



Annual Work Plan | 2023-24

The Coordinated Houseless Response Office (CHRO) | Draft v1.1



The Coordinated Houseless Response Office (CHRO)

Deschutes County and the Cities of Bend, Redmond, Sisters, and La Pine

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Introduction

The following section provides a general overview of the CHRO annual work plan, the process of development, and notes about implementation.

Purpose

The purpose of this annual work plan is to provide high-level direction for the annual activities of the Coordinated Houseless Response Office (CHRO or 'the Office'), including those undertaken by staff, the Governing Board, the Advisory Council, and member agencies. The work plan becomes effective July 1, 2023 and expires June 30, 2024.

Background

The strategic framework of this work plan builds on the foundation of the Emergency Homeless Task Force (EHTF) Strategic Plan completed in 2022, which was submitted to the State as part of HB 4123 and resulted in the formation of the Office. The EHTF plan is a five-year plan which provides high-level direction for the initial activities of the Office.

The EHTF was convened by Deschutes County and the City of Bend, in collaboration with: Bethlehem Inn, City of Bend Human Rights and Equity Commission, City of Bend Police Department, City of Redmond, Central Oregon Frequent Users System Engagement (FUSE), Central Oregon Intergovernmental Council (COIC), Central Oregon Veterans Outreach (COVO), Deschutes County Behavioral Health Services, Deschutes County Sheriff's Office, Homeless Leadership Coalition (HLC), Housing Works, JBarJ, Jericho Road, Mosaic Medical, NeighborImpact, PacificSource, Relationship Empowerment Action Compassion Heart (REACH), Shepherd's House Ministries, St. Charles Health, The Helpers, and facilitator Brittani Manzo Consulting.

Following the production of the strategic plan the EHTF was disbanded. Since that time the City of Redmond, City of Sisters, and City of La Pine have also joined the Office as its representative member agencies. The Board and other partners have expressed an interest in revisiting the Strategic Plan in order to include the perspectives of all representative member agencies, and to ensure the strategic plan remains relevant and responsive to the current operating landscape.

At its kickoff Board meeting, the Board directed staff to shepherd the EHTF Strategic Plan through the upcoming regional strategic planning process called High Desert Home, which is led by HLC and administratively convened by COIC. The High Desert Home plan covers the tri-county regional area including Deschutes, Jefferson, and Crook counties.

Currently the High Desert Home strategic planning process is on pause due to the Oregon Governor’s Executive Order 23-02 declaring a homelessness emergency. In early discussions with the incoming administration, the Office requested that Central Oregon receive emergency funding to address the significant unsheltered crisis in the region. Those funds were granted and will soon be received by COIC and redistributed to partner agencies, as part of an urgent regional planning process coordinated by several State agencies including OHCS and OEM. The Office is providing strategic support to COIC and many partner agencies throughout the process.

Plan Alignment

In addition to local and regional planning efforts, the annual work plan of the Office strives to be responsive to strategic planning efforts at the state and federal level. These strategic plans provide very high-level context for the overall landscape of homelessness solutions and have a significant impact at the local and regional levels.

Plan	Entity	Footprint	Timeframe
All In	Federal (HUD, HHS, USICH)	National	10 years
A Home for Hope	State of Oregon (OHCS, OEM, etc.)	State	10 years
High Desert Home	HLC with COIC support	Regional	10 years
EHTF Strategic Plan	Deschutes County and City of Bend	Local	5 years
CHRO Work Plan	CHRO staff and Board	Office	1 year, rolling

CHRO staff are committed to participating in and supporting the various strategic planning processes (EHTF, HLC, EO-23-02, state, federal, etc.) that provide context to the annual work plan of the Office. CHRO staff will strive to revise the annual work plan in response to these strategic planning efforts, with the goal of achieving alignment and cohesion across all levels and forums. Ideally, these planning efforts are aligned and dynamic:

Planning Forward

The annual work plan seeks to operationalize the five-year strategic planning window into incremental plans with clear and realistic goals, milestones, and achievements that support the long-term developmental arc of the Office. That arc is outlined below:

	Year	Quarter	Major Milestones
PLANNING	2021	Q1	Launch EHFT strategic planning process
		Q2	Conduct EHTF strategic planning process
		Q3	Finalize EHTF strategic planning process; submit request for Pilot funding
		Q4	Receive pilot funding for Office
STARTUP	2022	Q1	Launch and complete recruitment for Executive Director position
		Q2	Onboard Executive Director; introduce key partners; setup basic admin functions
		Q3	Kickoff Board meetings; borrow County staff for support; develop draft annual work plan
		Q4	Hire staff member 2 of 3 (complete, currently part-time); prepare and finalize annual Work Plan for 23-24 (in process)
STRATEGIC INITIATIVES	2023	Q1	Hire Staff Member 3 of 3 (pending); begin implementation of annual work plan (pending)
		Q2	<i>TBD based on 2023-24 annual work plan</i>
		Q3	<i>TBD based on 2023-24 annual work plan</i>
		Q4	Complete and submit Progress Report #1
	2024	Q1	<i>TBD based on 2023-24 annual work plan</i>

		Q2	<i>TBD based on 2023-24 annual work plan</i>	
		Q3	<i>Complete and submit Progress Report #2 TBD based on 2024-25 annual work plan</i>	
		Q4	<i>TBD based on 2024-25 annual work plan</i>	
	2025	Q1	<i>TBD based on 2024-25 annual work plan</i>	
		Q2	<i>TBD based on 2024-25 annual work plan</i>	
		Q3	<i>TBD based on 2025-26 annual work plan</i>	
		Q4	<i>TBD based on 2025-26 annual work plan</i>	
	2026	Q1	<i>TBD based on 2025-26 annual work plan</i>	
		Q2	<i>TBD based on 2025-26 annual work plan</i>	
		Q3	<i>TBD based on 2026-27 annual work plan</i>	
		Q4	<i>TBD based on 2026-27 annual work plan</i>	
	CLOSEOUT	2027	Q1	<i>TBD based on 2026-27 annual work plan</i>
			Q2	<i>Final wrap-up of work plan activities and review progress on Strategic Plan</i>
			Q3	<i>Final Assessment of five-year Strategic Plan progress</i>

Cross Reference Guide

The following guide cross-references this annual work plan to a summary of the EHTF strategic plan.

Note that this section will be further refined pending more input from partners.

Priority 1: Engage the whole community

1.1 Cross-sector Community Engagement

See Administration: Community Engagement

1.2 Public Education Campaign

See Communications: Community Engagement

1.3 Establish an Advisory Council

See Administration: Advisory Council

1.4 Create Flexible Fund with Private Contributions

See Strategies

Priority 2: Establish a Collaborative Office

2.1 Establish a Collaborative Office (complete)

See Introduction, Roles and Responsibilities, and Administration

2.2 Facilitate Strategic Plan

See Introduction and Administration: Strategic Plan

2.3 Align funding priorities, metrics, and allocations

See Strategies

Priority 3: Expand Services

3.1 Develop a services funding plan

See Strategies

3.2 Support housing providers to develop 150 PSH units

See Strategies

3.3 Remove barriers to services

See Strategies

3.4 Increase service provider workforce capacity

See Strategies

3.5 Support peer specialist programs

Not explicitly included in Year 1 Work Plan, will be included in Year 2

3.6 Support transportation connections

Not explicitly included in Year 1 Work Plan, will be included in Year 2

3.7 Support scaling CES and BfZ

See *Strategies*

3.8 Support pet care services

Not included in Year 1 Work Plan, will be launched in Year 2

3.9 Support prevention and diversion programs

See *Strategies*

Priority 4: Address Unsheltered homelessness

4.1 Support showers and waste facilities near camps

Not specifically addressed in Year 1, will be included in Year 2

4.2 Support restrooms near camps

Not specifically addressed in Year 1, will be included in Year 2

4.3 Support storage sites for belongings

Not specifically addressed in Year 1, will be included in Year 2

4.4 Support mail receipt programs

Not specifically addressed in Year 1, will be included in Year 2

4.5 Coordinate outreach services

See *Strategies*

4.6 Summer and winter sheltering

See *Strategies*

4.7 Decriminalize homelessness

See *Strategies*

4.8 Support Quality By-Name List (QBNL)

See *Strategies*

4.9 Ask clients about preferred program types

See *Strategies*

4.10 Create shared processes for siting camping programs

See *Strategies*

4.11 Develop shelter funding and operations plan

See *Strategies*

4.12 Community-wide information about shelters

See *Strategies*

Priority 5: Improve Access to Affordable Housing

5.1 Identify funding for affordable housing for homeless people

See *Strategies*

5.2 Regional, state, and federal partners aligned to develop housing

See *Strategies*

5.3 Increase access to housing assistance for ELI and homelessness

Not specifically addressed in Year 1, will be included in Year 2

As previously noted, the annual work plan includes some projects and activities not previously outlined in the EHTF strategic plan, and does not include all projects outlined in the EHTF strategic work plan.

Approach

In response to the ever-evolving nature of homelessness, the CHRO annual work plan adopts a **rolling** rather than **static** approach to strategic work planning. A rolling approach acknowledges the fast pace of change in our current work environment and the need to adapt quickly to unforeseen challenges and opportunities, such as the Governor's Executive Orders. The intention is to update both the guiding strategies and the operational tactics as frequently as necessary to ensure the plan remains **relevant** and **realistic**.

Version Notes

The first draft version (v1.0) of this plan was presented by staff for initial Board feedback on March 15th and subsequently the Office received informal feedback from a range of partners.

This version (v1.1) seeks to consolidate and incorporate that feedback in preparation for more broad circulation, comment, and guidance.

A summary of these revisions are noted below for reference:

Revision	Status
Change document name from 'CHRO Annual Work Plan' to avoid confusion with the EHTF Strategic Plan	Staff-recommended change - <i>complete</i>
Expand Process section to reference the EHTF plan and prior actions	Staff-recommended change - <i>complete</i>
Include version notes to track revisions	Staff-recommended change - <i>complete</i>
Include schedule for seeking service provider and community partner input	Board-recommended change - <i>complete</i> , added section outlining feedback and approval process
Include introductory message from the Board	Pending letter from the Board
Incorporate the existing EHTF strategic planning framework, rather than waiting for High Desert Home planning process with HLC and COIC	Staff-recommended change - first pass <i>complete</i> , pending feedback for second pass
Cross-reference plan to EHTF for clarity	Staff-recommended change - <i>complete</i>
Add geographic area specific plans for each representative public agency	<i>In process</i>
Provide more specific details at the project level, including who does what, by when	<i>Complete</i>
Add specific goals and outcomes as targets	<i>Complete</i>

Review Schedule

The following proposed schedule outlines how the work plan will be reviewed and approved:

Who	What	When
<i>Staff</i>	<i>Begin preparation of annual work plan format and content</i>	<i>3/1/23</i>

Staff	Presentation of draft v1.0 to Board for feedback and guidance	3/15/23
Board	Provide initial feedback and guidance to staff	4/1/23
Staff	Incorporate Board feedback and circulate to Board	4/15/23
Staff	Meet with COIC reps to discuss strategic plan and work plan	4/17/23
Staff	Present draft v1.1 revisions and next steps at working session	4/20/23
Board	Develop content for sections: Roles, Advisory Council, etc.	4/20/23
Staff	Incorporate Board feedback into draft v1.2	4/30/23
Staff	Prepare survey for soliciting feedback (see below)	4/30/23
Staff	Circulate to community partners for feedback	5/1/23
Partners	Provide feedback on annual work plan to staff	5/10/23
Staff	Review and incorporate community partner feedback	5/15/23
Staff	Share draft v1.3 to Board for final review and comment	5/15/23
Board	Provide final comments to staff	5/19/23
Staff	Incorporate final Board comments into v1.4	5/22/23
Staff	Present final v 1.4 to Board for approval	6/15/23
Board	Approve final v1.4	6/15/23
Staff	Prepare final version into published format	6/20/23
Staff	Submit EHTF Strategic Plan and CHRO Annual Work Plan to State	6/25/23
Staff	Annual Work Plan for 2023-24 becomes effective	7/1/23

Questions for Board discussion/consideration:

1. Which community partners should be included for soliciting feedback?
2. Combination of one-on-one discussions or group presentations?
3. What questions should be asked of community partners?
4. How to address conflicting revision recommendations/requests?
5. How to make ongoing changes or additions to the work plan? Quarterly?

Starting Up

The CHRO is a newly established entity and still in the initial **startup phase**. CHRO staff and the Board acknowledge the natural developmental arc of this Office and embrace the need to grow and evolve over time.

As such, the 2023-24 Annual Work Plan includes activities associated with starting up, rather than simply ongoing operations. These projects are largely administrative and include activities such as creating communication templates, establishing processes, forming partnership agreements, etc. In subsequent years, the work of the Office will shift to focus primarily on maintaining routine administrative operations, as well as leading and supporting major strategic initiatives.

Change Management

Similar to the notes above about starting up, CHRO staff and the Board also acknowledge that the process of establishing the Office requires an understanding of change management. The Office itself represents a change to the homeless response system, and the work of the Office is focused on changing the system.

As stewards of change, CHRO staff and the Board embrace a change management approach to moving this work forward. In addition to administrative functions and major strategic initiatives, the Office will need to develop plans for managing change.

Some of the change management **challenges** the Office may face include:

- Change is messy and doesn't always follow a clear, linear path
- Change can be difficult for the people involved, requiring patience and support
- Balancing between planned (proactive) and emergent (reactive) changes
- Resistance to change due to lack of trust, fear, disagreements, etc.
- Lack of consensus between competing or conflicting perspectives
- Unhelpful communication practices such as splitting, blaming, gossip, etc.

Some of the change management **principles** the Office and its representative entities will adopt include:

- Always assume good intent and seek to understand
- Communicate directly, transparently, and inclusively
- Offer constructive feedback focused on jointly held values and goals
- Employ fair negotiation to meet needs and compromises
- Increase urgency to inspire action and adoption of change
- Create a simple vision and strategic framework

- Empower action by removing obstacles for all partners
- Make expectations explicit and ensure mutual agreement
- Highlight and celebrate group achievements and milestones

CHRO staff and Board will work together with key partners to develop and implement a change management plan that complements and enables the technical work of the Office to move forward effectively and efficiently.

Implementation Plan

Once the annual work plan receives final approval by the Board, CHRO staff will undertake implementation activities including: communicating the plan externally, incorporating the plan into the County and cities' work planning efforts, developing staff work plans to achieve the work outlined, providing monthly status updates, and working with the Board to review and revise the plan on a quarterly basis.

Cornerstones

This section discusses the mission, vision, values, and guiding principles of the Office.

Mission

The primary charter of the Office is to **create a coordinated houseless response system**, per Oregon House Bill 4123 which established the Office as part of a statewide pilot project.

The Office acknowledges the prior existence of a houseless response system, developed more by default than by design. Therefore the implicit mission of the Office is to **remodel** the current system to be **more coordinated** and **higher performance**.

Further, the Office is newly established and as such currently operates in a relative startup mode, meaning that over time the mission will likely evolve to **'maintain** a coordinated houseless response system.'

Vision

The Office envisions a future where all Central Oregonians have **equitable access to safe, affordable housing, and stabilizing support services**. We believe this vision broadly benefits vulnerable neighbors, the general community at large, local governments, businesses, our health system, and the environment.

Core Values

The Office holds the following core values central and non-negotiable to how we work:

- **Humanity:** We believe housing is a human right and all residents deserve housing.
- **Equity:** We pursue and promote equity for all by removing systemic barriers.

- **Collaboration:** We collaborate to leverage the diverse strengths of many partners.
- **Creativity:** We seek to overcome challenges through creative problem solving.
- **Learning:** We are always learning, adapting, and sharing our knowledge.

Guiding Principles

The following principles will guide the Office in our strategic work plan activities:

- We fundamentally understand that homelessness is **compounded by systemic injustice** and that historically marginalized communities are more likely to experience homelessness and less likely to be connected to services.
- We understand that homelessness is complex because it is closely linked to other social issues such as **poverty, disability, and equity**.
- We honor and value **lived experience** of homelessness as we design, implement, and evaluate programs and systems.
- We strive to ensure that all communications, programs, and systems are **inclusive, culturally competent, and trauma informed**.
- We promote **standardized assessment** and **dynamic prioritization** to ensure fair and equitable access to scarce resources.
- We create **low barrier access** to programs and systems to ensure everyone has equitable access to care.
- We adopt **evidence-based best practices** supported by national research and data.
- We agree that **politics** and **partisanship** are unhelpful to achieving our shared goals.
- We acknowledge that our current crisis requires that we act **differently, urgently, and at scale**.

Objectives and Outcomes

The following section outlines the overarching strategic objectives of the Office, measurable outcomes, and performance assessment. Note that administrative objectives are discussed in the Administration section.

Strategic Objectives

The overarching **strategic objective** of the Office is to develop a high performance coordinated response system that effectively ends and prevents homelessness. In order to end homelessness, the response system must ensure that homelessness is **rare, brief, and one-time** (or non-recurring):

- By **rare**, we mean the system helps most residents remain stably housed, with very few entering into homelessness.
- By **brief**, we mean the system responds quickly to unhoused residents in crisis and spend very little time experiencing homelessness.
- By **one-time**, we mean the system helps rehoused residents to remain housed by providing appropriate and sufficient services.

These three (3) objectives collectively help communities develop strategies to end homelessness or achieve what is known as **'functional zero.'** The concept measures a system's ability to respond to homelessness while understanding that eliminating all instances of homelessness is not feasible.

While communities may not achieve or maintain **absolute zero**, we can maintain a high performance system where the few people experiencing homelessness are quickly rehoused and remain stably housed. Functional zero is a concept promoted by the national Built for Zero (BfZ) initiative, in which Central Oregon is a participant region.

System Performance

To assess progress towards our **overarching strategic objective**, the Office will utilize common measures of system performance, including:

- **Total number** of residents experiencing homelessness
- Number of residents who become homeless for the **first time**
- Average **length of time** residents remain homeless
- Percent of residents who **re-enter** homelessness

While these measurements are not comprehensive to the full range of system performance data, they represent the highest level metrics used to evaluate response systems nationally.

The primary **data sources** for system performance metrics are:

- The PIT Count is required by HUD of all Continuums of Care (CoCs) and is administered annually by Central Oregon's regional CoC, the Homeless Leadership Coalition (HLC). The PIT Count is a visual count and survey conducted by volunteers and captures a snapshot of a region's homeless population at a single time. The PIT takes place in late January during the coldest time of year when the need for shelter is greatest, in order to determine a system's capacity to meet the greatest need.
- The Homeless Management Information System (HMIS) is a centralized database required by HUD of all Continuums of Care (CoCs). Information received by individuals experiencing homelessness is collected and entered into HMIS by regional service providers. The information is then reviewed and analyzed by an assigned data analyst (funded by HLC and currently employed by NeighborImpact) and distributed to a range of partners on a regular basis.

The data collected by the PIT Count and HMIS are used for a range of purposes, including determinations of funding, effectiveness of interventions, and evolving best practices. Taken together, these data sources help communities understand their system's performance in responding to the needs of residents experiencing housing instability.

The system performance data measures the performance of the overall system, not a specific entity. HLC takes a leadership role in reviewing system performance data, incorporating it into strategic planning efforts, and implementing operational plans to ensure improvement. CHRO staff will work closely with HLC to align efforts related to system performance assessment and improvement.

Annual PIT Count Data

Staff will insert latest data and trend chart here, once available (expected 4/20).

2021 CoC System Performance Data

Continuum of Care (CoC)	Award Amount	Total in HMIS	First Time	Median Days	% Return 24 mos.
Oregon Balance of State	\$2,792,274	1,970	2,669	38	10%
Hillsboro, Beaverton/Washington	\$4,055,487	1,693	1,389	52	11%
Salem/Marion, Polk	\$1,270,807	1,273	1,345	66	8%
Medford, Ashland/Jackson	\$268,247	1,406	1,315	74	12%
Portland, Gresham/Multnomah	\$28,599,693	5,995	4,802	77	21%
Clackamas County	\$4,111,571	562	645	98	9%
Eugene, Springfield/Lane County	\$4,135,613	2,166	1,533	59	18%
Central Oregon	\$794,587	1,052	903	120	29%

Across Oregon, Central Oregon has the highest average days spent homeless and the greatest rate of return to homelessness within two years.

Staff will insert census data and calculate above numbers as a percentage of overall population.

Data Notes

- The table above outlines partial system performance data for all Oregon CoCs.
- Award amount is based on a number of factors, including need and performance.
- Award amount does not include all investments made to address homelessness.
- Investment per person does not reflect the total number of people served by all programs within the system.
- Total in HMIS does not reflect the entire number of individuals or households experiencing homelessness, as some may not be connected to service providers or willing to provide personal information for inclusion in the database.
- Counts of individuals and households can be compared against the overall general (non-homeless) population, available from recent census data.

- Data is a major focus area for system improvement. The goal is ensure that all data collected is complete, accurate, and timely.
- A community’s By-Name List (BNL) is a listing of all individuals experiencing homelessness, organized in order of vulnerability. A Quality By-Name List refers to the BNL meeting high-quality data standards in terms of being complete, accurate, and timely.

Strategic Outcomes

The Office develops its strategies and initiatives based on expected correlated improvements to the system’s performance, referred to here as strategic outcomes. The following strategic outcomes, targets, and timelines, as well as measured progress towards them, should inform changes to the strategic plan, work plan, and other activities of the Office.

Note that targets and timelines may be revised to adjust for new information, resources, or priorities.

PIT Count Target Outcomes

Staff will insert PIT Count Data and Targets here.

HMIS Target Outcomes

The following targets provide an example of how data can inform system improvement efforts:

	Total in HMIS	First Time	Median Days	% Return 24 mos.
2021 Data	1,052	903	120	29%
Year 1 Target	1,000	800	100	25%
Year 2 Target	900	700	80	20%
Year 3 Target	800	500	60	14%
Year 4 Target	700	400	45	10%
Year 5 Target	600	300	35	8%

Other Target Outcomes

Staff may include additional system performance targets here.

Note that the targets above are examples and will be finalized when recent system performance data is made available.

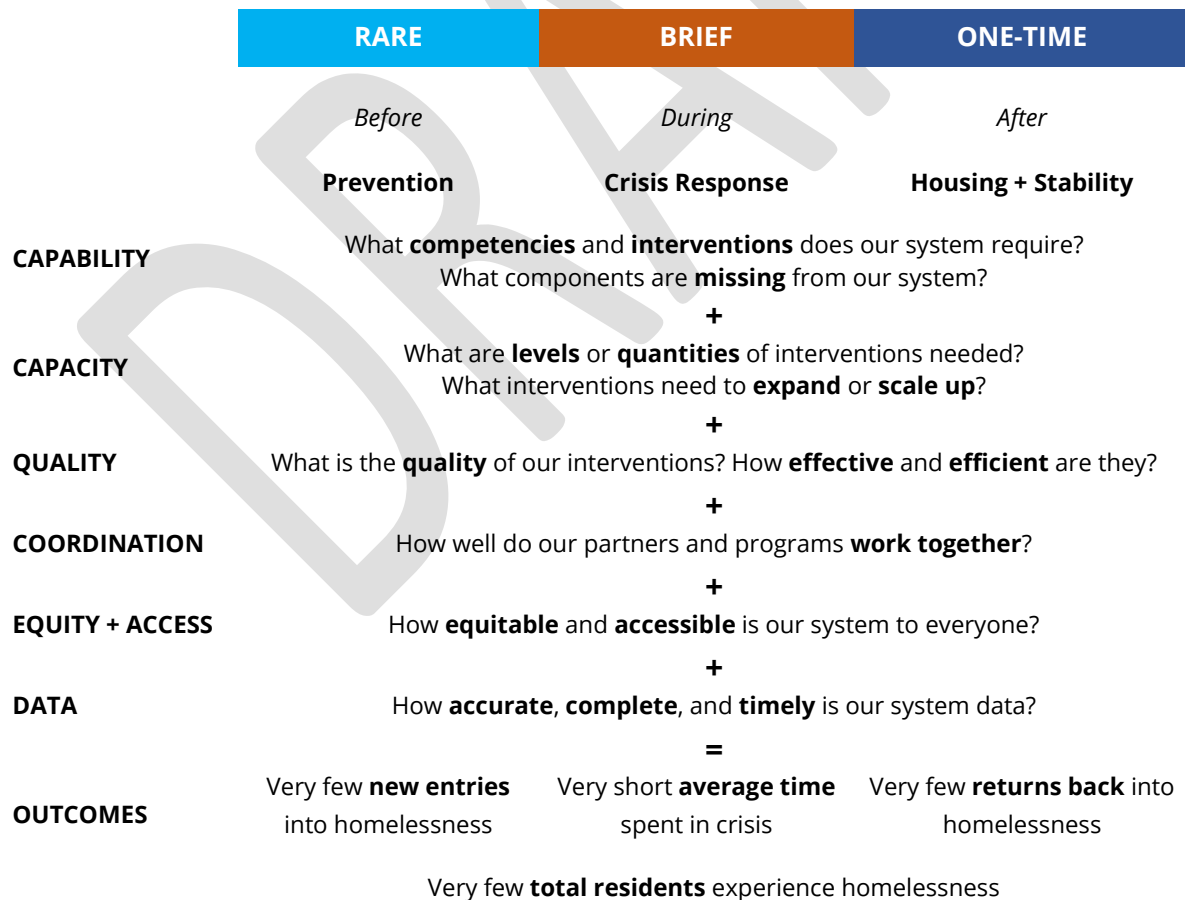
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Strategies

This section outlines a strategic framework for developing strategies that will help achieve the goals and objectives outlined in the previous section.

Strategic Screen

The following strategic screen provides a lens through which we can examine the system and its performance, develop strategies to achieve our target outcomes, and plan our work:



The strategic screen above serves as a logic model to develop a comprehensive theory of change, which is common in strategic planning.

In order to ensure that our work remains dynamic and responsive to fast-changing conditions and constraints, the strategic screen will be utilized periodically to evaluate and revise existing strategies, develop new strategies, and understand where course corrections may be necessary. The strategic screen itself should be reviewed and revised on a regular basis to ensure it remains relevant.

Goal Setting

The strategies developed to achieve desired outcomes are collectively referred to as strategic initiatives. Each strategic initiative is designed to improve an aspect of system performance, and its accompanying **goals** describe planned achievements following the SMART approach for goal setting:

- **Specific:** Clearly describes what is produced as a result
- **Measurable:** Can be easily monitored and assessed
- **Achievable:** Is realistic given capacity and constraints
- **Relevant:** Directly correlates to the desired outcome
- **Time-bound:** Has a specific completion date

Each strategic initiative includes a **target completion date** that represent general expected completion dates which may be adjusted earlier or later depending on Board direction, staff capacity, etc. Specific **tactics** are outlined under each strategic initiative and form the basis for project-level work planning and activities.

Many of these initiatives were initially reflected in the EHTF Strategic Plan, though some initiatives have been adapted or added with consideration for emergent conditions such as the EO 23-02 process. Other initiatives may be undertaken in subsequent strategic plan periods (Years 2-5).

These strategic initiatives and their accompanying goals and timelines will be adapted as needed utilizing the strategic screening tool outlined above, in order to reflect changes in the strategic landscape and operating conditions.

Strategic Initiatives

The following strategic initiatives represent the portfolio of major projects undertaken by the Office in the work plan year. Each initiative includes several project goals and their associated target completion date, status, and tactics. Note that activities already completed or significantly underway are marked with an asterisk/star (*).

The content in this section is still in draft mode pending guidance from the Board and partners.

Initiative: Develop plans to draw more funding for services and housing into the region.

Project: Advocate for emergency funding from the State.*

Time estimation: 10 hours

Assigned staff: Executive Director

Target completion date: July 1, 2023

Status: Complete

Tactics:

- Coordinate with incoming administration*
- Provide regional data and challenges to Governor's Office*
- Support convening of regional partners*
- Provide strategic guidance to COIC*
- Offer planning assistance to member agencies*

Project: Provide ongoing support for EO 23-02 planning process.

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 8 hours per week for 30+ weeks = 240 hours total

Target completion date: January 10, 2024

Status: Scheduled to start May 1, 2023

Tactics:

- Provide ongoing strategic guidance to COIC
- Provide technical assistance to member agencies
- Participate in year-long MAC group process

Project: Develop map of current locally-received funding sources.

Assigned staff: Houseless Response Analyst

Time estimation: 8-10 hours

Target completion date: July 1, 2023

Status: Early planning

Tactics:

- Reference funding framework gathered by COIC for MAC process*
- Coordinate with key partners to review existing funding sources
- Develop format for expressing range of funding sources

Project: Develop map of local funding needs and gaps.*

Target completion date: July 15, 2023

Status: Early planning

Tactics:

- Reference funding framework gathered by COIC for MAC process*
- Coordinate with key partners to review existing funding sources
- Develop format for expressing range of funding sources

Project: Develop framework for leveraging state and federal funding sources.

Assigned staff: Houseless Response Analyst

Time estimation: 8-10 hours

Target completion date: August 1, 2023

Status: Early planning

Tactics:

- Research existing state and federal funding sources
- Prepare funding framework for review by partners
- Provide connections to technical assistance to pursue funding sources

Project: Develop roadmap for creating new potential local public funding sources.

Assigned staff: Houseless Response Analyst

Time estimation: 8-10 hours

Target completion date: August 1, 2023

Status: Early planning

Tactics:

- Research possible local revenue and funding sources*
- Prepare outline for review by partner agencies

- Provide technical assistance to partner agencies for establishing new funding streams

Project: Establish flexible fund of private funding to address funding gaps.

Assigned staff: Executive Director

Time estimation: 8-10 hours

Target completion date: August 1, 2023

Status: Started

Tactics:

- Research County ability to receive donation or grant funds*
- Cultivate private partners as donors and investors*
- Identify pathways for development and oversight of funds
- Establish funding level milestones and goals
- Open account in order to receive initial funds

Project: Advocate for increase in Fair Market Rent (FMR) due to market constraints

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 8-10 hours

Target completion date: July 15, 2023

Status: Will begin May 1, 2023

Tactics:

- Coordinate with local partners to gather data to establish need
- Coordinate with regional HUD manager to submit request

Initiative: Develop plans to address critical response system component gaps.

Project: Establish a coordinated sheltering plan for severe weather and disasters.

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 15-20 hours

Target completion date: July 15, 2023

Status: Early planning, on target

Tactics:

- Coordinate with State and regional agency liaisons for resources and technical assistance*

- Engage County and cities to begin aligning emergency planning efforts across agencies and partners*
- Involve nonprofits including Red Cross, Shepherd's house, etc.*
- Develop coordinated plan to address needs including funding, resources, staffing, transportation, communication, etc.
- Develop draft plan for broad circulation and feedback.
- Publish final plan for community use.

Project: Support development of a proposal to establish short-term respite care bed pilot program.*

Assigned staff: Executive Director

Time estimation: 4-6 hours

Target completion date: July 15, 2023

Status: Underway, on target

Tactics:

- Coordinate with St. Charles, Mosaic Community Health, and others*
- Provide feedback on program model for staffing and managing*
- Help develop goals for reducing emergency room utilization and readmissions
- Help identify possible funding sources to support initial and ongoing expenses
- Help develop partnerships, capacity, and list of possible facilities for pilot

Project: Increase alternative unsheltered options like safe parking and managed camps.*

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 40-50 hours

Target completion date: August 1, 2023

Status: Underway, on target

Tactics:

- Identify potential properties suitable for programs*
- Provide guidance on program model development*
- Educate policymakers on alternative encampment solutions*
- Urge policymaker action to make public lands available*
- Outline policy pathways for legal safe parking, managed camping, etc.
- Identify potential funding sources to fund programs
- Support service provider capacity to operate programs

Project: Develop plans to increase system supports for special subpopulations.

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 30-35 hours

Target completion date: October 15, 2023

Status: Started

Tactics:

- Develop framework for coordinating with specialized partners
- Coordinate with providers to develop population-specific initiatives for:
 - Families with minor children
 - Runaway and unaccompanied minors
 - Foster youth aging out of the system
 - Transition-aged youth (18-24 years old)
 - LGBTQ+ youth
 - Domestic and sexual violence survivors
 - Black, Indian, and People of Color (BIPOC)
 - Seniors 55+ years and up
 - People with disabilities
 - Medically vulnerable
 - Justice-involved individuals
- Ensure that population-specific plans are included in funding priorities, strategic planning efforts, and equity planning.

Project: Implement plans to increase system supports for special subpopulations.

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 4 hours per week every week = approx. 200 hours

Target completion date: October 15, 2023

Status: Not yet started

Tactics:

- TBD

Project: Develop specific plans for each geographic area within the region.

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 15-20 hours

Target completion date: August 15, 2023

Status: Underway, on target

Tactics:

- Coordinate with partners to assess area-specific needs for:
 - Bend*
 - Redmond*
 - Sisters*
 - La Pine
 - Possible coordination with Jefferson and Crook counties
- Develop specific plans to address needs of each city
- Incorporate those plan into larger strategic and work plans
- Support staff to incorporate plans in each entity's work pans

Project: Help implement specific plans for each geographic area within the region.

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 15-20 hours

Target completion date: December 15, 2023

Status: Underway, on target

Tactics:

- TBD

Strategic Initiative: Develop sufficient pipeline of affordable and supportive housing.

Project: Develop a framework for fast-tracking housing production.

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 20-25 hours

Target completion date: October 1, 2023

Status: Early planning

Tactics:

- Coordinate with private developers and agency staff*
- Identify major barriers to production
- Develop a plan for removing barriers
- Promote plan with local, regional, and state agencies

Project: Develop a model for private developer production and transfer to nonprofits.

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 20 hours

Target completion date: July 1, 2023

Status: Underway

Tactics:

- Coordinate with local private developers to develop concept*
- Develop concept into a working pilot model
- Identify an initial project to test pilot concept

Project: Develop a plan to develop or lease 30 units of Permanent Supportive Housing (PSH).

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 40 hours

Target completion date: October 1, 2023

Status: Started

Tactics:

- Coordinate with private landlords to request set-aside units
- Explore master leasing options with private owners
- Provide technical assistance to PSH operators
- Establish pipeline for Years 2-5.

Project: Develop a plan to increase nonprofit-owned/managed housing units by 30%.

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 20 hours

Target completion date: November 1, 2023

Status: Not yet started

Tactics:

- TBD

Project: Help implement plan to increase nonprofit-owned/managed housing units by 30%.

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 20 hours

Target completion date: November 1, 2023

Status: Not yet started

Tactics:

- TBD

Strategic Initiative: Ensure clients can quickly access and move through the system.

Project: Develop plan to establish housing insecurity early detection measures.

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 30 hours

Target completion date: December 1, 2023

Status: Part of EO 23-02 MAC process

Tactics:

- TBD

Project: Connect CES to 211info.org as an access point and referral resource.

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 30 hours

Target completion date: December 1, 2023

Status: Part of EO 23-02 MAC process

Tactics:

- TBD

Project: Increase staff capacity CES phone line from 8 to 40 hours per week.

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 30 hours

Target completion date: December 1, 2023

Status: Part of EO 23-02 MAC process

Tactics:

- TBD

Project: Establish a framework for removing systemic barriers faced by clients.

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 30 hours

Target completion date: February 1, 2023

Status: Part of EO 23-02 MAC process

Tactics:

- TBD

Project: Develop a plan for ensuring cohesive client system navigation.

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 30 hours

Target completion date: February 1, 2023

Status: Part of EO 23-02 MAC process

Tactics:

- Improve success rate of referrals and warm handoffs
- Eliminate gaps and friction between programs
- Improve quality of program delivery and outcomes:
- Support program-level analysis and problem solving
- Implement program evaluations including client surveys

Strategic Initiative: Increase service provider capacity.

Project: Provide access to training and learning opportunities

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 30 hours

Target completion date: December 1, 2023

Status: Part of EO 23-02 MAC process

Tactics:

- Provide connections to technical assistance and consultants
- Provide direct technical assistance and support
- Consolidate training resources for providers
- Establish mentoring partnerships between nonprofits

Strategic Initiative: Promote policy advocacy and broad systems change

Project: Establish dynamic feedback loops to influence state and federal policy

Assigned staff: Executive Director, Houseless Response Analyst

Time estimation: 2 hours per week every week

Target completion date: December 1, 2023

Status: Part of EO 23-02 MAC process

Tactics:

- Participate in weekly legislative update meetings
- Participate in OR HB 4123 Pilot Cohort
- Participate in USICH Western Region meetings
- Review existing legislation and provide recommendations
- Develop new policy recommendations
- Urge local legislators and lobbyists to advocate for policy change

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Roles and Responsibilities

The following section outlines the roles, responsibilities, and relationships associated with the work of the Office.

Note: This section will be further expanded pending the Board work product from the 4/20 working session.

Governing Board

The Governing Board (or Advisory Board, per OR HB 4123) will provide general guidance and input on Office activities, review progress towards strategic objectives, make commitments of funding and support, and seek to adopt policies within their respective governing entities.

Board Membership

The Governing Board is comprised of one (1) elected official appointed by each participating local government entity from their governing body.

The current Board member list is as follows:

Representative Entity	Board Member	Supporting Staff
Deschutes County	Commissioner Patti Adair	Nick Lelack
City of Bend	Councilor Perkins	Eric King
City of La Pine	Mayor Richer	Geoff Wullschlager
City of Redmond	Councilor Zwicker	Keith Witcosky
City of Sisters	Councilor Blum	Kerry Prosser

Board Meetings

The Board agrees to convene on a monthly basis to approve and review progress towards completion of the strategic work plan, provide general direction to staff, coordinate efforts, and make commitments of support from each participating entity.

The current Board meeting schedule is every third Thursday from 11 am to 12:30 pm.

Working Sessions

A quarterly working session will replace every third Board meeting for four (4) hours, from 10 am to 2 pm. The quarterly working session will review progress towards the strategic work planning objectives, assess the need for adjustments, and provide opportunities for deeper education and engagement on special topics. Board members will be joined by Office staff and a supporting staff member from their respective entities, usually the City Manager or County Administrator.

[Insert Roles and Responsibilities from 4/20 working session here]

Representative Agencies

[Insert roles and responsibilities of rep agencies, and commitments to the office.]

Advisory Council

This section will be forthcoming. The Advisory Council will be formed in alignment with the 2022 EHTF Strategic Plan directives and with additional guidance from the Governing Board. The Advisory Council format will be discussed at the Governing Board meeting working session on 4/20 and included.

- Houselessness experts
- Representation from Youth, People with Lived Experience, Diversity, Equity, Inclusion, & Accessibility Experts (DEIA)
- Housing & *Land-Use Experts
- Community Engagement and Public Education Experts
- Philanthropy/Private Fund Raising Expert

[Insert Roles and Responsibilities from 4/20 working session here]

Coordinated Office

The primary roles and responsibilities of the Office were conceptually outlined in the EHTF strategic plan and are listed below for reference:

Supporting Community Partnerships:

- Providing community partners with additional capacity as well as guidance and partnership in pursuing the community's shared priorities
- Supporting local, regional, state, and federal partners in understanding the scope of need in Central Oregon and identifying key funding opportunities and priorities
- Streamlining regional and local efforts to prevent and end homelessness by de-duplicating information sharing, roles, and responsibilities

Leading systems improvement

- Managing and updating the strategic plan, monitor progress, analyze trends and changes.
- Leading the community in strengthening its homeless response system by establishing shared priorities based on data and input from service providers, advocates, and people with lived experience of homelessness and housing instability

Supporting Implementation

- Identifying opportunities and challenges to improve the county-wide response to homelessness and develop and refine solutions in partnership with the service providers, municipal leaders, and people experiencing homelessness.
- Coordinating implementation and continuous quality improvement across the homeless response system.

Coordinating Funding

- Identifying unmet service and infrastructure needs, project funding gaps, and identify potential funding sources.
- Building sustainability and streamline efforts by planning and coordinating City and County investments and funding for homeless services.

Leading Community Engagement

- Strengthening 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.
- Ensuring that people experiencing homelessness are able to provide input, feedback, and recommendations to strengthen progress toward the 10-year vision.

These responsibilities may need to be adjusted as needed once the Office moves from concept to reality in order to ensure sufficient staff capacity.

Staffing Matrix

The following staffing matrix outlines Office staff roles and responsibilities, as well as approximate time allocation estimations, expressed as a percentage:

Executive Director

- 1 FTE, hired and on-boarded
- Major responsibilities:
 - High-level strategy formulation and strategic planning – 10%
 - Develop and monitor annual work planning and updates – 10%
 - Key stakeholder and partner engagement – 10%
 - Hiring, training, and supervision of Office staff – 10%
 - Leadership for major strategic initiatives – 40%
 - Manage Board and other elected communications – 5%
 - Community engagement, presentations, and responses – 5%
 - General Office administration and oversight – 5%

Houseless Response Analyst

- 1 FTE hired and on-boarded; temporarily 50% part-time
- Major responsibilities:
 - General administrative support to staff and Board – 20%
 - Data management, policy research, and reporting – 20%
 - Maintain digital communication channels – 20%
 - Support for major strategic initiatives – 40%

Houseless Response Manager

- 1 FTE, position not yet approved or hired

- Major responsibilities:
 - Lead strategic initiatives related to service providers and clients – 60%
 - General service provider coordination, training, and capacity building – 20%
 - Community engagement activities related to programs– 20%

Relationships

[Insert relationships information from 4/20 working session, including meeting frequency, shared responsibilities, commitments, agreements, coordination procedures, etc.]

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Administration

The following section outlines the basic administrative functions of the Office (such as human resources, finance, and compliance) that exist separately from its strategic work.

Administrative Objectives

The following administrative objectives relate to the 'back office' aspects of the Office that do not directly contribute to strategic outcomes.

- Scope, recruit, hire, onboard, and train two (2) Office staff.
- Develop CHRO standard operating policies and procedures.
- Meet all pilot requirements as outlined in HB 4123.
- Pursue funding sources to extend the pilot through at least 2024-25.
- Maintain a balanced annual operating budget.

Progress towards these administrative objectives will be included in quarterly progress updates prepared by Office staff for Board review and guidance.

Pilot Requirements

Oregon House Bill 4123 outlines minimum requirements to be completed by each pilot office upon receipt of grant funding:

Requirement	Status	Notes
Establish Office	Complete	
Form Governing Board	Complete	
Assign Board Roles	Complete	
Adopt IGA	Complete	

Hire Executive Director	Complete	
Form Advisory Council	Currently in progress	
Plans for CoC Coordination	Currently in progress	
Adopt Strategic Plan and Work Plan	Currently in progress	Due 6/30/2023
Submit Progress Report #1	Will start 9/1/2023	Due 11/15/2023
Submit Progress Report #2	Will start 7/1/2024	Due 9/15/2024

These and other requirements are discussed in greater detail in the following sections.

Strategic Plan

The Office is responsible for developing, implementing, and updating a five-year strategic plan that (at a minimum) addresses the following:

- Funding to support ongoing operations of the coordinated response system;
- Increasing and streamlining resources and services;
- Incorporating best practices for ending homelessness;
- Eliminating racial disparities within homeless services; *and*
- Creating pathways to permanent and supportive housing.

The strategic plan will be updated on an annual basis, prepared by staff with input from the Advisory Council and final approval from the Governing Board. The strategic plan will inform the annual work plan, described below.

Annual Work Plan

In alignment with the strategic plan, the Office will develop an annual work plan to clearly outline how the member agencies, Governing Board, Advisory Council, and staff will accomplish the goals set forth in the strategic plan. The annual work plan will be reviewed and revised on a quarterly basis with input from the Advisory Council and Governing Board. See Introduction section above for more information.

Progress Reports

Per Section 1 of HB 4123, each Office is required to submit two (2) progress reports by at least:

- November 15, 2023; *and*
- September 15, 2024.

The progress reports must be submitted to the following agencies:

- Oregon Housing and Community Services department;
- Oregon Housing Stability Council; *and*
- One or more appropriate interim committee of the Legislative Assembly.

The content of the progress reports must include:

- The strategic plan goals and progress towards achieving them;
- Other changes in homelessness services, ordinances of the member governments related to homelessness, or programs established that are specifically related to the member government actions; *and*
- Challenges and opportunities relating to:
 - Regional coordination of homelessness services and planning;
 - Needs for technical assistance regarding program development or other programs from the Housing and Community Services Department; *and*
 - Addressing racial disparities through partnerships with culturally specific and responsive organizations.

The Executive Director will oversee the development, approval, and submission of the progress reports in a timely manner, with support from staff, input from the Advisory Council, and final approval from the Governing Board.

Operating Budget

The Office will develop and adhere to an annual operating budget that reflects the appropriate sources and uses of all funds administered by the Office. Section 3 of HB 4123 directs \$1m of initial funding for a two (2) year pilot period.

The language of HB 4123 clearly identifies **eligible uses** of the initial pilot funds:

- Hire necessary staff for the office;
- Support coordinated communications and public engagement;
- Support community outreach and policy development, including stipends for people with lived experience;
- Technical assistance and capacity building including contracting with consultants; *and*
- Other expenses necessary to meet HB 4123 requirements.

Any funds in excess of those necessary to meet the requirements of the pilot can be used to support the delivery of services and shelter consistent with the strategic plan.

The Office is responsible for securing **additional funding** to support ongoing operations beyond the pilot period. Potential sources of funds include:

- Local government commitments
- Private and corporate donations
- Pilot extension funding from the State
- Other regional, state, and federal sources

Communications

The following section outlines the communications activities of the Office.

Communication Objectives

The Office will pursue the following communication objectives, described in greater detail in subsequent sections below:

- Develop and maintain regular partner coordination meetings and forums.
- Develop and maintain regular digital communications channels.
- Develop and maintain regular community engagement tools and platforms.

Partner Coordination

As part of ongoing activities and major strategic initiatives, the Office will coordinate closely with a range of community partners, including:

- Advocates for people experiencing homelessness and for people with lived experience of homelessness;
- Community action agencies;
- Housing authorities;
- Affordable housing providers;
- Behavioral health providers;
- Law enforcement;
- Educational agency liaisons for homeless children as described in 42 U.S.C. 11432;
- Local Department of Human Services offices;
- Courts;
- Legal aid;
- Coordinated care organizations, as described in ORS 414.572;
- Emergency shelter providers;

- Homeless service providers;
- Organizations serving and advocating for: veterans, homeless youth, youth exiting the foster care system, individuals exiting the criminal justice system, people with disabilities and aging adults, health care systems, domestic violence and sexual assault survivors, Enrolled House Bill 4123 (HB 4123-A) Page 2 members of lesbian, gay, bisexual, transgender, queer or questioning (LGBTQ) communities, people experiencing behavioral health and substance use disorders, faith communities and business communities; *and*
- The Housing and Community Services Department.

Note: The Office will work with the Advisory Council to develop a partner coordination plan which engages partners from multiple sectors, agencies, and community groups.

Digital Communications

The Office will establish regular communication channels both internally and community-wide, including:

- **Website:** The Office will develop and maintain a web presence to publish basic information, community resources, partner agency links, and other digital communication materials listed below.
- **Weekly updates:** The Office will develop and circulate a weekly update on major policy initiatives, funding availability, program openings, training opportunities, etc.
- **Monthly newsletter:** The Office will develop and circulate a monthly newsletter
- **Press releases:** The Office will develop and distribute ad hoc press releases to be shared with formal media outlets, as needed on a range of topics and events.
- **Data reporting:** The Office will provide consolidated data and reporting on a periodic basis, in coordination with key partners including HLC and the State of Oregon.
- **Policy memos:** The Office will occasionally issue policy memos outlining specific guidance on best practices, strategies to end homelessness, or other issues.

Community Engagement

In addition to formal communication channels, the office will seek to engage the community more broadly to provide education and advocacy. The Office will develop and maintain a

community engagement toolkit for its own use and for use by member agencies and community partners as desired. This work is cross-referenced to the EHTF Strategic Plan.

Note: Once established, the Advisory Council will provide more direction for the community engagement activities of the Office.

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Schedule Look Ahead

The following schedule outlines major activities of the Board and is subject to change:

2023

April

- 4/20: Governing Board Working Session
- Board review of annual work plan draft v1.1

May

- 5/18: Board attendance at City Club's Houseless Strategies Event
- TBD: Rescheduled Governing Board Meeting?

June

- 6/8: Quarterly Advisory Council Working Session (kickoff)
- 6/15: Governing Board Meeting
 - Review and approve final annual work plan and budget
- 6/30: Due date to submit Strategic Plan and Work Plan to State

July

- 7/1: Annual Work Plan becomes effective
- 7/13: Monthly Advisory Council Meeting
- 7/20: Quarterly Governing Board Working Session

August

- 8/10: Monthly Advisory Council Meeting
- 8/18: Monthly Governing Board Meeting

September

- 9/14: Quarterly Advisory Council Working Session
- 9/21: Monthly Governing Board Meeting

October

- 10/12: Monthly Advisory Council Meeting
- 10/19: Quarterly Governing Board Working Session
 - Review and approve Progress Report #1
 - Review work plan progress and adjust as needed

November

- 11/9: Monthly Advisory Council Meeting
- 11/20: Monthly Governing Board Meeting

December

- 12/14: Quarterly Advisory Council Working Session
- 12/21: Monthly Governing Board Meeting

2024

January

- 1/10: EO 23-02 expires
- 1/11: Monthly Advisory Council Meeting
- 1/18: Quarterly Governing Board Working Session
 - Review work plan progress and adjust as needed

February

- 2/8: Monthly Advisory Council Meeting
- 2/15: Monthly Governing Board Meeting

March

- 3/14: Quarterly Advisory Council Meeting
 - Provide initial input on work plan process
- 3/21: Monthly Governing Board Meeting

April

- 4/11: Monthly Advisory Council Meeting
- 4/18: Quarterly Governing Board Working Session
 - Review work plan progress and adjust as needed
 - Review first draft of 2024-25 Work Plan and Budget

May

- 5/9: Monthly Advisory Council Meeting
- 5/16: Monthly Governing Board Meeting

June

- 6/13: Monthly Advisory Council Meeting
- 6/20: Monthly Governing Board Meeting

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Resources

Oregon House Bill 4123

www.olis.oregonlegislature.gov/liz/2022R1/Downloads/MeasureDocument/HB4123

United State Interagency Council on Homelessness (USICH)

www.usich.gov/all-in

HUD Exchange: Resources and Assistance to Support HUD's Community Partners

www.hudexchange.info

Homeless Management Information System (HMIS)

www.hudexchange.info/programs/hmis/

Continuum of Care (CoC) Program

www.hud.gov/program_offices/comm_planning/coc

CoC OR-503: Housing Leadership Coalition (HLC)

www.cohomeless.org

Central Oregon Interagency Council (COIC) – Regional Housing Needs Assessment

www.coic.org/needs-assessment/

State of Oregon Homelessness

www.oregon.gov/ohcs/homelessness/Pages/index.aspx

League of Oregon Cities (LOC) Homeless Solutions

www.orcities.org/resources/reference/homeless-solutions

Community Solutions: Built For Zero

www.community.solutions/built-for-zero/the-movement/

Housing and Shelter Resource Listings at 211info.org

www.211info.org/get-help/housing-shelter/

Deschutes County Behavioral Health Department

www.deschutes.org/health/page/behavioral-health

Houseless in Deschutes

www.houselessindeschutes.org