Building measurable pathways from unsheltered homelessness to housing

Supportive Transitional Housing Partnership

- Partnering with City of Corvallis on new supportive transitional housing sites.
- Preparing Request for Proposals for onsite supervision and services
- Sites integrate with FHSP, Housing 360, and the Universal Referral Process

How Leadership Will Make a Difference

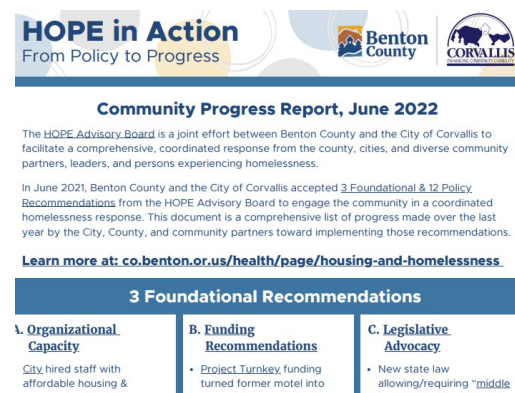
- Maintain momentum on system improvements
- Continuously promote HOPE as the central forum for coordination and accountability
- Encourage active participation from represented agencies
- Support consistent communication through HOPE's structure
- Collaborate on solutions to local, regional, and state shelter funding shortfalls
- Align leadership engagement to strengthen the entire homelessness response system

Central Point of Communications



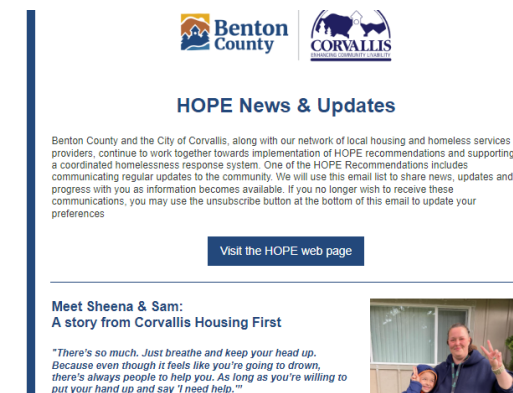
CHRO Website

- Central point of communication



Graphics and Visuals

- Storytelling



e-Newsletter

- Subscribe to News and Updates



Social Media

- Amplifying aligned messaging through partner engagement



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