

Deschutes County and City of Bend

Strategic Plan to Address Houselessness

2022-2025

Vision

In 2032, housing instability in all forms is rare, brief, and non-recurring in Deschutes County. The community uses its strengths and resources to ensure that anyone who is unsafe, experiencing an urgent health crisis, and facing housing instability of any kind is able to access the support they need to regain safety and stability, recover and thrive. The region's growth and wealth are reflected in the quality of life and safety of all residents of Central Oregon.

2022-2027 Strategic Plan

Milestones

In five years, in the City of Bend and Deschutes County:

- Young people and elderly adults experiencing housing instability will have immediate connections to the shelter, support, and services that they need.
- 150 people experiencing chronic houselessness will be housed and receive ongoing supportive services based on their stated needs.
- All individuals and families at immediate risk of experiencing houselessness are able to access resources and supports to help them address the crises at hand, as needed, to prevent them from experiencing houselessness.
- Services are available to support every person experiencing houselessness in connecting to health care, address their basic needs in a dignifying manner, navigate crises, and reengage in the workforce if they're not already and desire to do so.

Elected officials will work with service providers, community-based organizations, people with lived experience, school districts, faith-based organizations, neighborhood groups, behavioral health providers and system administrators, businesses, and other partners to ensure that the region's houseless service system is adaptive to challenges and opportunities and is structured to achieve the 10-year vision.

Strategic Priorities

Deschutes County and the City of Bend are committed to prioritizing the following strategies over the next three years:

1. Support and lead public-private partnerships and community engagement to educate on the crisis of houselessness and to encourage the full participation of the community in advancing the strategic plan, including managing partnerships with service providers, school districts, faith-based organizations, community-based organizations, neighborhood groups, business partners, landlords, developers, financing partners, and regional and state advocates and agencies.
2. Establish a Collaborative Office to Address Houselessness to drive community-wide strategies to pursue the 10-year vision and lead implementation of the strategic plan; align state, county, and city resources; support community partners in strengthening and streamlining service provision and affordable housing development and supports under a shared set of principles, priorities, and strategies; and to implement the strategic plan and support the continuous improvement of the plan in order to achieve the 10-year vision.
3. Expanding services for people experiencing houselessness by leading a whole-of-community effort to rebuild the service sector workforce; supporting service providers in expanding case management and service provision to ensure that individuals and families continue to receive the supports they need, even after regaining housing stability; identifying, creating, and leveraging additional funding streams to fund supportive services; and by helping make other community and public resources accessible to people experiencing houselessness.
4. Addressing the crisis of unsheltered houselessness in the region by supporting service providers in expanding low barrier shelter capacity, improving access to shelter, creating ample space for authorized camping to meet the present need, and by improving services to meet individuals' needs while living unsheltered.
5. Integrate and prioritize the community's 10-year vision into all affordable housing opportunities and planning, project local housing gaps through 2032, and work with partners to secure financing and funding to achieve the community's 10-year vision of ending houselessness and housing instability; dismantle harmful eviction policies that perpetuate houselessness and housing instability; and encourage workforce participation and prevent displacement through rental assistance programs.

These priorities will be revisited in 2023 to ensure that the community is on track to meet the 5-year milestones outlined above.

Action Plan

Strategic Priority 1: Engage the Whole Community

Adopt a whole-of-community orientation to addressing houselessness

Actions	Target Completion
<p>1 The strategic plan will be implemented with a whole-of-community orientation, recognizing the role that each sector and member of the community can play in addressing the crisis of houselessness. Service providers, school districts, faith-based organizations, community-based organizations, neighborhood groups, business partners, landlords, culturally-specific organizations, housing developers, financing partners, and regional and state advocates and agencies will have the opportunity to engage with and support county-wide efforts to address houselessness.</p> <p>The Collaborative Office will work with service providers, local funders, and the Advisory Group to map, streamline, and strengthen community partnerships and ensure transparency, accountability, and consistency in community engagement. Key partnerships will include, but not be limited to, representatives from these sectors and partners:</p> <ul style="list-style-type: none">● Education● Health● Business● Philanthropy● Charities● Faith congregations● Service providers● Community-based organizations	Ongoing

- Neighborhood associations
- First responders
- Culturally-specific organizations
- Tenant associations
- Social enterprises
- Parks and public lands management
- Regional and intergovernmental partners
- State government agencies
- Housing finance agencies
- Affordable housing developers
- Landlords and landlord associations

The Collaborative Office will prioritize streamlining working groups and information sharing among partners that are already engaged in preparation for bringing in a broader set of stakeholders to advance the strategic plan.

Implementation Note: In addition to the 2021 Emergency Homelessness Task Force member organizations, these specific partners were identified as critical to these efforts: Family Access Network advocates, Core Area Board members, Latino Community Association, Mosaic Medical, St. Charles Health System, Envision Bend, the Confederated Tribes of Warm Springs, Bend Parks District, Central Oregon Black Leaders Assembly, Fair Housing Council of Oregon, Legal Aid Deschutes County, the DC Community Alliance of Tenants, Oregon Health Authority, and resident alliance groups, Chambers of Commerce, Advertising Federation of Central Oregon, and communities in Deschutes County that are not participating in the Collaborative Office.

<p>2 A region-wide public education initiative will bring together community engagement and communication efforts from across state, regional, and local efforts to tell a shared story of the crisis and cost of houselessness in the region and encourage members of the community to get involved in advancing the strategic plan. The Collaborative Office will work with state,</p>	<p>Ongoing</p>
---	----------------

regional, and local partners to:

1. Map and streamline communication and public education efforts related to houselessness and housing insecurity based on partners' interest and priorities with a focus on sharing resources and messaging.
2. Identify, engage, and support organizations representing historically marginalized communities and communities that have been disproportionately impacted by housing insecurity and houselessness in Deschutes County and create specific opportunities for members of Black, Indigenous, and Latinx communities to get involved in public education, community engagement, and other efforts to advance the strategic plan.
3. Develop public education materials about the history and trajectory of houselessness in the region, the scarcity of resources available, the role and limits of partner agencies, and the scope and causes of houselessness in the region, among other issues.
4. Identify what strengths and challenges the community faces in addressing prejudices against people experiencing houselessness and telling a cohesive story of the crisis of houselessness in the region.
5. Work with the Advisory Group to evaluate whether communication efforts are trauma-informed and tell the complete story of houselessness in the region and advise on communication and public education as needed.
6. Develop goals for a public education initiative and identify additional partners.
7. Map what tools and strengths new partners could bring to the table and facilitate partnership building as needed.
8. Develop trauma-informed training opportunities for members of the community to more deeply understand how to support people experiencing houselessness.
9. Identify what resources are needed to undertake a public education initiative and develop funding plans.
10. Plan, launch, and manage a coordinated and ongoing public education initiative
11. Create a process to facilitate ongoing constructive community conversations around houselessness and the implementation of the strategic plan.

Implementation Note: Invisible People and the Melville Charitable Trust Housing Narrative Lab have public resources and services available to advise on community engagement and public education around housing and houselessness. Local partners should identify what supports and services they might find most useful to advance this work before engaging consulting partners.

<p>3 The community will support an Advisory Group, made up of people with lived experience of houselessness, to guide and advise on the implementation of the strategic plan. The structure of the Advisory Group will be modeled after national best practices, designed to support leadership development and decision-making, have equitable representation of communities that are disproportionately impacted by houselessness in Central Oregon, and participants will be paid for their time.</p> <p>The Collaborative Office will work with the Homeless Leadership Coalition, people currently receiving services, advocates, culturally-specific organizations, and other key partners and community-based organizations to identify the most effective strategies to potential Advisory Group members. The Collaborative Office will work to identify funding partners, manage the establishment of the Advisory Group, and facilitate the process to integrate the Advisory Group into decision-making processes related to advancing the strategic plan.</p>	December 2022
<p>4 A flexible community fund will be established to support service providers, the Advisory Group, and other efforts to address houselessness and fill gaps where public funding is not sufficient. The Collaborative Office will partner with the private sector to identify partners to lead a fundraising initiative to fill gaps in public funding. Individual donors, charities, and business partners will be invited to support and drive fundraising efforts across the county, leading in the development of public-private partnerships to address houselessness.</p>	September 2022

Strategic Priority 2: Establish a Collaborative Office to Address Houselessness

Align and maximize the efficiency of state, county, and city resources	
Actions	Target Completion

1 A Collaborative Office will be established to drive community-wide strategies to pursue the 10-year vision and lead the implementation of the strategic plan. The core functions and responsibilities of the Collaborative Office are outlined below.

Supporting Community Partnerships:

- Provide community partners with additional capacity as well as guidance and partnership in pursuing the community's shared priorities
- Support local, regional, state, and federal partners in understanding the scope of need in Central Oregon and identifying key funding opportunities and priorities
- Streamline regional and local efforts to prevent and end houselessness by de-duplicating information sharing, roles, and responsibilities
- Lead Systems Improvement
- Manage and update the strategic plan, monitor progress, analyze trends and changes
- Lead the community in strengthening its houseless response system by establishing shared priorities based on data and input from service providers, advocates, and people with lived experience of houselessness and housing instability

Developing the Community-wide Strategies:

- Identify opportunities and challenges to improve the county-wide response to houselessness and develop and refine solutions in partnership with the service providers, municipal leaders, and people experiencing houselessness
- Coordinate implementation and continuous quality improvement across the houseless response system

Coordinating Funding

- Identify unmet service and infrastructure needs, project funding gaps, and identify potential funding sources
- Build sustainability and streamline efforts by planning and coordinating City and County investments and funding for houseless services

Leading Community Engagement

- Strengthen partnerships with service providers, community-based organizations, school districts, faith-based organizations, neighborhood groups, businesses, and other partners to lead a community-wide effort to pursue the 10-year vision
- Ensure that people experiencing houselessness are able to provide input, feedback, and recommendations to strengthen progress toward the 10-year vision.

To establish the Collaborative Office, Deschutes County, the City of Bend, and participating cities will:

1. Create a governance model for the Collaborative Office that includes membership structures for participating cities that are bought into the community's vision and strategic plan.
2. Develop intergovernmental agreements or MOUs that outline roles and responsibilities.
3. Delineate roles and areas of responsibility and connection across governmental, intergovernmental, nonprofit, and other key partners to ensure streamlined partnerships and coordinated action.
4. Finalize a business plan that maps key partners, activities, resources, value proposition, customer relationship, channels, end result/population served, fixed and variable cost structures, and revenue streams.
5. Determine the staffing structure of the Collaborative Office and its relationship to other key partners.
6. Develop interim funding plans and processes for additional funding requests to city partners.
7. Establish a third-party auditing procedure.
8. Identify necessary processes for ensuring transparency and accountability as stewards of public resources.

2 The Collaborative Office will facilitate the processes outlined in the strategic plan, leading, managing, and supporting partners as needed based on a set of shared principles aligned to the community's 10-year vision. The Collaborative Office will lead and support implementation of each action within the strategic plan and work with all community partners to develop a set of principles to guide decision-making within the Office.

September 2022

The Collaborative Office will convene community partners and participating communities to update or revise the priorities and actions outlined in the strategic plan in 2023 in order to ensure the community's milestones are met in 2027.

3 Funding priorities, metrics, and allocations made through the county and participating cities will be aligned with the strategic plan through the Collaborative Office. The Collaborative Office will:

December 2023

1. Work with all local funders and funding decision makers to map funding cycles, eligible activities, existing priorities, and alignment with the strategic plan and build a shared understanding of gaps in funding.
2. Work with the Advisory Group and the Homeless Leadership Coalition to identify recommendations for improving funding priorities and processes.
3. Support efforts to create new funding streams to advance the community's 10-year vision.

Strategic Priority 3: Expanding Services for People Experiencing or At Risk of Houselessness

Develop additional funding streams for supportive services

Actions	Target Completion
<p>1 A comprehensive, sustainable services funding plan will be developed by the Collaborative Office to Address Houselessness in partnership with the Advisory Group, the Homeless Leadership Coalition, and service providers.</p> <p>The Collaborative Office will:</p> <ol style="list-style-type: none"> 1. Facilitate service providers and the Advisory Group to map what types of services exist in the county, at what scale, where, and what types of services are needed to support people experiencing houselessness, at what scale, and where to ensure geographic service coverage and accessibility, and project funding needs through 2032. 2. Work with the county, cities, and private sector partners to identify existing funding streams that could be leveraged, expanded, or repurposed to provide sustainable funding for supportive services for people experiencing houselessness, including but not limited to exploring: <ol style="list-style-type: none"> a. Supportive Services Bond b. Transient Room Tax c. General Funds d. Community Services Block Grants e. Community Development Block Grants f. Medicaid g. Continuum of Care Funding h. Emergency Solutions Grant i. Construction Excise Tax revenue j. Corporate philanthropy k. Private philanthropy l. Pooled community funding 	<p>March 2023</p>

3. Procure technical assistance as needed to support the county, cities, and service providers in braiding multiple funding sources to create sustainable funding streams for supportive services.
4. Facilitate service providers, people experiencing houselessness, and funders in developing a shared understanding of unmet needs and service priorities.
5. Support elected officials and members of the Advisory Group in participating in the Notice of Funding Opportunity process with the Homeless Leadership Coalition to better understand community needs.
6. Pool flexible funding for community-based organizations to expand services based on priorities set by the Advisory Group and people experiencing houselessness.
7. Develop a sustainable, long-term funding plan for supportive services to include: case management, behavioral health care, transportation, food, and employment supports.

Implementation Note: HUD’s [Rehousing and Coordinated Investment Planning Tool](#) may be a first step in beginning to explore and develop these plans.

2 Current and prospective affordable housing and permanent supportive housing providers will be supported to identify strategies and develop plans for sustainable funding and financing to develop 150 permanent supportive housing units across the county.

June 2023

The Collaborative Office will facilitate connections between cities and service providers to create viable opportunities for permanent supportive housing community wide, learning from partners across the state and building from the community’s support service financing research and planning.

Expand case management and rebuild the social service sector workforce

Actions

3 The power of the whole-of-community approach to addressing houselessness will be leveraged to support social service providers in growing and strengthening their workforce. The Collaborative Office will work with partners to create a

Ongoing

comprehensive plan for addressing the labor shortage within social services, centering the leadership and participation of people with lived experience of houselessness in determining staffing and service needs. Key partners should include those in workforce development, local business leaders, regional partners, and philanthropic partners.

The Collaborative Office will work with state and local partners to:

1. Increase pay for frontline social service staff to meet the thriving wage standard.
2. Procure technical assistance for and streamline reporting needed for federal funding and compliance.
3. Develop job training and employment supports for middle- and higher-income positions to ensure growth within the workforce.
4. Support efforts to collaborate on job fairs and recruitment.
5. Work with private sector partners to improve benefits packages and incentives.
6. Expand on efforts to promote the sector as a career path in institutions of higher learning.
7. Explore opportunities to target affordable housing to social service workers.
8. Support community-based organizations and representatives of historically marginalized communities in Central Oregon in accessing funding made available through HB 2086 to provide culturally responsive behavioral health services for people of color and underserved communities through peer and community driven programs that provide cultural specific behavioral health services to people of color, tribal communities and people with lived experience.

4 Training and building a cadre of peer support specialists to support service expansion will be a shared priority across cities and service providers. The Collaborative Office will support service providers in identifying funding and training opportunities for peer support specialists with lived experience of houselessness to develop careers in the sector with a thriving wage.

June 2023

Make all community and public resources accessible to people experiencing houselessness

Actions

5 Transportation to and from all houseless service locations, as well as to access basic needs, will be subsidized for people experiencing houselessness. The Collaborative Office will work with the Advisory Group and public transportation officials to develop new bus routes and set aside public and private funding to subsidize transportation for people experiencing houselessness as they access services, meet basic needs, explore employment opportunities, reconnect with networks of

December 2023

support, and explore housing opportunities.

6 Coordinated Entry will be scaled and supported to become the cornerstone of service connections for people experiencing houselessness in Deschutes County.

December 2023

The Collaborative Office will support the Homeless Leadership Coalition in advancing the work of the Built for Zero initiative, and in strengthening referrals and connections with key partners and service providers outside of houseless services to ensure that their protocols and procedures are inclusive for people experiencing houselessness. Partners include but are not limited to:

- Family Access Network (FAN) Advocates
- Health care systems
- Postal service
- Secure storage facilities
- Pet care
- Behavioral health care system
- Substance use disorder treatment programs
- Education supports
- Head Start and Early Head Start
- Faith-based community and services
- Food and meal services
- Outreach services
- Rental assistance
- Vaccine clinics
- HIV/AIDs testing
- STD testing and care
- Narcan distribution
- Syringe Exchange programs
- Energy and utility assistance

- Legal assistance
- Employment supports
- Job training
- Transportation subsidies
- Domestic violence services
- Human trafficking services

7 People experiencing houselessness who have pets and/or service animals will have access to veterinary care, foster care, grooming, and other pet ownership supports and decrease barriers to services for pet owners. The Collaborative Office will support the network of service providers by:

March 2023

1. Working with Fair Housing Oregon to develop policies to have pets and service animals allowed into service locations and supporting providers in addressing concerns within foodservice settings and making alternative accommodations for pets as needed.
2. Working with new and existing partners to create opportunities for boarding, fostering, procuring veterinary care and grooming, and offering educational tools regarding responsible pet ownership
3. Streamlining processes and work with community partners to support pet owners in collecting documentation for shelters' reasonable accommodation processes

8 Prevention and diversion programs will be developed in partnership with the Advisory Group, service providers, cities, the county, and the Collaborative Office. The Collaborative Office will support partners in fundraising and planning to launch targeted houselessness prevention and diversion programs by leveraging resources from community partners as well as mainstream systems outside of the houseless service system in order to reduce the prevalence of houselessness in the community. The Collaborative Office will support partners in identifying best practices and lessons learned from other models around the country.

December 2023

Strategic Priority 4: Addressing the Crisis of Unsheltered Houselessness

Improve services to meet individuals' needs while living unsheltered

Actions	Target Completion
<p>1 Accessible, gender-inclusive showers, dumpsters, and recycling containers will be accessible on a regular basis, at or near all large encampment sites. Cities will work with service providers and utility providers to map existing facilities, estimate need, project budget, identify funding opportunities, and develop and implement operations plans.</p>	December 2022
<p>2 Public restrooms (toilets and handwashing stations) will be accessible at or near all large encampment sites. Cities will work with local business partners, public agencies, churches, nonprofits, coalitions, and all other community partners to:</p> <ol style="list-style-type: none"> 1. Identify restrooms—toilets, sinks, and/or showers—that are or could be made available for public use at all or specific times or with conditions and develop plans to make them accessible to people experiencing houselessness. 2. Map areas without accessible public restrooms, project costs for portable toilets and maintenance in those areas, and work with community partners to identify funds and operations. 3. Cities will support community partners in procuring and distributing makeshift toilet supplies to all who need them as an interim solution. Distribution should include information about publicly accessible waste disposal. 	December 2022
<p>3 Storage sites for people experiencing houselessness to safely store and access their belongings will be established and operated across Deschutes County. Cities will work with community partners to:</p> <ol style="list-style-type: none"> 1. Identify available and unused land, parking lots, or buildings where storage containers can be housed and develop a plan for building, purchasing, or repurposing materials to create secure storage units. 2. Develop a staffing and operations plan through community partnerships, leveraging volunteers, community service programs, and other innovative approaches 3. Work with emergency services to ensure 24-hour access to storage units on an emergency basis, as well as with people experiencing houselessness to inform other operational needs and ongoing evaluation and improvement. 	June 2023

Implementation Note: Residents at the Bethlehem Inn in Bend have access to a 2' x 8' storage container which staff say are adequate to meet most individuals' needs. If storage units are not large enough to store a tent, other accommodations for temporary tent storage should be made. Community partners should work with people experiencing houselessness to identify opportunities and design around their needs, and could borrow ideas from other communities' innovative storage initiatives, including The Bin, Burbank Safe Storage and Help Center, Transitional Storage Center, and on-site storage at shelters.

4 Processes for people experiencing houselessness to access mail delivery will be streamlined, simplified, advertised, and facilitated by cities and service providers. The Collaborative Office and participating cities will work with the Advisory Group, service providers, cities, and postmasters to simplify application processes and operations for people experiencing houselessness needing General Delivery or P.O. Boxes. They will be asked to establish processes for service providers to vouch for “known individuals” when they do not have required identification. The Collaborative Office will work with Postmasters and service providers to coordinate General Delivery pickup and mail delivery to designated service locations, including safe parking locations and authorized camping areas across the county.

December 2022

Implementation Note: The [U.S. Interagency Council](#) offers information on General Delivery for People experiencing houselessness. Consumer advocates have developed an [information page](#) on USPS General Delivery and [Invisible People outlined the options](#) for people experiencing houselessness to receive mail.

5 Outreach services will be coordinated and de-duplicated across providers, and shifted to include By-Name List participation and long-term housing-focused exit planning. The Collaborative Office will offer staff capacity and support to the Homeless Leadership Coalition’s ongoing efforts to coordinate outreach, as well as support the implementation of the Quality By-Name List. The Collaborative Office will support the Homeless Leadership Coalition in pursuing comprehensive outreach to everyone experiencing unsheltered houselessness across the county, identifying outstanding staffing needs, funding sources, services, and supplies.

June 2023

6 Summer Cooling Centers and Winter Warming Centers will be open and available throughout both seasons based on predetermined thresholds in each participating city and will be stocked with season-appropriate supplies needed to survive outside. The Collaborative Office will support cities in partnering with churches, kitchens, faith-based organizations, emergency management partners, and other community members to identify locations and funding sources for operating and supplying

October 2022

these centers, sharing lessons learned, best practices, and resources across jurisdictions. In the interim, providers and community partners will be engaged to support with distributing water, fire extinguishers, and other supplies as needed to people living outside across the county, prioritizing those in the most remote and least-served locations.

7 Participating cities will work with service providers and the Advisory Group to ensure that houselessness is not criminalized, trespassing offenses are managed in a dignifying manner that recognizes the lack of shelter and safe parking across the county, and other public safety issues involving people experiencing houselessness will be managed with attention to their unmet needs. The Collaborative Office will work with city leaders, law enforcement officials officers, and the Advisory Group to implement training and best practices in engaging with people experiencing houselessness, develop mitigation strategies for trespassing offenses in partnership with other members of the community, and designate funding for supplies, shelter, and supportive services for individuals whose housing instability is or was impacted by engagement with law enforcement or the criminal justice system.

December 2022

Implementation Note: There are several bodies of work to build from: [guidance](#) from the U.S. Department of Justice, the annual [Housing Not Handcuffs report series](#) from the National Homelessness Law Center, [research on cost savings](#) that demonstrates the ineffectiveness of criminalization, a [statement](#) from national organizations condemning sweeps and the criminalization of houselessness and indicating the path ahead for cities across the country.

8 The Quality By-Name List will be an integral part of the houseless service system in Deschutes County and will be leveraged to ensure individuals' and families' basic needs are met and to ensure the community is projecting needs and scaling resources accordingly by reviewing the data. The Collaborative Office will support the Homeless Leadership Coalition's work to institute the Quality By-Name List and will work with community partners to identify and fill unmet resource needs necessary to implement and expand the use of the list across all service providers. Regularly updated data from the Quality By-Name List will inform projected service needs, long-term affordable housing planning, and other systems improvement efforts.

December 2023

The Collaborative Office will support service providers in strengthening case conferencing processes, as well as efforts to identify and invest in a HIPAA-compliant universal case management software shared across all providers to complement HMIS and the Quality By-Name List.

Implementation Note: Providers currently use different types of software for case management, including HMIS, APRICOT, and Salesforce Nonprofit. PacificSource has supported the development of Unite Us as a part of the Connect Oregon initiative to have statewide referrals between health care and social services.

Create ample space for authorized camping to meet the present need

- 9 **Each participating city will work with service providers, the Advisory Group, and community partners to develop a plan for projecting which types of unsheltered sites (authorized camping areas, safe parking zones, and tiny home villages) are most desired by people experiencing houselessness in their community and creating development plans.**

September 2022

The Collaborative Office will help communities build on successes like Veterans Village by working together, sharing lessons learned, and streamlining administrative processes. The Collaborative Office will:

1. Work with the Advisory Group to develop standards for site management, service provision, community engagement, transparency, feedback and continuous improvement, among other topics as needed,
2. Map all work underway across the county to establish such sites and will leverage community partnerships and resources to expedite these processes,
3. Ensure people experiencing houselessness are involved and centered in determining priorities and policies,
4. Develop relationships with churches and other landowners to explore options and incentives for leasing land for these sites, and
5. Templatize the processes for identifying needs, planning, development, and operations to use across sites and iterate upon as projects grow.

- 10 **There will be shared processes for siting authorized camping, safe parking, and tiny home villages across participating communities.** Cities will work together and with the Collaborative Office to share resources, lessons learned, and develop shared, standardized processes. They will be informed by people experiencing houselessness and executed in coordination with community engagement efforts to support mutual understanding between neighborhoods and new site residents.

December 2022

Participating cities will share lessons learned in updating development codes to allow for siting as needed. Siting processes will include working with service providers and the Advisory Group to ensure that people living at these sites have reliable access

restrooms, showers, food services, health care, mental health, public transportation, as well as other services and connections as determined by the Advisory Group and people experiencing houselessness.

Expand low-barrier shelter capacity and improve access to shelter

11 A comprehensive shelter funding and operations plan will be developed by the Collaborative Office in partnership with cities and community partners. The Collaborative Office will:

March 2023

1. Work with service providers to project the number of shelter beds and shelter types needed in order to shelter all young people under the age of 24 and adults over the age of 65 experiencing unsheltered houselessness over the next 3-5 years,
2. Project the number of shelter beds planned and needed in order to shelter everyone experiencing unsheltered houselessness in the next 7 years,
3. Work with Deschutes County to contract shelter beds for people participating in substance use disorder treatment, through federal, state, and local funding where possible,
4. Support meal sites, summer cooling centers, and winter warming centers to understand the gap in shelter capacity county-wide and in exploring options to transition to year-round shelter,
5. Develop a funding plan for shelter, working with hospitals, child welfare systems, law enforcement systems, and other systems that discharge people into houselessness, to identify opportunities for investments and cost savings,
6. Support participating cities in updating development codes to be able to provide authorized outdoor sites, shelter, and services to people experiencing houselessness as needed,
7. Research the cost of unsheltered houselessness in Deschutes County in order to move resources between interventions (for example: shelter or transitional housing for an individual with high health care needs will likely result in emergency room cost savings),
8. Advise and encourage cities on best practices developing additional shelters and converting hotels for shelter use, and
9. Develop population-specific funding streams to sustain low-barrier emergency shelters.

Implementation Note: The Homeless Leadership Coalition estimated that the county needs a minimum of 200 additional shelter beds. J BAR J recently received a grant for a youth-led needs assessment, which should be leveraged to inform all areas of the strategic plan as applicable.

<p>12 All community services, congregations, neighborhood groups, and other open coalitions and community groups will have information about how members can access available shelters appropriate to their needs. The Collaborative Office will work with service providers to develop referral processes, a countywide process to monitor shelter bed availability, and guidance for people experiencing houselessness on how to access shelter.</p>	<p>June 2023</p>
---	------------------

Strategic Priority 5: Improve Access to Affordable Housing for People Experiencing houselessness

Integrate the community’s vision into all affordable housing opportunities and planning

Actions	Target Completion
<p>1 Plans to develop viable, long-term funding and revenue streams for affordable housing for people experiencing and exiting houselessness will be supported across the County. Each participating community will explore all opportunities to maximize state and federal funding and expand or create local revenue streams for housing affordable to households at 0-30% AMI.</p> <p>The Collaborative Office will work with community partners to:</p> <ol style="list-style-type: none"> 1. Identify all potential revenue sources to fund affordable housing, including but not limited to: creating Affordable Housing Bonds, unrestricted tourism revenue, vacancy taxes, other types of tax reform, MID tax, a second home tax, income averaging at LIHTC properties, and leveraging Medicaid for tenancy supports if Oregon’s recent waiver is approved. 2. Project the need for 0-30% AMI housing and rental assistance through 2032 and identify which funding and revenue streams would be most viable and sustainable to meet those goals. 3. Develop shared strategies to make more land available for affordable housing development. 4. Develop shared strategies to increase the stock of deeply affordable housing drastically over the next 10 years. 5. Align funding and financing priorities to support progress toward the milestones and community vision. 	<p>June 2023</p>

- 6. Leverage private sector partnerships to support the development of more affordable housing.
- 7. Remove regulatory burdens and reduce fees for affordable housing development, as well as explore other ways to expedite deeply affordable development.

2 Regional, state, and federal partners will be engaged and encouraged to support efforts for more deeply affordable housing in Central Oregon. The Collaborative Office will coordinate regional, state, and federal advocacy to support government partners in understanding the impact of the region’s rapid growth and the scope of unmet need in Central Oregon, and, ultimately, to allocate additional funding for more deeply affordable housing in Central Oregon.

Leverage rental assistance and prioritization to encourage workforce participation and prevent displacement

Actions

3 All state and local partners will be engaged in efforts to increase access and prioritize housing assistance for people at 0-30% AMI and people experiencing houselessness for deeply affordable housing as a reflection of the unique needs of the region and its rapid growth. The Collaborative Office will lead:

- 1. Efforts with Housing Works to prioritize people experiencing houselessness for Housing Choice Vouchers and LIHTC set aside units and lower the rate of unutilized vouchers.
- 2. Partnerships with the Fair Housing Council of Oregon, Legal Aid Deschutes County, the DC Community Alliance of Tenants, Oregon Health Authority, and resident alliance groups to inform what additional tenant/landlord services, outreach and education, and legal representation services are needed to improve access to affordable housing for people at risk of or experiencing houselessness.
- 3. Coordinated research into how housing voucher lease up rates differ across income levels and explore strategies for the community to support lease ups for households at 0-30% AMI.
- 4. Participate in developing a regional rental registry to understand vacancy, occupancy, rent, and eviction rates to inform policy improvement and funding priorities.

June 2023

5. Coordinate efforts to expand landlord engagement across the community to a more diverse and broad set of landlords, leveraging private funding to incentivize participation.
6. Engage with cities to target and incentivize middle income housing for people working in the social services sector.

DRAFT