

DESCHUTES COUNTY

COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)

HB 4123 COORDINATED HOMELESS RESPONSE PILOTS – NOVEMBER 2023 LEGISLATIVE REPORT

INTRODUCTION

Deschutes County (County) and the Cities of Bend, La Pine, Redmond, and Sisters (Cities) united to champion House Bill 4123 (HB4123) in 2021. All four cities in Deschutes County along with County government joined together to support the bill and support the disruption of the homelessness crisis. The \$1 million state funding is helping to operationalize regional efforts to address homelessness and establish the County and Cities Coordinated Houseless Response Office (CHRO or Office). The Office oversight board, also known as the governing board or CHRO Board of Directors (Board), is comprised of an elected official from each of the five participating agencies. In July 2022, all five participating County and Cities' governing boards approved the adoption of an Intergovernmental Agreement (IGA) to recognize the coordinated effort to strengthen the region's homeless response. Website: [Coordinated Houseless Response Office | Deschutes County Oregon](#)

As of June 2022, the Office has met the bill's minimum requirements as follows:

- ✓ Established Office
- ✓ Formed Board
- ✓ Adopted IGA, and in process of amending with the following revisions:
 - Expand capacity and contract with Central Oregon Intergovernmental Council (COIC)
 - Add Board Bylaws
 - Add Continuum of Care (CoC) known as the Homeless Leadership Coalition (HLC) and NeighborImpact, the local Community Action Agency (CAA), to the Board as ex-officio, non-voting members. (See below for details.)
- ✓ Coordinated with the CoC
- ✓ Established a Centralized Point of Contact for the Office

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ORGANIZATIONAL STRUCTURE

The County is the grant recipient and is responsible for managing the \$1 million fund and reporting to the State. An oversight board was established consisting of members from each participating local government. The Board's role is like any governing board of a local government - they provide policy direction and serve as a liaison to their respective agencies' governing body. Also included in the IGA and part of the commitment is a staff liaison from each participating agency for Board support as needed and to carry out actions.

Given the scope of the deliverables, a role was created and designed for an Executive Director reporting directly to the Deschutes County Administrator (or designee) tasked with launching the Office responsible for coordinating and orchestrating regional efforts in implementing the region's strategic plan, connecting community-wide players, and centralizing communication, funding, policy, and services.

As with every business or organization, the Board and Office recognized the need to be nimble to deliver on the goals of the Office while continuing to keep the collaborative and united front momentum intact. As such, a change in structure is underway to change the staffing model and improve the governance structure.

With thoughtful and thorough conversations and feedback from our regional team of local housing and houselessness experts and stakeholders, the Board considered various options and unanimously saw the benefit of creating efficiencies in our regional houseless response systems by expanding its capacity and contracting with Central Oregon Intergovernmental Council (COIC).

In doing so, the Office will strategically align and continue existing work with the federally designated CoC, of which COIC fulfills the role of Collaborative Applicant.

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COIC also has the trust of and relationships with regional stakeholders, a history of working with local organizations servicing people at risk of or experiencing homelessness, as well as a proven track record with regional collaborative projects.

COIC will be responsible for providing functional general direction of the Office and execute deliverables formerly assigned to the Office's Executive Director and staff/team. Based on their experience and structure already in place to address regional collaborative efforts, COIC will be empowered to determine the best staffing structure internally to optimize staffing needs based on the Strategic Plan approved by the Board.

Access to the County and Cities Chief Executive Administrators for guidance has also been strengthened with this change in governance structure as amended in the IGA.

The Board identified a need in the decision-making process to have homelessness experts at the table and has aligned on adding representatives from our local CoC and CAA to act as ex-officio, non-voting members of the Board.

Carrying forward the recommendations from the Emergency Homelessness Task Force (EHTF), a group convened to inform local efforts to address homelessness in Deschutes County in 2021, the Board approved the concept of an Advisory Committee as follows:

Membership categories:

- (1) from an organization with an expertise in communications
- (1) from an organization with an expertise in real estate
- (1) representative from Economic Development for Central Oregon (EDCO) and/or City Chamber of Commerce
- (1) representative from a faith-based organization

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- (2) representatives from organizations that deliver direct services including case management, behavioral or mental health or addiction treatment
- (2) representatives from organizations that provide emergency housing/shelter services
- (1) representative from affordable housing development
- (1) representatives with lived experience
- (1) representative from federal or state land management agencies
- (1) representative from the medical service delivery system
- (1) representative from county or city law enforcement
- (2) at-large (community)

The Office's Advisory Committee will be comprised of 12-16 members appointed by the Board. Subcommittees may be created for efficiency. Members shall have subject-matter-expertise that aligns with the Office's strategic plan priority goals to be determined by the Board. Each member of the Advisory Committee will serve a two-year term, following a vote by the Board. Initial terms will be staggered to ensure the entire committee does not change in one year. The Advisory Committee shall meet monthly or as directed by the Board. For distinction from the governance board or Board of Directors and the Advisory Committee's roles and responsibilities, please see attached CHRO Bylaws.

The Office operates under a "Board of Directors" form of governance. Each Board member represents one of the agencies party to the agreement and as a body has a role to support the advisory committee and the Office. Representatives from the local CoC and CAA were added to the Board as ex-officio, non-voting members. HLC (CoC) and NeighborImpact (CAA) will provide houselessness expertise from both the prevention and response perspectives. The Board is responsible for policy direction; strategic plan input /direction /approval /commitment /political leadership in the implementation; and shall serve as a liaison to their respective agencies' Governing Boards. Please see the attached bylaws for authority, membership, terms of service, attendance policy, meetings, officers, committees, eligible use of HB4123 funds, and budget.

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HB4123 was awarded to the County and Cities. For efficiency however, the grant agreement is only between Deschutes County and the Oregon State Department of Administrative Services. The County is the grant recipient and is accountable for managing the funds and reporting back to the State as required.

After the first year, there was a need to expand capacity, align with regional priorities, and adjust the staffing model for the Office, prompting the County to contract with COIC for functional general direction of the Office with responsibilities of executing on the following deliverables required by HB 4123 to:

- provide high-level coordination, centralized communication, and strategic visioning;
- identify opportunities to more effectively leverage existing funds and access new resources; and
- create a more equitable, accessible, and responsive system for individuals and families experiencing homelessness in Central Oregon.

COIC will be empowered to hire the appropriate staff to deliver on roles and responsibilities outlined in HB4123 to:

- Lead the implementation of the CHRO's strategic plan and support continuous improvement of the plan to achieve its mission.
- Align state, county, and city resources to achieve the plan's milestones (including sustainable funding for the CHRO office beyond the HB 4123 2-year grant fund).
- Support community partners in strengthening and streamlining service provision and affordable housing development and supports under a shared set of principles, priorities, and strategies.

Currently, the Office has one staff member, a Houseless Response Analyst. There are two more recruitments underway for a Program/Project Manager to replace the Executive Director role and a support administrative staff.

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Also, the IGA includes commitments from each participating agency to provide staff liaisons in form of in-kind services for Board support and execution on actions required from each agency:

- Deschutes County: Erik Kropp, Deputy County Administrator
- City of Bend: Amy Fraley, Senior Program Manager – Houselessness Services
- City of La Pine: Geoff Wullschlager, City Manager
- City of Redmond: Linda Cline, Housing Program Analyst
- City of Sisters: Awaiting direction from the City Council given a recent change in City Manager

Additional In-kind Services:

- County and City Chief Executive Officers for guidance and support that include monthly meetings with the COIC Executive Director.
- Temporary assistance from Deschutes County Deputy Administrator, Erik Kropp and City of Bend, Strategic Initiatives Manager, Mickie Derting to assist in executive administrator roles including supervision of staff and project coordination activities.

See page 3 for Executive Director lead that evolved into COIC as the lead on pages 3 and 4.

The initial job description and design was based on the need identified by our regional housing and houselessness experts and community stakeholders. The concept was preliminarily created early on as establishing a coordinated houseless response office and staffing for it were one out of our top 5 strategic priority. Then when the job description was published, it was shared with the [United States Intergovernmental Council on Homelessness](#) West Coast peer-to-peer monthly call list as well as local Central Oregon housing and houselessness expert. There were quite a few applicants who applied from the job from California, Hawaii, and Oregon, many of whom had expertise in working in both local government and on homelessness initiatives including some who were already part of a joint office.

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See page 3 as the first hire was the Executive Director. Please see page 7 and 8 to see the evolution from lead staff of Executive Director to COIC and an overview of additional CHRO and COIC staff plus participating agencies and their in-kind staff liaison services.

STRATEGIC PLAN PROCESS

Before a Strategic Plan was required by HB4123, our regional team had already started work to address houselessness in a regional context.

HB4123 helped to formalize and strengthen our team and operationalize our efforts.

In the Spring of 2021, Deschutes County and the City of Bend convened an Emergency Homelessness Task Force (EHTF), which included local housing and houselessness experts and community stakeholders. The outcome of this effort was a Strategic Plan (EHTF Plan) that informed the recently approved CHRO Strategic Plan. Community members who contributed and provided input included people with lived experience, people who were at the risk of or were experiencing homelessness, homeless advocates, various members of the 66+ organizations that are working to address houselessness in Deschutes County, and representatives from the following sectors: education, business, faith, government, community communications, service providers, mental health advocates, the medical community, cultural organizations, cross-sector professionals, disability advocates, and more.

Members of the EHTF identified gaps in services, competing objectives, and duplication of efforts in our region's response to houselessness.

Concurrent to the Task Force and related EHTF Plan, Deschutes County and the Cities of Bend, La Pine, Redmond, and Sisters worked together to secure \$1 million

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in state funding ([HB4123](#)) over two years to operationalize a coordinated office to strengthen Deschutes County's houseless response system.

The creation of a collaborative houseless response office is a key recommendation of the EHTF Plan. The office was intended to help streamline the efforts of dozens of local community partners and collaborate with regional groups such as [Central Oregon Health Council](#), the Regional Housing Council, and the local CoC, [Homeless Leadership Coalition](#).

The Office would also streamline funding by aligning state, county, and city resources. This level of funding coordination will also support the development of more affordable housing.

Elaine Knobbs-Seasholtz, Mosaic Community Health's Director of Strategy and Development summed up: "We're stronger when we work together."

The EHTF members prioritized the need for a visual narrative, to better engage the public with story-telling and opportunities to humanize this issue through the hiring of a communication consultant to:

- Educate the public about misconceptions that harm our community by denying the real problems contributing to homelessness and thwarting our ability to come together and agree on a course of action.
- Educate and increase awareness to provide a holistic and unbiased perspective of the houselessness ecosystem based in data.
- Provide an outline of solutions to our region's houselessness crisis based on the goals identified in EHTF Plan.

Dozens of housing and houselessness experts, nonprofits, service providers, and volunteers including unhoused community members shared their insights. Hear what they said about this growing crisis and how we can address homelessness together: "Addressing Houselessness in Deschutes County" at houselessindeschutes.org.

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Fast forward to Spring of 2022, as part of a review and update of the governance structure, the Board formed a Subcommittee to review the recommendations from the EHTF, which ultimately led to the approval of the CHRO Strategic Plan (CHRO Plan).

The Subcommittee prioritized and identified several actions per priority area that will help enhance efforts to address the crisis of homelessness throughout Deschutes County.

Close to 1,000 community members were asked to provide feedback on the newly proposed CHRO Strategic Plan. From the HLC mailing list and direct community outreach, community members, local housing and homelessness experts, and stakeholders were asked for their feedback via survey or directly via meetings and correspondences.

Several excerpts from this feedback included:

- *“I’d like to see the following areas enhanced:*
 - *Community Engagement: ensure that elected officials understand local data and facts so that myths are not perpetuated in public and public action can be grounded in evidence based practices;*
 - *Align with the Continuum of Care: additionally, financially support the Continuum and aid in capacity development;*
 - *Enhance Data: work with existing HMIS (Homeless Management Information System) lead agency (NeighborImpact) to determine gaps in infrastructure and data usage;*
 - *Improve Access to All Types of Shelters: support best practices for staff training and capacity building at local shelters”*
 - Emergency Homelessness Task Force (EHTF) Member
- *“I want to emphasize the importance of the community engagement piece under Priority 1. I strongly feel that many Bend residents thwart efforts to develop managed campgrounds, safe parking, tiny home villages, etc., because they think it will attract more people who need help. It is so hard to read and hear the awful*

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things people say about the homeless in our community. I wish they could understand many longtime residents who have fallen on hard times. They are our neighbors. People I went to Mountain View High School with that can no longer afford to live in the only place they have ever called home.” – EHTF Member

- *“I liked the specificity and depth of the EHTF Strategic Plan, and I would like to see that document at least referenced in the new CHRO Strategic Plan.” – EHTF Member*
- *“There is a need for homeless students in Deschutes County to have access to transportation with direct routes from shelters to schools and activities. McKinney Vento has the funding, but the school does not have a license, nor is there currently an agency that provides this service. Any support to create access would be helpful.” – Melissa Barnes Dholakia, Bend-La Pine School Board*
- *“Please make it a priority to support the Homelessness Leadership Coalition and bolster the Coordinated Entry System with additional resources.” – Service Provider*

In August 2023, the CHRO Strategic Plan was adopted and submitted to the State in compliance with HB 4123 requirement.

Execution of the CHRO Strategic Plan will be spearheaded and carried out by the COIC.

In August 2023, a CHRO Strategic Plan was adopted and submitted to the State in compliance with HB 4123 requirement.

STRATEGIC PLAN OUTCOMES

Over a series of public meetings and work sessions, one-on-one meetings, surveys, and email correspondence, the Office crafted a strategic plan to quickly address the crisis in the short term. In the long term, the plan aims to disrupt the status quo. Shared outcomes from the pilot/plan were set by a team of local housing and houselessness experts and stakeholders through collaboration and coordination. As

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stated above, before a Strategic Plan was required by HB4123, our regional team had already started the planning work to address houselessness in a regional context. HB4123 helped to formalize and strengthen our team and operationalize our efforts. To this day, identifying and achieving shared outcomes is a collaborative and coordinated process.

Here is a brief look at the five strategic priorities of the CHRO Plan:

1. Community Engagement
 - a. Create a consistent program which educates, engages, and informs leaders, service providers, and the community at-large.
 - b. Empower the Community to support the work
2. Initiate the Coordinated Houseless Response Office (CHRO)
 - a. Activate an advisory body comprised of community members with subject-matter-expertise who can help advance the CHRO Strategic Plan.
 - b. Enhance and grow partnerships with providers, local and regional governments, and key stakeholders.
 - c. Assist providers, local governments, and the community in tracking investments and outcomes in the homeless response system.
 - d. Through intergovernmental agreements, clearly define the roles and responsibilities between the cities and county for addressing homelessness among governmental entities.
 - e. Identify and secure financial resources to keep the Office operational through the required 5-year period.
3. Expanding Services for People Experiencing or At Risk of Homelessness
 - a. Assist with the creation of a Regional Sustainable Services Funding Plan.
 - b. Increase access to training related to Best Practices for service providers across the Continuum of Care.
 - c. Address Gaps in Administrative Capacity
 - d. Advocacy around increased access to subsidized transportation.

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- e. Expand Coordinated Entry by Service Providers
 - f. Address Racial and Equity Disparities with Strategic Investment
 - g. Streamline Resources/Services
 - h. Partner with providers and the County to expand supportive services
 - i. Support participating communities in their efforts to create camping programs and connect them with subject matter experts and providers.
4. Address the Crisis of Unsheltered Homelessness
- a. Improve services to meet individuals' needs while living unsheltered.
 - b. Coordinate among emergency services, local governments, and providers to ensure community-members have access to shelter.
 - c. Improve data quality and usability.
 - d. Transparency
 - e. Support Shelter Providers
 - f. Increase awareness about shelter availability.
5. Improve Access to Affordable Housing
- a. Advocate for more funding at the local, state, and federal level
 - b. Advocate for increased 0-30% Area Median Income (AMI) housing options.
 - c. Prioritize Permanent Affordable Housing

Example of Shared Outcome Setting:

In July of 2023, the Board called for the convening of a community roundtable with regional public land agencies. The event will be tied-in with the priority strategy/actions to address the crisis of unsheltered homelessness and expand access to services.

Currently, a regional team of public land agency executives from ODOT, the Forest Service, Recreation and Parks, as well as Deschutes County and Cities of Bend and Redmond executives and staff, and the Board Chair of the Homeless Leadership Coalition are working together to (1) propose sites, (2) propose an operational plan

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/ siting options per site, and (3) provide funding/budget estimates that will all be packaged into a proposal to the CHRO Board. This information can then serve as a *baseline* for the CHRO Board roundtable to address unsanctioned camping on public lands in Central Oregon.

Out of this collaboration, values and criteria were set with intention of maintaining public trust that was aligned on by the CHRO Board.

Values & Criteria

Project to develop additional shelter or housing options for unsheltered individuals will:

- **Ensure comprehensive and broad community engagement:** create opportunities to hear from potential residents and neighbors of projects in development; leverage existing relationships of trust to access input into design; share information and opportunities for engagement openly and with adequate time for involvement.
- **Assure safety and quality of life for all:** safety of residents and neighbors; safe access and egress from sites; proximity to critical amenities and services; physical environments in which safety threats can be reasonably mitigated.
- **Respect and protect important partnerships and collaboration:** do not leave partners in isolation; operate under shared commitments; collaborate on and coordinate important public communication and timelines.

Additional criteria include:

- Working to develop a set of **diverse, multiple options/projects scaled appropriately** to meet size, barrier, and service needs of the project's target population

Considering **feasibility** from service provider, land use, terrain, access, and timeline perspective

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The Board aims to amplify the issues through a roundtable with stakeholders, align on a path forward, determine gaps, and jointly request support from the State or Governor *potentially* as it relates to funding, land use waiver(s), and/or resources (e.g., State Department of Emergency Management) with implementation.

A challenge in setting shared outcomes sometimes stems from the geographic coverage of the CHRO, which services Deschutes County area as compared to the CoC and Governor's Emergency Order, which services all Central Oregon including the Confederated Tribes of Warm Springs. A lesson learned is that service providers and key partners such as CoC and CAA are finding it challenging to narrow and adjust their offerings to one county.

Other challenges:

- Lack of available land and housing types for immediate shelter types.
- Need to expand definition for shelter to include managed RV, tent, yurt, shelter hut housing on a variety of land types to allow our service providers room to coordinate across the CoC.
- Land use law restrictions
- Community receptiveness to shelters for the homelessness in their neighborhoods.
- Lack of on-going funding to support shelter operations.

Visit <https://www.houselessindeschutes.org/> for more information about the barriers, trauma, and challenges facing the unhoused and service providers.

Despite inherent challenges to the outcome setting process, this process has created numerous opportunities for collaboration and camaraderie. Creating a board with diverse representation has broken down walls and barriers that existed between communities and has allowed for Central Oregon cities and Deschutes County to come together on (at least) a monthly basis to discuss each communities' experiences with the homelessness crisis.

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Since the inception of the office, cities have regularly shared updates about developments in their community with each other, which has led to share celebrations and group strategy sessions. Cities share what they've learned from their own endeavors, and help their peers avoid similar mistakes or keep momentum on complex projects.

For example, the City of Sisters recently processed an application for a cold weather shelter that was submitted under the Emergency Shelter Siting legislation. Given the importance and interest of this issue to the public and the strong potential for appeals, the City Council decided to conduct a public hearing and serve as the hearings body for the application and follow the same procedures as a typical quasi-judicial land use case. While the project was ultimately not approved due to determinations that there was not sufficient evidence that demonstrated that the criteria in the legislation was met by the applicant, the City Council remains committed to exploring opportunities, building partnerships, and collaborating with the community to help the Sisters area houseless. The result of the experience of processing an Emergency Shelter Siting application under the HB 2006/3395 legislation in a small community was shared with the other CHRO members.

Similarly, the City of Redmond just celebrated the groundbreaking of a new non-congregate shelter in early October. At the event, County and City leadership from neighboring cities showed up in support of the project, which may not have happened a short time ago.

Setting shared outcomes has set the stage for community-wide collaboration and teamwork. The more we work together, the stronger the coalition and the closer we are accomplishing our intention to streamline our regional efforts.

Quantitative:

One of the ways we will measure success is by using an existing tool developed by the U.S. Department of Housing and Urban Development (HUD) named the Homeless Management Information System (HMIS) and set it up in a way to be able to share information with the public and measure success through a data dashboard.

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HMIS is managed by our local CoC and CAA. They had completed a year's worth of due diligence regarding a platform for a dashboard, Tableau and purchased licenses. The CHRO is eager to continue working with the CoC to expand access to data. However, by the end of June 2023, the grant opportunity expired and a key staff in charge of data management had resigned which stalled execution efforts. The Board has deemed a data dashboard important and offered support in producing it from financial and technology to in-kind staff support.

One other way is through the Quality By-name List, which is owned by the CoC/HLC and part of the EHTF/CHRO Plan. It will be an integral part of the homeless service system in Deschutes County and will be leveraged to ensure individuals' and families' basic needs are met to ensure the community is projecting needs and scaling resources accordingly by reviewing the data. Regularly updated data from Quality By-name List will inform projected service needs, long-term affordable housing planning, and other systems improvement efforts.

Examples of measures:

- Homeless Population and Detailed
- Number of People Housed
- Number of People Connected to Stable Housing
- Number of People Placed in Temporary Housing and Shelter
- Number of People Received Homelessness Prevention Assistance
- Shelter Bend Capacity and Utilization
- Bed Inventory: Temporary and Permanent
- Number of People helped tied to the EHTF Plan outcomes/milestones.
- Young people and elderly adults connected to shelter, support, and services.
- 150 chronic homeless housed and received ongoing supportive services.
- Individual and families prevented from becoming houseless.
- Services provided connecting to health care, addressing basic needs, re-engage to workforce.

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Qualitative:

The CHRO Strategic Plan states that the CHRO will strengthen Deschutes County's homeless response system by establishing shared priorities based on data and input from service providers, streamline resources and services, and advocate for the expansion of services and housing opportunities. As we have consistently done, we will continue to monitor the impact of our work. Until all providers in the region are using HMIS, we will continue to balance information received with pro-active collection of data.

We will also use data for the following:

- Informed Decision-Making Ready Data for when advocating for funding especially at federal- and state-levels.
- Business communities – makes it easier to justify donations/investments when there's data to back-up request and impact of funding is visible, clearly and simply articulated.
- Shows gaps and determines what new funding is needed.
- Helps focus regional funding to regional priority strategies (e.g., foreclosure receipts; excise tax can be streamlined through the Office for use on priority projects in Deschutes County as a whole.)
- Enables predictive and forecast work + to strategize / and act accordingly.
- Accurate data (not all info is in HMIS)
- Supply and demand match
- Analytics (consultant recommendations)

The Governor's Executive Order 23-02 (Governor's EO) brought significant and essential opportunities to Central Oregon related to increasing shelter capacity, rehousing unsheltered individuals and families, and preventing homelessness. Central Oregon received significant funding in 2023 without the necessary capacity to fully allocate and implement the resources to fully support our providers serving our clients and responding to the high level of planning and coordination required to successfully achieve the goals in the Governor's EO.

While the Governor's EO brought major opportunities, the implementation deadline of January 2024 necessitated some other community efforts to be less of a priority.

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The CHRO has been an instrumental member of the Central Oregon Multi-Agency Coordination ([MAC](#)) group since its inception, which has pulled some capacity and attention away from the expectations laid out in HB4123, but has also created opportunities for new and expanded partnerships, rapport building, and support of projects that would never have gotten off the ground without the support from the Governor.

The role of the pilot's executive director has evolved over time. The initial job description and design was based on the need identified by our regional housing and houselessness experts and community stakeholders. The concept was preliminarily created early on as establishing a coordinated houseless response office and staffing for it were one out of our top 5 strategic priority. Then when the job description was published, it was shared with the [United States Intergovernmental Council on Homelessness](#) West Coast peer-to-peer monthly call list as well as local Central Oregon housing and houselessness expert. There were quite a few applicants who applied from the job from California, Hawaii, and Oregon, many of whom had expertise in working in both local government and on homelessness initiatives including some who were already part of a joint office.

The CHRO is creating a more equitable, accessible, and responsive system for individuals and families experiencing homelessness by working closely and aligning with the CoC to support and encourage providers to adhere to best practices by aligning with HUD to center racial equity in the work to end homelessness, to support and uplift organizations serving underserved communities, and to bring attention to data with a goal of continuous improvement.

The Central Oregon Governor's EO MAC group designated the following four groups as priority populations in the CoC Coordinated Entry System as the most vulnerable and prioritized to receive services:

1. Medically Vulnerable
2. LGBTQ & Youth

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3. Veterans
4. BIPOC Households

The CHRO does not provide direct services to individuals, however the Board has directed staff to offer support in the form of technical assistance, in-kind staffing, and/or financial support to the CoC and CAA for their programs that support individuals in navigating services. A challenge that we are experiencing is capacity for CoC and CAA to engage currently with many regional priority projects such as the Governor’s EO for example.

TECHNICAL ASSISTANCE

Staff have received technical assistance (TA) from a consultant agency, Inner City Fund (ICF) via Governor’s EO work for support with the MAC group and program support and development. Additionally, through HUD and the CoC annual competition, staff have received TA from [Homebase](#) as it relates to further collaboration with the CoC. It is important to highlight that the CoC was recently awarded the only HUD Youth Homelessness Demonstration Program grant (YHDP) in region 10 and has begun receiving TA on youth specific homelessness as well.

HUD’s and the Governor’s EO TA have been incredibly helpful in providing templates and examples on how processes are intended to work. More support on what regional HB4123 pilots are doing well and where they aren’t would be helpful, including how they (TA providers) can help move the needle. We have a monthly check in and report deadlines, but there are no meetings with TA providers about the CHRO. Most of the communications from the State otherwise are requests for information or reports, rather than offers to provide technical assistance. We also would welcome more regular check ins where we discuss what’s working and what’s not in other Pilot programs and across the country, specific strategy sessions on available current and future funding, and case studies on success stories.

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DATA

Coordination of data collection is part of the CHRO Strategic Plan as well as the Board deemed a data dashboard important and offered support in producing it from financial and technology to in-kind staff support.

Quantitative:

One of the ways we will measure success is by using an existing tool developed by the U.S. Department of Housing and Urban Development (HUD) named the Homeless Management Information System (HMIS) and set it up in a way to be able to share information with the public and measure success through a data dashboard. HMIS is managed by our local CoC and CAA. They had completed a year's worth of due diligence regarding a platform for a dashboard, Tableau and purchased licenses. However, by the end of June 2023, the grant opportunity expired and a key staff in charge of data management had resigned which stalled execution efforts.

One other important data collection system is through the Quality By-name List, which is owned by the CoC/HLC. It will be an integral part of the homeless service system in Deschutes County and will be leveraged to ensure individuals' and families' basic needs are met to ensure the community is projecting needs and scaling resources accordingly by reviewing the data. Regularly updated data from Quality By-name List will inform projected service needs, long-term affordable housing planning, and other systems improvement efforts.

Examples of measures:

- Homeless Population and Detailed
- Number of People Housed
- Number of People Connected to Stable Housing
- Number of People Placed in Temporary Housing and Shelter
- Number of People Received Homelessness Prevention Assistance
- Shelter Bend Capacity and Utilization
- Bed Inventory: Temporary and Permanent

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- Number of People helped tied to the EHTF Plan outcomes/milestones.
- Young people and elderly adults connected to shelter, support, and services.
- 150 chronic homeless housed and received ongoing supportive services.
- Individual and families prevented from becoming houseless.
- Services provided connecting to health care, addressing basic needs, re-engage to workforce.

Qualitative:

In the EHTF plan, it is stated that the CHRO will lead the community in strengthening its homeless response system by establishing shared priorities based on data and input from service providers, advocate, and people with lived experience of homelessness and housing instability. As we have consistently done, we will continue to survey to solicit data and the impact of our work. Until all are using HMIS and the Quality By-name List, we will continue to balance information received with proactive collection of data.

We will also use data for the following:

- Informed Decision-Making Ready Data for when advocating for funding especially at federal- and state-levels.
- Business communities – makes it easier to justify donations/investments when there's data to back-up request and impact of funding is visible, clearly and simply articulated.
- Shows gaps and determines what new funding is needed.
- Helps focus regional funding to regional priority strategies (e.g., foreclosure receipts; excise tax can be streamlined through the Office for use on priority projects in Deschutes County as a whole.)
- Enables predictive and forecast work + to strategize / and act accordingly.
- Accurate data (not all info is in HMIS)
- Supply and demand match
- Analytics (consultant recommendations)

Needs:

- training on a variety of topics from business model creation to sustainable fundraising to public (marketing) communications and engagement.

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- Networking
- sustainable funding
- cohort support so we can learn from each other

There is a need for a federal and state investment that matches the scale of the houselessness crisis and a permanent home in the budget for sustaining houseless prevention and response efforts.

Sustainable funding problems/barriers based on feedback from service providers:

- Complicated and slow access to funding
- Lack of specific, designated funding for houselessness facilities /programs /supports and services.
- Archaic systems and funding formulas (that does not equal the current economic condition)
- Disconnected with boots on the ground and reality of need and barriers faced.
- Funding needs to evolve and align with existing service models.
- Local agencies are taking funds and staff resources meant to be allocated for its (current) core services to reactively respond.

IDENTIFYING, ACCESSING AND ALIGNING FUNDS

In the CHRO Plan, funding is included as follows:

- Strategic Priority 2 – Initiate Collaborative Office to Address Homelessness
 - Priority Action 3 – Establish Funding To Support Ongoing Operations
 - Identify and secure financial resources to keep the Office operational through the required 5-year period.
- Strategic Priority 3 – Expand Services
 - Priority Action 1 – Develop / Increase Funding Streams
 - Assist with the creation of a regional sustainable services funding plan.
- Strategic Priority 5 – Improve Access to Affordable Housing

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- Priority Action 1 – Support Affordable Housing Development
 - Advocate for more funding at the local state, and federal level

Additionally, in the Spring/Summer of 2022 and during the process to hire a CHRO Executive Director, the City of Bend staff was on track to fund and spearhead the development of a regional financial infrastructure/mapping to help our regional team streamline/map out funding, identify gaps, and inform decision making. Due to a lack of staff capacity including consultant availability, the effort was stalled.

To date, information received from various sources that could help this Office's staff and/or a consultant get started with navigating through our regional financial resources and expenditure has been compiled.

In addition, research was started that this Office could resume with data to help the Board decide on an equal or weighted voting structure and a 3-tier (pay-to-play) financial contribution formula for each participating agency. Projects are cued up waiting for capacity to be expanded for execution.

When the CHRO was Initiated in Deschutes County, providers were concerned that the new organization would compete for established funding and had specific questions about how the Office would generate additional resources.

The Office was established at the perfect time for Central Oregon to implement the Governor's Executive Order 23-02. Providers were focused on developing new programs and supporting as many clients as possible. The CHRO created immediate and essential, administrative, and planning capacity to position the region to begin to coordinate and align existing and new (e.g., MAC) funding sources.

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The CHRO will also be able to help identify opportunities to match funds to help support providers as they attempt to leverage local dollars to compete for more competitive federal grants.

The Governor's Executive Order 23-02 (EO) brought significant and essential opportunities to Central Oregon related to increasing shelter capacity, rehousing unsheltered individuals and families, and preventing homelessness. Central Oregon received significant funding in 2023 without the necessary capacity to fully allocate and implement the resources to, fully support our providers serving our clients and responding to the high level of planning and coordination required to successfully achieve the goals in the Governor's EO.

While the Governor's EO brought major opportunities, the implementation deadline of January 2024 necessitated some other community efforts to be less of a priority. The CHRO has been an instrumental member of the Central Oregon Multi-Agency Coordination ([MAC](#)) group since its inception, which has pulled some capacity and attention away from the expectations laid out in HB4123, but has also created opportunities for new and expanded partnerships, rapport building, and support of projects that would never have gotten off the ground without the support from the Governor.

Before a Strategic Plan was required by HB4123, our regional team had already started work to address houselessness in a regional context. The pilot fund helped to formalize and strengthen our team and operationalize our efforts. There is also a possibility the Office will use some of the pilot funding for execution of the following action to address encampments on public land that will be tied in with CHRO Strategic Plan priorities to address the crisis of the unsheltered homelessness and expand access to services.

Background:

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In July of 2023, the Board called for the convening of a community roundtable with regional public land agencies.

Currently, a regional team of public land agency executives from ODOT, the Forest Service, Recreation and Parks, as well as Deschutes County and Cities of Bend and Redmond executives and staff, and the Board Chair of the Homeless Leadership Coalition are working together to (1) identify available sites, (2) create an operational plan per site, and (3) produce funding/budget estimates that will all be packaged into a proposal to the CHRO Board. This information can then serve as a *baseline* for the CHRO Board roundtable to address unsanctioned camping on public lands in Central Oregon.

The Board aims to amplify the issues through a roundtable with stakeholders, align on a path forward, determine gaps including funding, and jointly request support from the State or Governor *potentially* as it relates to funding, land use waiver(s), and/or resources (e.g., State Department of Emergency Management) with implementation.

COMMUNICATIONS

Engaging the Whole Community is in the Strategic Plan:
Invest in, develop, and launch a community orientation, education, and engagement campaign to build trust and allies, inspire community-wide collaboration, and foster participation /partnerships.

Efforts to-date:

The EHTF members prioritized the need for a visual narrative, to better engage the public with story-telling and opportunities to humanize this issue through the hiring of a communication consultant to:

- Educate the public about misconceptions that harm our community by denying the real problems contributing to homelessness and thwarting our ability to come together and agree on a course of action.

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- Educate and increase awareness to provide a holistic and unbiased perspective of the houselessness ecosystem based in data.
- Provide an outline of solutions to our region’s houselessness crisis based on the goals identified in EHTF Plan.

Dozens of housing and houselessness experts, nonprofits, service providers, and volunteers including unhoused community members shared their insights. Hear what they said about this growing crisis and how we can address homelessness together: “Addressing Houselessness in Deschutes County.” At houselessindeschutes.org.

Also, a local paper, The Bulletin, profiled people experiencing homelessness for over a year. This action was in support of houseless advocates who expressed the need for public education on the ... [insert]. Learn more: [Behind the stories: Faces of Homelessness, a yearlong series | | bendbulletin.com](https://www.bendbulletin.com/story/news/2023/09/12/behind-the-scenes-faces-of-homelessness-a-year-long-series/7031217002/)

Future effort: as we work to convene a roundtable to address encampments on public lands, there is a commitment from the CHRO Board to the following public engagement commitment:

Public Engagement Commitment

Ensure comprehensive and broad community engagement:
create opportunities to hear from potential residents and neighbors of projects in development; leverage existing relationships of trust to access input into design; share information and opportunities for engagement openly and with adequate time for involvement.

ADDRESSING RACIAL DISPARITIES

What’s included in the CHRO Plan is as follows:

Strategic Priority 3: Expanding Services

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- Address Racial and Equity Disparities with Strategic Investment
 - Example [but not limited to]: Multilingual access to programs, forms, and services.

With the CHRO Board roundtable to address homeless unsanctioned camping on public lands that is tied to the strategic priorities to address the unsheltered and expand services. At the table are the following:

- Cities housing staff with broad experience with Fair Housing and American Disabilities Act to ensure compliance and equitable access.
- The City of Bend's Mayor Pro Tem is a Liaison to Bend's Human Rights and Equity Commission. And a former Interim Equity Department Director at the City of Bend. Both bring ensuring that the team looks through the lens of underrepresented communities with the following priority and intersectional identities (as designated by the City of Bend's Human Rights and Equity Commission) to ensure equitable access to programs and when executing strategic actions moving forward:
 - Lower Socioeconomic Status
 - Black, Indigenous, and People of Color (BIPOC)
 - Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, Two-Spirit, and the countless affirmative ways in which people choose to identify (LGBTQIA2S+)
 - Houseless
 - Veterans
 - People with Disabilities
 - Non-English-Speaking Population
 - Non-Citizens

In addition to addressing racial disparities through funding included as a priority in the CHRO Plan and having a mix of DEIA experts participate in implementation of the plan/pilot, many of the CHRO players are already engaged in Diversity, Equity, Inclusion, and Accessibility (DEIA) work with strong partnerships and access to experts in the DEIA space in Deschutes County.

Regional DEIA partners:

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1. City of Bend – [New Equity Director Announcement](#) and Human Rights and Equity Commission [Webpage](#)
2. Central Oregon Health Council – Central Oregon DEI Committee: [Central Oregon Diversity, Equity, and Inclusion Committee - Central Oregon Health Council \(cohealthcouncil.org\)](#)
3. Central Oregon Community College – Office of Diversity & Inclusion: [Diversity and Inclusion - Central Oregon Community College \(cocc.edu\)](#)
4. OSU-Cascades – Office of Diversity, Equity and Inclusion: [Office of Diversity, Equity and Inclusion | OSU-Cascades \(osucascades.edu\)](#)
5. Bend Park & Recreation – DEI: [Advancing Diversity, Equity and Inclusion \(DEI\) at the Bend Park and Recreation District - Bend Park and Recreation District \(bendparksandrec.org\)](#)
6. Central Oregon Intergovernmental Council – Housing for All Racial Equity Toolkit:
https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKewibq8zIIIT-AhXKFTQIH2eChoQFnoECBoQAQ&url=https%3A%2F%2Fwww.coic.org%2Fwp-content%2Fuploads%2F2021%2F11%2FRacial-Equity-Toolkit_updated_10.13.21-1.pdf&usg=AOvVaw1XjKOorRpoGwO9YI2Yvm
7. Council on Aging of Central Oregon – Service Equity Plan: [Financials and Community Impact - Council on Aging of Central Oregon](#)

CONNECTIONS TO PERMANENT HOUSING

The Executive Director of our local permanent supportive housing organization, Central Oregon Frequent User Systems Engagement (FUSE) and many of FUSE's Board members (Central Oregon's Housing Authority – Housing Works and Mosaic Community Health) and partner organizations (NeighborImpact, Shepherd's House, Deschutes County Public Health and Behavioral Health, PacificSource, REACH Outreach) were also members of the Emergency Homelessness Task Force and helped develop the EHTF Plan that is still a foundational plan and comprehensive version for the CHRO Plan.

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In the Spring of 2023, as part of a review and update of the governance structure, the Board formed a Subcommittee to review the recommendations from the EHTF, which ultimately led to the approval of the recently approved CHRO Strategic Plan (CHRO Plan).

The Subcommittee prioritized and identified several actions per priority area that will help enhance efforts to address the crisis of homelessness throughout Deschutes County.

In the EFHT Plan:

Purpose

Create pathways to permanent and supportive housing that is affordable to local populations experiencing or at risk of homelessness.

Milestones

→ 150 people experiencing chronic homelessness will be housed and receive ongoing supportive services based on their needs

Priority #3 Expanding Services

Action 3.2 "Support current and prospective...PSH providers to ID strategies and develop plans for sustainable funding and financing to develop 150 PSH units across the county."

In the CHRO Plan:

Strategic Priority 4 – Improve Access to Affordable Housing

Prioritize Permanent Affordable Housing

CONCLUSION

This is a great opportunity for our region, but pilots take time for proof of concept, please continue to support the work while we get off the ground. We hope to see

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future resources and TA from state better align with HB 4123 and established regional coordination, including support for our community partners to participate.

APPENDICES

- A. CHRO IGA**
- B. CHRO Strategic plan**
- C. CHRO Organizational Chart**

INTERGOVERNMENTAL AGREEMENT
COORDINATED OFFICE ON HOUSELESSNESS

****DRAFT: 6-15-22 ****

PARTIES

- Deschutes County, a political subdivision of the State of Oregon, (“County”)
- City of Bend, an Oregon Municipal Corporation, (“Bend”)
- City of La Pine, an Oregon Municipal Corporation, (“La Pine”)
- City of Sisters, an Oregon Municipal Corporation, (“Sisters”)
- City of Redmond, an Oregon Municipal Corporation, (“Redmond”)

RECITALS

A. ORS 190.010 authorizes units of local government to enter into Intergovernmental Agreements (“IGA”) for the performance of any or all functions which a Party to the IGA has the authority to perform.

B. The Parties to this IGA agree to support a joint effort to implement [HB 4123](#) and establish a countywide County-City Coordinated Houseless Response Office Pilot (“Office”).

C. The Office will operate under the general direction of the Deschutes County Administrator (“CA”) and subject to oversight and policy direction by the Oversight Board of Directors (“Board”).

D. The Board will be comprised of one (1) elected official from each Party to this IGA. Initial Board members have the opportunity to make important, foundational decisions at inception including ensuring sound governance and input to the County Administrator on the hiring of the Executive Director (“ED”). The Board will approve the Office Strategic Plan and will provide policy direction to the Office.

E. The Deschutes County Counsel office will act as legal advisor to the Executive Director, the CA, and the Board for matters related to the Office or the purpose of this IGA. Nothing in this IGA is intended to abrogate, waive, or diminish the attorney-client privilege or other confidentiality provisions applicable between City elected officials and City employees and legal counsel for their respective cities.

F. Parties to this IGA shall appoint a staff liaison to attend Board meetings and work/coordinate with the Office.

G. Board members shall serve as a liaison between their elected body and the Office.

H. As an entity authorized by statute and formed by an IGA with the authority to make decision on policy and administration, the Board is considered a public body for the purposes of the public meetings law, will hold noticed meetings open to the public, and otherwise act in accordance with Oregon Public Meetings Law.

I. The Office will include an Advisory Panel (“Panel”) comprised of houselessness experts drawn from the community, to include representatives with knowledge and experience in the areas of youth services, lived experiences, DEI, accessibility, housing, houselessness, land use, public education, health, education, philanthropy.

J. The Office will coordinate with and develop partnerships with local and regional stakeholders as specified in House Bill 4123.

K. The Office will be managed by an ED who will report to and be supervised by the CA or designee. The ED will be charged with general operation of the Office as more fully described in the Job Description attached hereto as Exhibit 1.

L. For the first two fiscal years, the Office will be funded with pilot funding of \$1,000,000 provided by the State of Oregon.

TERMS OF AGREEMENT

- 1. Effective Date/Duration.** This IGA shall be effective when signed by two or more Parties. Unless extended or earlier terminated in a writing signed by a majority of the Parties, this IGA terminates on June 30, 2027.
- 2. Commitment to Support.** Parties to this IGA commit to support the Office for a total of not less than five fiscal years. The Parties understand that this IGA will need to be amended as the funding and commitments for years 3-5 are further defined and clarified by the Parties.
- 3. Strategic Plan.** Within one year of receiving the funding from the State of Oregon, the Board will adopt a five-year strategic plan that identifies and sets goals as set forth in HB 4123.
- 4. Member Obligations.**
 - a. County will provide direct supervision to the Office and to all employees of the Office, including but not limited to the Executive Director. County will retain oversight of fiscal matters of the Office and will be responsible for all associated salary/wages, tax withholding, benefits, insurance, etc. No employment or contractual relationship of any kind exists or will exist between the Parties to this IGA (other than the County) and the Office/employees in the Office. The Office and the Board will be covered under the Deschutes County insurance.
 - b. Bend will provide staff liaison and for two years, office facility for the Executive Director and support staff.

- c. La Pine will provide a staff liaison.
- d. Sisters will provide a staff liaison.
- e. Redmond will provide a staff liaison.

5. General Terms.

- a. Assignment. This IGA, and each Party's rights and responsibilities associated with this IGA may not be assigned.
- b. Entire Agreement. This IGA sets forth the entire agreement of the parties with respect to the subject matter of the IGA and supersedes any and all prior negotiations, discussions, agreements and understandings of the parties.
- c. Recitals. The Recitals are incorporated into and made part of this IGA.
- d. Board Meetings. Meetings of the Board shall establish a meeting schedule [that meets quarterly or monthly].
- e. Panel Meetings. Meetings of the Panel shall occur monthly on the date established by the ED.
- f. Dispute Resolution. The Parties agree to attempt to resolve any disputes related to this IGA first by meeting between the City Managers and County Administrator. In the event dispute resolution is unsuccessful, this IGA will be construed, applied and enforced in accordance with the laws of the State of Oregon. Any action or proceedings arising out of this IGA will be initiated in the Circuit Court of Deschutes County, Oregon.
- g. Severability. If any provision of this IGA is held illegal or unenforceable in any respect, the remaining provisions remain in full force and effect to the extent possible.
- h. Access to Records. All parties to the IGA shall maintain fiscal records and all other records pertinent to this IGA.
 - 1. All fiscal records shall be maintained pursuant to generally accepted accounting standards, and other records shall be maintained to the extent necessary to clearly reflect actions taken.
 - 2. All records shall be retained and kept accessible for at least three years, or as otherwise required to be retained by Oregon law.
 - 3. If an audit, litigation or other action involving this IGA is started before the end of the three-year period, the records shall be retained until all issues arising out of the action are resolved or until the end of the three-year period, whichever is later.
 - 4. All Parties to this IGA and their authorized representatives shall have the right to direct access to all associated books, documents, and papers.

and records related to this IGA for the purpose of conducting audits and examinations and making copies, excerpts and transcripts.

5. In the event of a public records request, the Office is considered the custodian of the public records of the Board. To the extent more than one public body is the custodian of a given public record, when a city or county receives a request it has received from another public body, it may consult with the originating body to determine whether the records may be exempt from disclosure.
- i. Amendment/Extension. This IGA may be amended or extended by mutual written agreement of the Parties.
- j. Indemnification. Subject to the limits of the Oregon Tort Claims Act and the Oregon Constitution, each Party shall defend, indemnify, and hold each other Party, and its officers, agents, employees and volunteers, harmless against all liability, claims, losses, demands, suits, fees and judgments (collectively referred to as "claims") that may be based on, or arise out of, damage or injury (including death) to persons or property caused by or resulting from any act or omission of the Party in connection with the performance of this IGA or by conditions created thereby or based upon violation of any statute, ordinance or regulation. This indemnification shall not apply to claims caused by the sole negligence or willful misconduct of the other Party, its officers, agents, employees and volunteers. The Parties agree that they are not agents of each other and are not entitled to indemnification and defense under ORS 30.285 and ORS 30.287.
- k. Each Party has reviewed this IGA with its own legal counsel.
- l. The persons signing below acknowledge they have read and understood this agreement and certify that they have authorization from their governing bodies to execute this IGA and be bound by its terms.

CITY OF BEND

DESCHUTES COUNTY

By: _____
Date: _____

Nick Lelack, County Administrator
Date: _____

CITY OF LA PINE

By: _____
Date: _____

CITY OF SISTERS

By: _____
Date: _____

CITY OF REDMOND

By: _____
Date: _____



Deschutes County and Cities of Bend, La Pine, Redmond, and Sisters Board of Directors Bylaws:

Introduction

Deschutes County and the Cities of Bend, La Pine, Redmond, and Sisters worked together to secure \$1 million in state funding via House Bill 4123 (HB4123) to pilot and operationalize a Deschutes County and Cities of Bend, La Pine, Redmond, and Sisters – Coordinated Houseless Response Office (Office) and were successful. The Office was established to help streamline and complement the work of dozens of local organizations serving our regional houseless population enabling a community-wide approach to addressing homelessness under a shared set of principles, priorities, and strategies.

Purpose of the Board under HB4123

The Office's Board of Directors (Board) is the governing body mandated by the State of Oregon that comprise of representatives from the governing body of each member government and with specific roles of each member to support the advisory committee and Office.

IGA relationship

The Intergovernmental Agreement (IGA) is between Deschutes County and the Cities of Bend, La Pine, Redmond, and Sisters. The Board will provide recommendations to parties of the agreement on various issues relating to homelessness in Deschutes County, including the creation of a countywide five-year strategic plan to address homelessness on a regional basis in Deschutes County.

Authority

The Board serves an advisory and [sole] liaison function but does not manage the Office. Its role is to:

- Support the advisory committee and Office as per HB4123

- This support can take the form of financial support, resources, assistance, ensure sustainability, public engagement, partnerships.
- Policy – solely general advice and consent functions.
- Five-year strategic plan
 - Provide input & direction.
 - Approval and commitment
 - Political leadership in implementing.
- Review and provide input into the Office’s budget on a yearly basis.
- Act as a liaison to the advisory committee
 - Appoint members of the advisory committee
 - Participate as able in advisory committee meetings.
- Support and general guidance to entity holding the Office.
- Serve as a liaison to their individual governing bodies and between their governing body and Board (example: weighted voting, financial, and/or in-kind contributions)
 - Represent the strategic plan and the Office to their governing body.

Board Membership

The Board is comprised of elected officials from each participating County and Cities as required by HB 4123.

- One (1) elected official from Deschutes County
- One (1) elected official from the City of Bend
- One (1) elected official from the City of La Pine
- One (1) elected official from the City of Redmond
- One (1) elected official from the City of Sisters
- One (1) representative from the OR-503 Continuum of Care (ex-officio, non-voting member)
- One (1) representative from the NeighborImpact (ex-officio, non-voting member)

The Board composition can change with the approval of the voting Board members and with guidance from the Office and the entity holding the Office. An update to the bylaws and a vote on the amended bylaws will be necessary to proceed.

The governing body of the participating County and Cities shall each appoint one representative and an alternate from their elected body to serve on the Board. Notification of the appointments will be provided to the Office upon action of each of the parties.

Having a local Continuum of Care (CoC) as Board member strategically aligns with HB4123 requirement to coordinate with a local CoC, a federally mandated and funded program. The Homeless Leadership Coalition (HLC) is the local CoC also known as OR-503 servicing Central Oregon. It is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self- sufficiency among individuals and families experiencing homelessness. (Source: [HUD Exchange](#))

NeighborImpact represents and serves economically disadvantaged residents of Central Oregon with a mission to support people and strengthen communities. NeighborImpact provides a diversity of services that not only meet basic human needs for food and shelter, but also enrich people's lives by providing access to increased education, skills, and hope for the future. Their services assist people to become more independent and self-sufficient, recognizing there is a continuum of support that all people need throughout their life. Until recently, they were also the fiscal agent for HLC. NeighborImpact administers electronic data collection system called the Homeless Management Information System (HMIS) that allows homeless service providers to record client information and track services provided, and are working alongside HLC to produce a public data dashboard that the Office Board deems a priority. NeighborImpact also offers homelessness prevention programs and resources, which aligns with the Office's strategic priority of homeless prevention.

The HLC and NeighborImpact will select a representative and an alternate who are able to speak on behalf of their organization to serve on the Board.

Terms of Service

All members will serve at the pleasure of their appointed Commission/Council/Board during the duration of the IGA.

Attendance Policy

All Board members must be able to attend meetings regularly. When emergencies happen, Board members will communicate as soon as possible with the Office staff.

Prior notice must be given to the Office staff if a planned absence occurs. A Board member will no longer be able to serve on the Board if they fail to participate in any scheduled Board meetings for 90 days.

Meetings

Public Meetings. The Board is a public body subject to the public meetings laws as stated in ORS 192.640. All meetings, other than executive sessions allowed by law, will be open to the public.

Administrative Support for Public Meetings. The Office shall establish a venue for the meetings, provide proper notice to members of the public, and prepare appropriate agenda background materials for the Board.

Notice. In addition to Board members, the Office will give notice of any meetings to interested persons and news media that have requested notice and general public notice, of the time and place for holding meetings.

Regular Meetings. The Board will meet monthly. Regular meetings may be canceled or changed to another specific place, date, and time as provided in the notices given for the meeting.

Special Meetings. Special Board meetings may be called by the Chair or any three members to the intergovernmental agreement when business needs to be transacted outside of the regular meeting schedule. Special meetings require public notice of not less than 24 hours prior to the commencement of the meeting.

Voting Members. The Chair will ask for the roll call of each party to the agreement at the beginning of the meeting to determine whether the representative, or alternate representative, will be a voting member for that party. In the event that both the representative and alternate representative are present, the representative will be the voting member.

Quorum. The majority of members to the Board will constitute a quorum for the transaction of all business at meetings.

Minutes. The Office will draft the minutes and distribute them to the Board for review and approval. Minutes will include the voting members present, other parties present, and will include motions, resolutions, and

orders acted on by the Board during that meeting. The results of all votes shall be listed by each member of voting.

Agendas. Items may be placed on a meeting agenda by the Chair or any Board member. The agenda will be distributed by the Office at least 72 hours in advance of a regular meeting.

Public Comment. Each regular meeting will end with an opportunity for public comment, discussion, and input by guests and the general public.

Officers

Chair. The Board Chair will act as the leader of the convened meeting and as a parliamentarian. The Chair will enforce Board directives, guidelines, and ensure that the meetings are held in accordance with the bylaws adopted by the Board. The Chair will participate in agenda setting (with guidance from the full Board) with the Vice Chair.

Vice Chair. In the absence of the Chair, the Vice Chair will assume the Chair's responsibilities. If neither the Chair nor Vice Chair is available for a publicly convened meeting, then the assembled quorum of the meeting shall select a temporary person to conduct the meeting.

Election of Officers. The Chair and Vice Chair shall be elected by the Board to serve in that capacity upon approval of the bylaws and serve until the last meeting of the calendar year. At the first meeting of each subsequent calendar year, the Chair and Vice Chair will be elected by the Board to serve in those capacities.

Advisory Committee

Description. The Office's advisory committee will be comprised of 12-16 members appointed by the Board. Subcommittees may be created for efficiency. Members shall have subject-matter-expertise that align with the Office's strategic plan priority goals to be determined by the Board. Each member of the advisory committee will serve a two-year term, following a vote by the Board. Initial terms will be staggered to ensure the entire committee does not change in one year. The advisory committee shall meet monthly or as directed by the Board.

Distinction from Governance Board or Board of Directors.

The role of the advisory committee is to provide current knowledge, critical thinking, and analysis to increase the decision-maker's understanding of the issues. The advisory committee is not a decision-making body.

Roles & Responsibilities. The responsibilities of the advisory committee are to assist the Board in achieving the goals of the Office's strategic plan. These include:

- Provide input and recommendations on funding needs, partnerships, policy changes, and other actions that improve the homelessness service delivery system.
- Provide the Board with input on houselessness related legislation.
- Share information and identify emerging issues and trends within the homeless, recently housed, and at-risk of homelessness communities.
- Ensure that the Board is advancing goals, steering policy, and making informed decisions.
- Participate in and/or facilitate community engagement activities and events.
- Foster and promote cooperation between governmental agencies, community-based non-governmental non-profit organizations, and business interests to ensure the efficient and timely implementation of the Office's strategic plan.
- Provide information regarding the needs and other factors affecting the smooth implementation of the plan.
- Determine roadblocks affecting program implementation and recommend corrective measures to the Board.

Membership Categories

- (1) representative from organizations with expertise in communications
- (1) representative from organizations with expertise in real estate
- (1) representative from Economic Development of Central Oregon (EDCO) and/or City Chamber of Commerce
- (1) representative from a faith-based organization
- (2) representatives from organizations that deliver direct services including case management, behavioral or mental health or addiction treatment
- (2) representatives from organizations that provide emergency housing/shelter services

- (1) representative from affordable housing developer
- (1) representative with lived experience
- (1) representative from federal or state land management agencies
- (1) representative from the medical system
- (1) representative from county or city law enforcement
- (2) at-large

Advisory Committee Terms

- Staggered – with two-year terms, beginning once the bylaws are ratified.
- Appointed by the voting members of the Board with guidance from the non-voting members the Office, and the entity holding the Office.

Funds Granted through House Bill 4123

These funds will be managed by the Office. Per HB 4123, eligible use of funds are as follows:

- Hire staff.
- Communications & public engagement
- Community outreach and policy development
- Stipends for people with lived experience
- Technical assistance and capacity building including consultants.
- Other expenses necessary to meet requirements.
- If excess of funds available, eligible use:
 - To support the delivery of homeless services and shelters consistent with the Strategic Plan, including through contracts with service providers

Budget

Review and provide input into the Office’s budget on a yearly basis. As required by HB 4123, the participating county and cities are to identify and set goals for addressing funding to support the Office’s ongoing operations in the Office’s five-year strategic plan.



Coordinated Houseless Response Office (CHRO) 5-Year Strategic Plan August 14th, 2023

Priority 1. Engage the Whole Community

Community Engagement

- Create a consistent program which educates, engages, and informs leaders, service providers, and the community at-large.
 - **Examples:** *Sponsoring community outreach and education events, communicating about the activities of the board, sharing opportunities for involvement and influence.*

Support Philanthropy

- Empower the community to support the work.
 - **Examples:** *Streamline volunteer process, create tools and trainings for organizations to enable volunteers to help more, etc.*

Priority 2. Initiate the Coordinated Houseless Response Office (CHRO)

Advisory Group

- Activate an advisory body comprised of community members with subject-matter-expertise who can help advance the CHRO Strategic Plan.

Align with Continuum of Care

- Enhance and grow partnerships with providers, local and regional governments, and key stakeholders
- Assist providers, local governments, and the community in tracking investments and outcomes in the homeless response system.
 - **Examples:** *tracking data, performance metrics, and outcomes on major investments, sharing information from the Continuum with key stakeholders in the community, etc.*
- Through intergovernmental agreements, clearly define the roles and responsibilities between the cities and county for addressing homelessness among governmental entities.

Establish Funding to Support Ongoing Operations

- Identify and secure financial resources to keep the Office operational through the required 5-year period.



- **Examples:** *Federal, State, and Local grants.*

Priority 3: Expanding Services for People Experiencing or At Risk of Homelessness **Develop/Increase Funding Streams**

- Assist with the creation of a Regional Sustainable Services Funding Plan.
 - **Examples:** *how to develop and sustain Permanent Supportive Housing, how to increase funding for prevention, how to increase funding for Rehousing, how to scale community behavioral health supports, etc.*

Support Service Providers

- Increase access to training related to Best Practices for service providers across the Continuum of Care
 - **Examples:** *Best Practices around pets/animals, domestic violence survivors, veterans, trauma informed care, etc.*
- Address Gaps in Administrative Capacity
 - **Examples:** *Creating a shared service model, sponsoring an Internship Program, assisting with Project Management and Program Development, document creation, etc.*

Expand Access to Services

- Advocacy around increased access to subsidized transportation
 - **Examples:** *Bans from public transit, connective services, emergency weather routes, etc.*
- Expand Coordinated Entry by Service Providers
- Address Racial and Equity Disparities with Strategic Investment
 - **Examples:** *Multilingual access to programs, forms, and services.*
- Streamline Resources/Services
 - **Examples:** *Facilitate Regional Partnerships, support prevention, and support rehousing*
- Partner with providers and the County to expand Supportive Services

Support Development of Authorized Camping Spaces

- Support participating communities in their efforts to create camping programs and connect them with subject matter experts and providers.



CITY OF BEND



- **Examples:** Assistance with plans and programs, convening and connecting with appropriate providers, assist with Safe Parking program implementation, etc.

Priority 4: Address the Crisis of Unsheltered Homelessness

Reduce Burdens of Unsheltered Homelessness

- Improve Services to Meet Individuals' Needs While Living Unsheltered
 - **Examples:** Increased Access to Basic Needs, Hygiene, Safe Storage, Mail, etc.

Emergency Weather Response

- Coordinate amongst Emergency Services, local governments, and providers to ensure community-members have access to shelters.
 - **Examples:** weather-dependent shelter plan with pre-determined thresholds for each community, resources are available to meet the needs.

Enhance Data

- Improve data quality and usability
 - **Examples:** Supporting Point in Time Count, Leveraging Built for Zero and by name list, etc.
- Transparency
 - **Examples:** Sharing and communicating accomplishments, access to information, increasing understanding of data by hosting educational events, etc.

Improve Access to all Types of Shelter

- Support shelter providers
 - **Examples:** Advocate for reduced barriers for shelter development, assist local governments develop dedicated shelter funding, etc.
- Increase awareness about shelter availability
 - **Examples:** Facilitate shelter provider meetings to encourage communication, advocate for transportation access between shelters, facilitate partnership with 2-1-1 to disseminate information, etc.

Priority 5. Improve Access to Affordable Housing



Support Affordable Housing Development

- Advocate for more funding at the Local, State, and Federal Level
- Advocate for increased 0-30% Area Median Income (AMI) housing options
- Prioritize Permanent Affordable Housing
 - **Examples:** *Advocating for Land-Trust Model, Public-Private Partnerships, etc.*
- Increase Voucher Access & Utilization
 - **Examples:** *Collaborate with Regional Housing Authority, research successes in other communities, advocacy for homeless prioritization, etc.*



Deschutes County and Cities of Bend, La Pine, Redmond, and Sisters
Coordinated Houseless Response Office (CHRO)

