

Land Acknowledgment

We recognize and acknowledge the indigenous land on which we live, work, learn, play, and grow. This is the land of the Warm Springs, Wasco, Northern Paiute, Tenino, Klamath, Molalla, and Yahooskin. We acknowledge them as the past, present, and future caretakers of this land. It is on their traditional land that we partner to improve the health and well-being of Central Oregonians. We aspire to be good guests honoring the concept in the Warm Springs culture: "This land is for you to know and live upon and pass on to the children."

Stable Housing & Supports

RHIP Workgroup Virtual Meeting



**Central Oregon
Health
Council**

Regional Health Improvement Plan (RHIP) Workgroup

Guiding Principles

Shared Focus

We come together to improve the health and well-being of individuals living in various and diverse communities throughout Central Oregon region. We use the Regional Health Improvement Plan (RHIP) as our guide. It is our region's shared vision of current problems and our aims. As workgroup partners we develop agreed-upon actions to solve the issues and keep the needs of our communities as the main focus.

Shared Metrics

We measure progress, process and outcomes through a shared lens. We use the Regional Health Assessment (RHA), Regional Health Improvement Plan and community dashboard.

Partner with Priority Populations

The individuals living in our diverse Central Oregon communities are the center of our work. We make every effort to include people from every part of the region in our workgroups, discussions, processes and decisions.

Collaborate to Solve Complex Issues

Inviting diverse perspectives from throughout the Central Oregon region deepens our shared understanding of complex issues and propels us toward better progress and outcomes. We practice frequent, structured, open communication to build trust, assure shared objectives, and create common motivation. We respect the privacy and sensitivity of information partners share.

Coordinate Collective Efforts

We are made up of diverse partner organizations and individuals with unique strengths, skills, and resources. We coordinate our efforts and use our unique strengths and skills to meet the goals of the RHIP.

Learn and Adapt Together

We embrace shared learning and a growth mindset. We create a space that allows for mistakes, failures, second chances, and a celebration of brave attempts. We adjust and apply our learnings to the complex and changing landscape of health and well-being in Central Oregon.

Stable Housing and Supports

Background: Why are we talking about this?	
1990s Mill Closures / Timber Industry Decline Federal Housing Policy 2000s Population Growth in Central Oregon Housing shortage The Great Recession Wage Vs. Housing Costs Single Income Households	Stable, healthy housing is a basic need. Insecure housing and an unhealthy living environment impact both physical and behavioral health conditions. By spending much of their income on housing, individuals and families must cut corners on other living expenses such as food, transportation, and medications, which can also significantly influence their health outcomes and overall well-being.

Current Condition: What's happening right now?
<ul style="list-style-type: none"> In 2017, 18% of Central Oregonians paid more than half of their income for rent and mortgage In Central Oregon, minority households experience more housing challenges than their white counterparts Central Oregon has a critical shortage of supportive housing units to meet the needs of people with disabilities, with co-occurring mental health or substance use disorders, and/or extended history of homelessness Current State Metrics: <ol style="list-style-type: none"> In 2017, 18% of Central Oregon households were severely rent or mortgage burdened In 2018, only 30% of Housing Choice Voucher holders were able to find and lease a housing unit No system to determine an accurate number of those experiencing homelessness exists in Central Oregon

Goal Statement: Where do we want to be in 4 years?
Aim/Goal Central Oregonians experiencing homelessness and those most at-risk of homelessness will have increased and equitable access to housing and supports that offer opportunities for stability and increased individual well-being.
Future State Metrics - By December 2023: <ol style="list-style-type: none"> Decrease severely rent and mortgage-burdened households Increase Housing Choice Voucher holders able to find and lease a unit Accurately capture Central Oregonians experiencing homelessness

Analysis: What's keeping us from getting there?
<ul style="list-style-type: none"> Inaccurate and accurate assumptions reduce acceptance of diverse housing Housing cost & supply outweigh wealth & income Uncoordinated common advocacy goals, problems & efforts Inconsistent disjointed & inaccurate systems of data collection Housing is considered a commodity not a human necessity Prohibitive income & background requirements

Date updated: 2.23	
Strategic Direction: What are we going to try?	
Creating and increasing housing resources and opportunities Developing and implementing advocacy strategies for housing policies and zoning Aligning efforts across systems to address the housing crisis and homelessness Educating the public to increase understanding and de-stigmatize housing needs	

Focused Implementation: What are our specific actions? (who, what, when, where?)			
Who	What	When	Where
Central Oregon Intergovernmental Council (COIC)	Regional Housing Council (Pilot)	2021-2023	Region
Central Oregon FUSE	Permanent Supportive Housing	2021-2024	Region
Homeless Leadership Coalition (HLC)	Housing Case Management Infrastructure	2021-2024	Region

Follow-Up: What's working? What have we learned?
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Stable Housing and Supports

Root Cause Barriers: What is blocking us from moving toward our future state measures?

Inaccurate and accurate assumptions reduce acceptance of diverse housing	Housing is considered a commodity not human necessity	Uncoordinated common advocacy goals, problems and efforts	Prohibitive income & background requirements	Housing cost / supply outweigh wealth and income	Inconsistent, disjointed, & inaccurate systems of data collection
Landlord perceptions of Housing Choice Vouchers Program	Empty seasonal and investment homes	Unformed Central Oregon Housing Advocacy org.	Qualifying factors creating barriers for rentals/hcvs	Construction labor shortages	Area Median Income policy is not representative of population
Willingness/fear to admit homelessness and seek services	Decrease housing stock/increase pop.	Resource allocated advocacy	Income/ background requirements	Rent/ mortgage burden	Functional Definition of Homelessness
Community Education/awareness of population is lacking	Density allows more multifamily	501c3 regulations on lobbying	Skills on how to interview for housing	Living wages	Service provider access to system to document/ count
Negative assumptions of voucher holders	Land use UGB limitations	Language barriers to advocacy	Security deposit up front	Wealth/Income gap	Homeless Count- Definition of Homeless
Public policy is discriminatory			Eviction and Credit Barriers		Resources does not support actionable data
Systemic racism			High application fees		
Community of not welcoming low income housing			Felony Background		

STRATEGIC DIRECTIONS: What Moves Us Toward Our 2023 Practical Visions

Create New Affordable Housing Opportunities	Develop Renter Supports
<ul style="list-style-type: none"> • Development of housing that is affordable to individuals who ear 80%, 60%, and 30% and less of area median income • Partner with AirBnB for short-term housing in the off-season • Develop process for transitional housing • Develop subsidized housing and market rate housing for people who depend on local wages • Partner with developers to build affordable housing • Fund Housing Works and EPIC Properties • Create incentives for landlords to be more flexible • Create a landlord mitigation program to cover liability 	<ul style="list-style-type: none"> • Provide a security deposit fund • Develop a class to prepare for housing interviews • Support housing barriers removal fund (rental assistance, deposit, utility, property debt forgiveness) • Translation of housing-related outreach materials • Enforce existing tenant rights regulations

Creating and increasing housing resources and opportunities

Advocate for Local Zoning	Advocate for State Policy
<ul style="list-style-type: none"> • Align building of all levels of housing with transportation networks, walkable areas, and food access • Enact and/or restructure local ordinances and policies to prioritize the preservation • Inclusionary zoning and restructuring the Construction Excise Tax • Amend local zoning to allow for variety of housing types • Local ordinances to prioritize housing preservation and production to serve low and middle income • Work directly with communities to co-create policies, programs and strategies to ensure that housing interventions are equitable and culturally responsive • Identify and implement strategies to work collaboratively with organizations whose activities advance health equity and promote health in all policies 	<ul style="list-style-type: none"> • Advocate for more vouchers • Review the Oregon Housing Alliance 2020 endorsements. Ask them what is a priority in the next legislative session • Differentiate between advocacy & lobbying

Developing and implementing advocacy strategies for housing policies and zoning

Collaborate to Serve People Experiencing Homelessness	Unify our Community Approach
<ul style="list-style-type: none"> • Develop partnerships with agencies that serve marginalized homeless populations • Incorporate people with lived experience of homelessness and housing insecurity into identifying gaps and goals • Build community coalition capacity to address health inequities related to substance use and mental health • Collaborate with law enforcement to ensure critical connection for outreach to individuals experiencing homelessness 	<ul style="list-style-type: none"> • Need regional housing council group or add more building and landlords to Health Council • Identify and resource existing housing advocacy groups to be point of contact and lead city/city council housing issues working with state advocacy groups • Build coordination/ partnership/ transparency/ de-duplicate efforts between regional housing actors (HLC, Housing Works, NeighborImpact, H4A, county, city, COHC) • Create a regional housing council (Housing 4 All? Reach out to Scott) • Develop a method for counting that can be used by all • Better, robust (coordinated) continuum of care/ data collection “HLC” • Which system works best? Then consolidate, streamline, create centralized dashboard. Have an entity that holds this and funds this. • Involve relevant stakeholder to update regional 10-Year Plan to End Homelessness. Assess gaps & include tangible goals & responsibilities • Identify and implement strategies to assure more diverse representation on local committees • Ensure that members of this workgroup have access to information about current needs (are metrics still relevant?)

Aligning efforts across systems to address the housing crisis and homelessness

Education to increase understanding and access	Educate the Public
<ul style="list-style-type: none"> • Education campaign about vouchers • Education/ Info campaign for landlords/ property management groups about the benefit of HUD vouchers • Provide culturally appropriate training, engagement and education for landlords and housing service providers • Develop a PR campaign about vouchers 	<ul style="list-style-type: none"> • Develop forums and other opportunities to educate elected officials and other decision-makers on the housing crisis and the nexus between insecure housing and health • Build awareness of existing affordable housing policies, projects, and what various funding sources are currently used for (ESG, SHAP, HOME, Sec. 8, CoC, CDBG, LIHTC, etc.) • Identification of commodity, education campaign about housing as expensive commodity

Educating the public to increase understanding and de-stigmatize housing needs

Five-Year Investment Overview
All Workgroups
 January 2020–December 2024

Budget	Spent	Available
\$12,000,000	\$7,639,480.28	\$4,360,519.72

Workgroup	Spent	Available
Address Poverty	\$941,993.79	\$1,058,006.21
Behavioral Health	\$1,959,157.00	\$40,843.00
Physical Health	\$1,117,637.10	\$882,362.90
Stable Housing	\$1,129,654.00	\$870,346.00
Substance and Alcohol Misuse	\$1,066,912.39	\$933,087.61
Upstream Prevention	\$1,424,126.00	\$575,874.00

HOUSING 2023 Budget

Overview

	Budget	Spent	Available
5-Year	\$2,000,000	\$1,129,654	\$870,346
Cycle to Date	\$1,500,000	\$1,129,654	\$370,346
Yearly	\$500,000	\$5,000	\$370,346
Yearly Mini-Grant	\$10,000	\$5,000	\$5,000
Yearly Standard Grant	\$490,000	\$0	\$490,000

By Future State Measure (5 year)

	Budget*	Spent	Available	Currently Allocated	Projected Available	Notes
Rent Mortgage Burden	\$651,666.67	\$117,500.00	\$534,166.67	\$534,166.67	\$0.00	
Housing Choice Vouchers	\$651,666.67	\$574,827.00	\$76,839.67	\$76,839.67	\$0.00	
System for Counting Houselessness	\$651,666.67	\$407,327.00	\$244,339.67	\$244,339.67	\$0.00	

*Budget for each FSM reflects the agreed upon 5 year 'soft budget' minus the portion contributed to shared minigrant budget.

2023 Investments

Organization	Process	Project	Award	Decision Date	Future State Measure	Latest Report
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St. Vincent de Paul Society Bend	Mini-Grant	St. Francis Conference – Transitional Housing for Homeless and Low-Income Community	\$5,000.00	1.20.23	pulled from Mini Grant Budget	Rent and Mortgage Burden
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**HOUSING
2023 Budget**

Overview

	Budget	Spent	Available
5-Year	\$2,000,000	\$1,129,654	\$870,346
Cycle to Date	\$1,500,000	\$1,129,654	\$370,346
Yearly	\$500,000	\$5,000	\$370,346
Yearly Mini-Grant	\$10,000	\$5,000	\$5,000
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2023 Investments

Organization	Process	Project	Award	Decision Date	Future State Measure	Latest Report
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St. Vincent de Paul Society Bend	Mini-Grant	St. Francis Conference – Transitional Housing for Homeless and Low-Income Community	\$5,000.00	1.20.23	pulled from Mini Grant Budget	Rent and Mortgage Burden
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HOUSING 2022 Budget

Overview

	Budget	Spent	Available
5-Year	\$2,000,000	\$1,124,654	\$875,346
Cycle to Date	\$1,000,000	\$1,124,654	-\$124,654
Yearly	\$500,000	\$10,000	-\$124,654
Yearly Mini-Grant	\$20,000	\$10,000	\$10,000
Yearly Standard Grant	\$480,000	\$0	\$480,000

By Future State Measure (5 year)

	Budget*	Spent	Available	Currently Allocated	Projected Available	Notes
Rent Mortgage Burden	\$651,666.67	\$117,500.00	\$534,166.67		\$534,166.67	
Housing Choice Vouchers	\$651,666.67	\$574,827.00	\$76,839.67		\$76,839.67	
System for Counting Houselessness	\$651,666.67	\$407,327.00	\$244,339.67		\$244,339.67	

*Budget for each FSM reflects the agreed upon 5 year 'soft budget' minus the portion contributed to shared minigrant budget.

2022 Investments

Organization	Process	Project	Award	Decision Date	Future State Measure	Latest Report
St. Vincent De Paul Redmond	Mini-Grant	Decreasing Rent and Mortgage Burden Through Social Determinant Supports	\$5,000.00	7.15.2022	Rent and Mortgage Burden	Final Report
Habitat for Humanity La Pine Sunriver	Mini-Grant	Critical Home Repairs- Southern Deschutes County	\$5,000.00	8.15.2022	Rent and Mortgage Burden	Due 8.29.23

**HOUSING
2021 Budget**

	Budget	Spent	Available
5-Year	\$2,000,000	\$1,114,654	\$885,346
Yearly	\$500,000	\$1,074,654	-\$574,654
Yearly Mini-Grant	\$5,000	\$5,000	\$0
Yearly Standard Grant	\$495,000	\$1,069,654	-\$574,654

Total Investment Per Future State Measure

	Rent Mortgage Burden	Housing Choice Vouchers	System for Counting Houselessness
2021	\$100,000	\$572,327	\$402,327
5-Year	\$107,500	\$574,827	\$407,327

2021 Investments

Organization	Process	Project	Award	Decision Date	Future State Measure	Latest Report
Central Oregon Intergovernmental Council	Standard Grant Regional Housing Council (2020-2024 RHIP)	Central Oregon Regional Housing Council	\$100,000.00	4.8.21	Create a system and accurately capture individuals experiencing homelessness	Year One Report
Central Oregon Intergovernmental Council	Standard Grant Regional Housing Council (2020-2024 RHIP)	Central Oregon Regional Housing Council	\$100,000.00	4.8.21	Decrease severely rent and mortgage burdened households	Year One Report
FUSE	Standard Grant Permanent Supportive Housing (2020-2024 RHIP)	Permanent Supportive Housing Development	\$265,000.00	7.7.21	Increase Housing Choice Voucher holders able to find and lease a housing unit	Year One Report

Homeless Leadership Coalition	Standard Grant Enhancing Housing Case Management Infrastructure (2020-2024 RHIP)	Increasing continuum capacity in the effort to end homelessness	\$302,327.00	9.23.21	Create a system and accurately capture individuals experiencing homelessness	Year One Report
Homeless Leadership Coalition	Standard Grant Enhancing Housing Case Management Infrastructure (2020-2024 RHIP)	Increasing continuum capacity in the effort to end homelessness	\$302,327.00	9.23.21	Increase Housing Choice Voucher holders able to find and lease a housing unit	Year One Report
DAWNS House	Mini-Grant Application (2020-2024 RHIP)	Emergency Service Site Manager	\$5,000.00	11.18.21	Increase Housing Choice Voucher holders able to find and lease a housing unit	Final Report

HOUSING 2020 Budget						
		Budget	Spent	Available		
	5-Year	\$2,000,000	\$40,000	\$1,960,000		
	Yearly	\$500,000	\$40,000	\$460,000		
	Yearly Mini-Grant	\$40,000	\$40,000	\$0		
	Yearly Standard Grant	\$460,000	\$0	\$460,000		
Total Investment Per Future State Measure						
	Rent Mortgage Burden	Housing Choice Vouchers	System for Counting Houselessness			
2020	\$7,500	\$2,500	\$5,000			
Investments						
Organization	Process	Project	Award	Decision Date	Future State Measure	Latest Report
	Mini-Grant	COVID-19	\$25,000.00	3.20.20		
Kôr Community Land Trust	Mini-Grant Application (2020-2024 RHIP)	Decreasing Cost Burdened Households through DEI	\$2,500.00	4.9.20	Decrease severely rent and mortgage burdened households	Final Report
Kôr Community Land Trust	Mini-Grant Application (2020-2024 RHIP)	Decreasing Cost Burdened Households through DEI	\$2,500.00	4.9.20	Increase Housing Choice Voucher holders able to find and lease a housing unit	Final Report

REACH	Mini-Grant Application (2020-2024 RHIP)	Homeless Management Information System - Data	\$5,000.00	7.6.20	Create a system and accurately capture individuals experiencing homelessness	Final Report	
Bend Heroes Foundation	Mini-Grant Application (2020-2024 RHIP)	Central Oregon Veterans Village	\$5,000.00	11.12.20	Decrease severely rent and mortgage burdened households	Final Report	

Memo



To: HLC Board and Partners
From: Scott Aycock, CED Director
Date: November 9, 2023
Re: Proposal to Update High Desert HOME

Background:

In 2011, Central Oregon completed a [10 year plan to end homelessness](#), as part of a national movement, to help address the growing crisis of homelessness. The plan was reviewed and updated in 2015, however much has changed in that time. Homelessness in Central Oregon, and the United States broadly, has only worsened due to a wide array of socio-economic circumstances. It's time to update our shared plan with today's conditions, address areas of success and areas for improvement, and work together to ensure that the plan is strategically implemented.

We know that the original plan was supported by a collaborative group of members of local government, non-profits, and community members, which ensured that as many perspectives and ideas as possible were brought to the table in the planning process. We know that although homelessness is often most visible in our urban environments, it's an issue that faces both rural and urban communities, and so regional collaboration is necessary for the most impact. However, we're also aware that there are some shortcomings with the existing plan, namely in its limited accountability, minimal buy-in from partners outside of the planning process, and long timeline to address change.

The Central Oregon Continuum of Care, the Homeless Leadership Coalition (HLC), is required by HUD to develop a regional plan to identify key needs, investment priorities, and coordination and delivery of services. The plan also guides the HLC's Collaborative Applicant process for HUD funding in our region. COIC has agreed to take on the role of providing staff and procurement and fiscal support to this effort.

Considerations for Revised Plan:

No individual or group is going to solve homelessness on their own. We know this. We need to work together to identify and implement strategies and solutions to ensure that episodes of homelessness in Central Oregon are rare, brief, and non-recurring. **These solutions and strategies must specifically address the real-time, core afflictions of homelessness. These include the struggle to obtain whole medical treatment, the critical need to increase detox and mental crisis response, and the disparate impact of the nation's drug crisis on our houseless population.**

Community Resources

It's crucial that we support engagement from those that do this work and experience the burden of the growing houseless population most acutely. These individuals can take the form of local government elected officials and staff, service providers, law enforcement, education providers, healthcare providers, members of the community, and many more. It's clear that to make an impact, we'll need everyone's help coming up with truly attainable solutions that the community can understand and support. To do this right, we need to leverage the collective expertise from those in our community that have direct knowledge and experience. An initial step in this project should be to identify and meet with these community groups to gather feedback and structure future engagement in the process. Groups doing the work include: the community of service providers represented through the HLC; our regional community action agency NeighborImpact and our regional housing authority Housing Works; education districts and the High Desert ESD; Central Oregon Health Council workgroups such as the Stable Housing and Supports Workgroup, Substance Use Disorder Workgroup, and Poverty Workgroup; public safety agencies; and businesses and private individuals with a strong interest in and experience providing compassionate and effective solutions. Importantly, we also need to make sure that we are also hearing directly from the diversity of individuals and households experiencing houselessness.

In addition to established community groups, we'll need the efforts of staff at stakeholder agencies, volunteers, and community leaders to support outreach, help co-host discussions, etc.

The Coordinated Houseless Response Office, founded with funding from [HB 4123](#), is a community asset that must be leveraged in this process. While the Office is not representative of the entire region, it serves the cities of Sisters, La Pine, Redmond, and Bend as well as Deschutes County, and is focused on coordinating responses to homelessness. Working with the Office to channel feedback from those communities and community leaders will enhance efficiency and cohesion and help serve as a model for other communities' participation in Central Oregon.

COIC is currently developing a Regional Housing Council (RHC) with a broad mandate to coordinate regional housing and houseless issues. This body will include elected representatives from the region's cities and counties as well as key stakeholders from groups such as the HLC, NeighborImpact, HousingWorks, and the Governors' Regional Solutions Coordinator. This group can help serve as a regional governance entity vis a vis the Plan and help ensure Plan implementation.

State and Federal Efforts

We're fortunate to be planning for this update at the same time as broader planning efforts around houselessness at the federal and state level. The Biden Administration recently announced [All In: The Federal Strategic Plan to Prevent and End Homelessness](#), and earlier in 2023 Governor Kotek signed several Executive Orders with an explicit emphasis on community planning to address unsheltered homelessness and Oregon's lack of Affordable Housing. Efforts to update Central Oregon's plan to end homelessness should complement and respond to initiatives at the federal and state level. Both the federal and state initiatives have much shorter timelines than they have in the past, with the Federal plan hoping to make drastic impacts by 2025, and Governor Kotek's Executive Orders lay out annual timelines to meet benchmarks, it's imperative that the updated plan in Central Oregon creates opportunity for regular feedback and assessment of progress, so the region is able to pivot and respond to best practices and policy changes as they come.

Steering Committee

In order to guide this effort, we propose the development of a locally based Steering Committee. The Steering Committee will have the right combination of issue area knowledge, geographic perspective, strategic planning understanding, and governance and administrative experience to effectively guide the development of the Plan.

- Partnerships to leverage
 - Healthcare
 - Education
 - Law Enforcement
 - Developer/private community

Professional Consultant

The Plan build will greatly benefit from the expertise and experience of a competitively procured consultant that understands how to bring many individual partners together to create a shared vision and an implementable collective impact strategy to achieve coordinated results. The consultant should not engage in a “black box” technical process, but rather work closely and transparently with agencies and partners to create a Plan that a) reflects Central Oregon’s needs and opportunities; b) is informed by best practices; c) is embraced, adopted, and implemented by key regional players; and d) identifies needed system changes. The selected consulting group should have excellent “technical” knowledge of how to achieve collective impact, a proven track record of deeply engaging local partners in building similar plans, and an ability to help us generate clear and implementable recommendations. **The final recommendations for the plan must address the real-time core afflictions of homelessness as identified by consensus among service providers who have regular, personal contact with the houseless population and their experiences.**

Sources of Information

Organizations within the community have the data we need to make informed decisions. We recommend leveraging existing data sources like our most recent data from the annual Point in Time Count, the Homeless Management Information System (HMIS), a databases that NeighborImpact maintains as the designated lead agency for homeless leadership coalition, other data NeighborImpact may have as the regional Community Action Agency, Service Utilization Data from healthcare providers, Community Health Indicators, Housing Production needs from the State and/or Cities, and other relevant information. In addition, the Plan should benefit from lived experience feedback solicited via stakeholder groups, surveys and Youth Advisory Committee and other sources; sector-specific surveys or listening sessions that discuss inflow/outflow and housing navigation barriers; and review of other available strategic plans and strategies such as the Central Oregon Health Council’s Regional Health Improvement Plan (RHIP), the Envision Bend 5 year plan, NeighborImpact and Housing Works strategic plans, as well as any other relevant regional or local planning efforts. Relevant data sources will be reviewed that expand the information we have available from the HMIS Lead Agency. Portland State University may be a resource for homeless data analysis.

Timing – The urgency of the homeless crisis means that we need to update the plan as soon as possible, with real-time feedback and a more aggressive update schedule, such as 2-4 years. We will also work to align the cadence of plan updates with other related planning efforts in

order to maximize cross-sector goal setting and investment strategies.

Regular Measurement of Progress – While most of this process will be focused on creating or updating the plan to address houselessness, an area for improvement from the last process relates to committing to continued revision and assessment of progress on the plan. This would likely take the form of an annual or semi-annual meeting or event to share performance, progress and road blocks toward goals and ensure that goals are still aligned with best practice and/or community need.

Draft Plan Outline

1. Executive Summary
2. Introduction and Regional Overview
3. Available Resources and Existing Efforts
4. Needs Assessment
 - a. Region-wide and individual geographies
 - b. General Populations
 - c. Special Populations
 - i. Chronic homeless population
 - ii. Veterans
 - iii. Youth
 - iv. Seniors
5. Strategies/Actions
 - a. Built for Zero (overview (equity focused, population centered))
 - b.
 - c. Region-wide and individual geographies
 - i. General
 - ii. Special Populations
 1. Chronic homeless population
 2. Veterans
 3. Youth
 4. Seniors
6. Implementation Plan
7. Evaluation/Monitoring Framework (and process for dates)

DRAFT Costs and Funding

Anticipated costs to build the Plan include:

- Consultant = Maximum of \$75,000
- COIC Administrative/fiscal/procurement costs = \$5,000
- COIC staffing costs (manage Steering Committee, outreach, partner engagement, public meetings, etc.) = \$10,000
- Support engagement (stipends and funding to support engagement of those with lived experience and agencies without funding to support this effort) = \$10,000

Estimated Total Plan Build Cost: Not to exceed \$100,000

Date: November 9th, 2023,

To: Central Oregon Health Council Stable Housing and Supports Workgroup

From: Homeless Leadership Coalition Board of Directors

Re: Project- Increasing continuum capacity in the effort to end homelessness

Attached: Modified Budget

Dear colleagues,

The Homeless Leadership Coalition Board respectfully requests the RHIP Workgroup's consideration for budget modifications to our Year 2 and 3 spends of our COHC award. We wish to reallocate funding to update the *High Desert Home, Central Oregon's Plan to End Homelessness* and support our planning for the recently awarded Youth Homelessness Demonstration Project (YHDP). The HLC is meeting its goals set forward with the original grant proposal and sees these efforts as fully in alignment with the RHIP workgroups goals. The *High Desert Home* effort is vital to further the work of the Continuum, cross-system coordination, and further impact outcomes by enhancing our regional and population specific strategies to prevent and end homelessness in Central Oregon. By reallocating funding for administration and planning from the COHC funding, we will also save all awarded YHDP funds for services to the youth experiencing homelessness in our region. Representatives from COIC and HLC will make themselves available for further discussion on the plan for reallocated funds in an upcoming RHIP group meeting.

Why do we have funds to reallocate?

The budget assumed continuous staffing at all agencies while others have faced temporary gaps in staffing leaving funds to understand (the case of Dawn's House) or had the opportunity to apply other funds due to other infusions of cash related to the governor's executive orders or

other funding sources. The HLC also over budgeted for landlord liaison services and now that HousingWorks has shifted to retention activities these funds can be repurposed.

Summary of the HLC’s original request and progress update. For more information, please review our submitted grant reports.

<p>Homeless Leadership Coalition requested funding to support the region’s Continuum of Care. With these funds the HLC seeks to:</p> <ul style="list-style-type: none"> • Provide dedicated support to the Coordinated Entry System and launch the region’s first By Name List which is fundamental to ensuring an accurate, real-time count of individuals experiencing homelessness. • Increase the capacity of homeless serving entities to support clients in transitioning from homelessness into long-term, affordable, housing using available resources including housing choice vouchers. • Provide housing search and retention services to positively impact an individual's housing retention and, in turn, the region’s system performance measures. • Enhance landlord relationships crucial for housing placement success for voucher holders and others transitioning out of homelessness and into stable housing. • Build organizational and continuum capacity by increasing staffing at various agencies in need of key roles. 	
<i>Grant Objectives</i>	
All positions hired. Positions have been rehired after any vacancy.	Met
Increase Housing Choice Voucher Utilization Rate	Met
Increase cadence of Coordinated Entry, Develop Quality Improvement and Standard Evaluations of the Coordinated Entry System.	Met

<p>Improve Coordinated Entry and By Name List. Goal to be able to submit real time data collected in place of a 2024 Point in Time Count.</p> <p>While this is not yet possible, we are making great improvements in the amount of data collected, its quality and our confidence in it.</p>	In progress
<p>Develop and distribute landlord materials and engage with landlords quarterly.</p>	Met
<p>Return successful program exits to housing placement to at least 37% if not better, by August 2024. Program exits vary by project type.</p>	In progress

In service,

Central Oregon’s Homeless Leadership Coalition Board of Directors

Eliza Wilson, J Bar J Youth Services, Chair, HLC

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Leah Powers, Deschutes County Health Services

Jared Arzaga, Bethlehem Inn

Anthony Mitchell, Jefferson County Faith-Based

Stephanie Westendorf, Housing Works

Network

Donna Burklo, Family Kitchen

	Original Budget	Spend	Balance	Re-allocate	New Budget
YR 1 Project Budget - 9/1/2021 - 8/31/2022					
NI - CE specialist	42,265	42,265	-		-
Redemption House - Housing N & R	26,582	26,582	-		-
Dawns House - Housing N & R	29,585	29,585	-		-
J Bar J - Housing N & R	26,061	26,061	-		-
NI - 3 laptops	5,500	-	5,500	(5,500)	-
NI - 4 HMIS licenses (\$375 annual + 200 initial set up fee)	2,300	-	2,300	(2,300)	-
NI - CES dedicated cell phone line	-	-	-	-	-
Housing Works, landlord liason services	40,000	7,065	32,935	(32,935)	-
Housing Navigator and Retention Specialist Training	3,000	-	3,000	(3,000)	-
Landlord mitigation fund	15,000	15,000	-	-	-
	190,293	146,558	43,735	(43,735)	-
YR 2 Project Budget - 9/1/2022 - 8/31/2023					
NI - CE specialist	101,539	55,475	46,064		46,064
Redemption House - Housing N & R	25,388	25,388	(0)		-
Dawns House - Housing N & R	25,415	16,615	8,800		8,800
J Bar J - Housing N & R	36,339	36,339	(0)		-
Housing Works, landlord liason services	40,000	2,925	37,075	(37,075)	-
By Name planning (agency honorarium & stipend for lived experience)	3,000	-	3,000	-	3,000
Continuuing education @ \$200/ role	800	-	800	(800)	-
Landlord mitigation fund	15,000	-	15,000	(15,000)	-
	247,481	136,742	110,738	(52,875)	57,864
YR 3 Project Budget - 9/1/2023 - 9/30/2024					
NI - CE specialist	76,880	-	76,880		76,880
Redemption House - Housing N & R	10,400	6,167	4,233		4,233
Dawns House - Housing N & R	10,400	-	10,400		10,400
J Bar J - Housing N & R	10,400	4,989	5,411		5,411
Housing Works, landlord liason services	40,000	-	40,000	(40,000)	-
Continuuing education @ \$200/ role	800	-	800	(800)	-
Landlord mitigation fund	15,000	-	15,000	(15,000)	-
High Desert Home				100,000	100,000
YHDP Staff Time				20,000	20,000
YAB On Sites				8,000	8,000
YAB Payments				24,410	24,410
	163,880	11,156	152,724	96,610	249,334