



CITY OF BEND



BOARD OF  
COMMISSIONERS

## JOINT MEETING AGENDA

*Of the*

**City of Bend and the Deschutes County Board of Commissioners**

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10:00 AM

FRIDAY, January 28, 2022

Barnes Sawyer Rooms  
Live Streamed Video

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This meeting will be audio and video recorded and can be accessed at the Deschutes County Meeting Portal website [www.deschutes.org/meetings](http://www.deschutes.org/meetings)

**Attendance & Participation:** The public and staff are welcome to join the meeting through the virtual platform Zoom. [www.zoom.us](http://www.zoom.us) Meeting ID: 859 8566 6204 Passcode: 541604

### **CALL TO ORDER:**

### **PLEDGE OF ALLEGIANCE *and* LAND ACKNOWLEDGEMENT**

### **AGENDA:**

**10:00 AM Emergency Homelessness Task Force**

**10:30 AM Emergency Homelessness Task Force Strategic Plan**

**11:30 AM Project Updates**

- City of Bend Summary of Projects
- Deschutes County

**11:50 AM Next Steps**

***ADJOURN***

# Addressing Houselessness in Deschutes County

What We've Learned Our Plan Stories Misconceptions



**ADDRESSING  
HOUSELESSNESS****in Deschutes County****A special report by:**

**The Emergency Homelessness Task Force** 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 Brittiani Manzo Consulting.

We are experiencing a crisis of houselessness.

The pandemic has pushed more households to the edge. But our current crisis was brewing long before COVID-19. The causes of houselessness are many—from poor health to family breakups, a lost job, or a lifetime of abuse and trauma. But there's also a common thread: a lack of affordable housing and rising rental prices.

**992 people**

**were houseless in Deschutes County on January 20, 2021.**

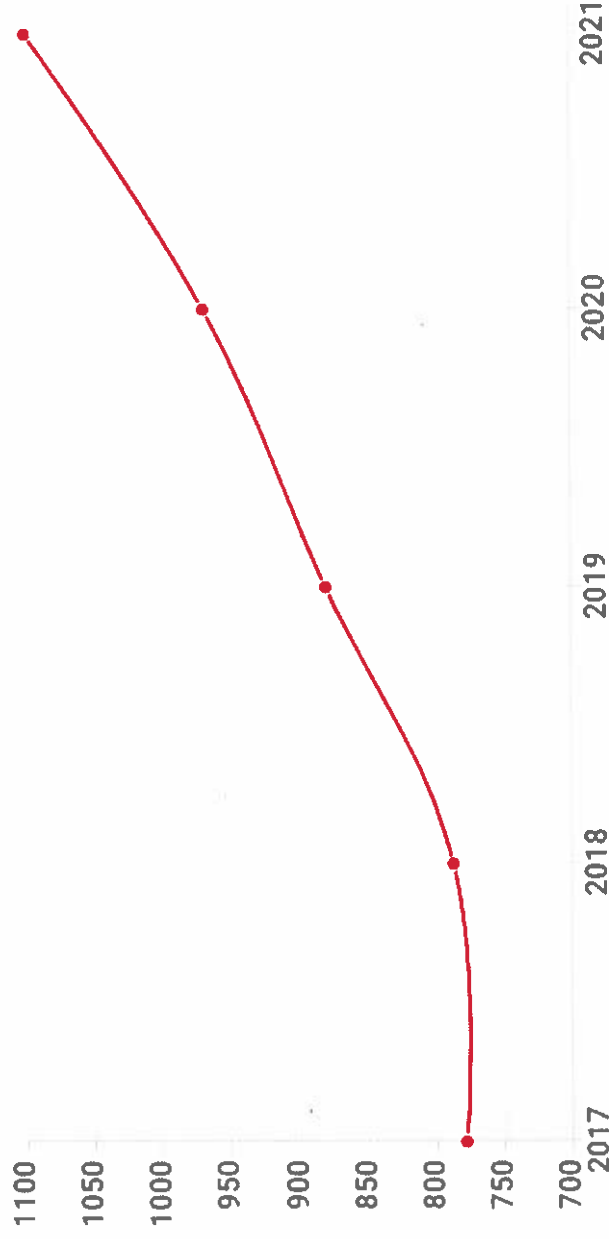
Data from Homeless Leadership Coalition's 2021 Point In Time (PIT) count

**423 students**

in Deschutes County (ages 0-18) were identified as houseless since the beginning of the 2021 school year and it continues to grow.

Data from Bend-LaPine, Sisters, and Redmond School District Homeless Liaisons

### Number of Houseless People in Central Oregon



The number of houseless people counted on a single night each January for Central Oregon's "Point in Time" count. Data provided by the Homeless Leadership Coalition

## **As a community, we can do more to address houselessness.**

First, we need a better view of this crisis. We also need to acknowledge what we get wrong about houselessness so we can find the right solutions. We need to get more creative and disrupt some of the systems that block our progress. And we need to take action and work together as a community.

These are the common misconceptions about the houseless.

**DO YOU KNOW WHAT THEY ARE? CLICK HERE.**

**“We’re trying to get out.”**

John and Tess’ Story

# WHAT WE'VE LEARNED

## What drives houselessness?

**THERE IS NO SINGLE CAUSE.**

While some people can point to a key event—such as a job loss, divorce or medical crisis—that tipped them into houselessness, there are larger social and economic forces creating housing instability for thousands of Central Oregonians.

## Causes of Houselessness

Sources: Human Rights Careers and The National Coalition for the Homeless

The Decline of:

Affordable housing

Sufficient wages

Affordable healthcare

The Presence of:

Racial inequity

Housing discrimination

Domestic violence

Contributing Factors:

Disasters

Personal hardship

Family troubles

Job opportunities

Having a disability

Public assistance

Unexpected job loss

## THE PRIMARY CAUSE OF HOUSELESSNESS

### **Inadequate wages and costly housing.**

**Too many households have to pay more for housing than they can afford.**

For thousands of people trying to make ends meet in Deschutes County, the struggle is real. According to the United Way of Central Oregon, before COVID, 13,000 people were already living on the edge in Deschutes County-which **United Way describes** as “either living below the federal poverty level or earning income above the poverty level, but earning less than what it takes to survive in their community.”

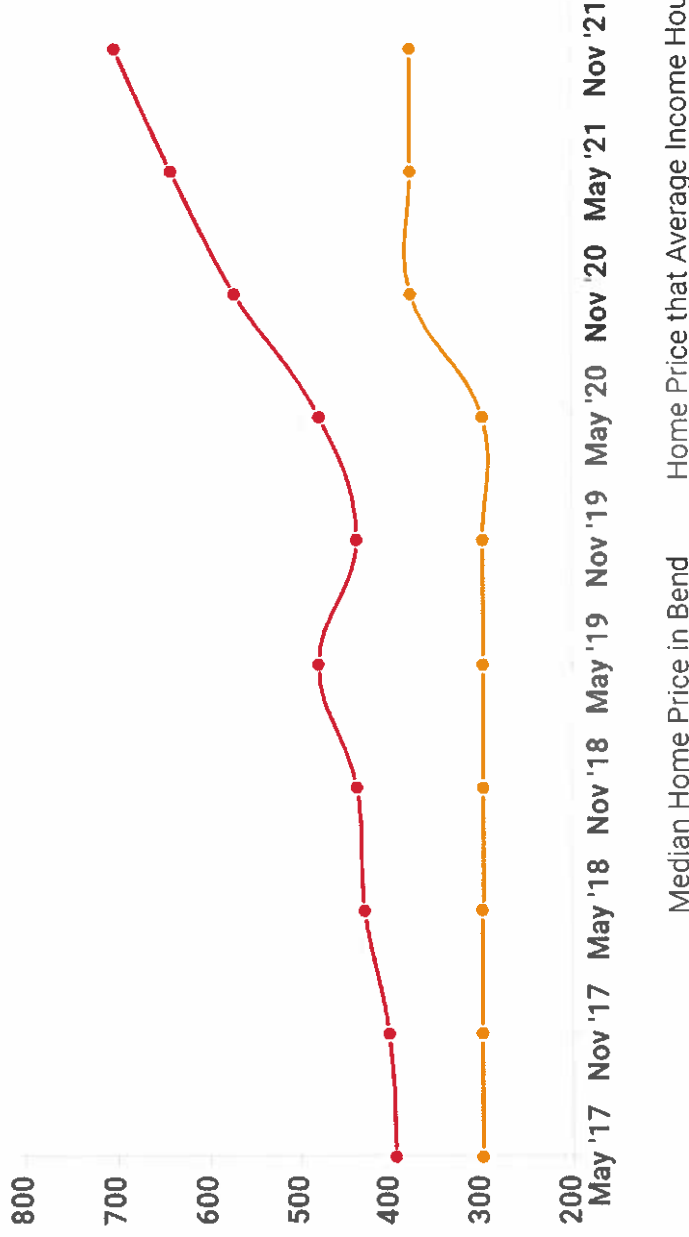
Individuals and families are living paycheck to paycheck because housing eats up a lion's share of wages. A Dec 2018 **Source article**, *Mapping Rent Burden in Central Oregon*, analyzed census data and found more than half of renters in Deschutes County are “rent-burdened”, meaning they are spending more than 30 percent of their income on rent and utilities. And that puts renters at a greater risk of experiencing houselessness. A **2021 Zillow report** found that when a community's median rental costs exceed 30% of median income, the rate of houselessness increases rapidly.

For households living on the edge, just one event, such as a large medical bill, divorce, or rent hike—can stretch their finances to the breaking point and jeopardize their housing.

### **Priced out.**

**Bend's home prices are now further out of reach of average earners .**





Under rosy circumstances, a **Bend household earning 2021's Average Median Income of \$80,400 can afford a home up to \$376,000** (assuming a 10% down payment, a 30-year 3.9% interest loan, and no other debt). A search of Bend real estate listings on December 25, 2020 turned up only three homes for sale for under \$376,000. During the same period, the **average median home price was almost \$700,000.**

**OTHER CAUSES OF HOUSELESSNESS:**

**The pandemic.**

For many families in Deschutes County, that "large event" was the start of the pandemic in 2020. Service workers in retail, food and hospitality were greatly impacted. According to Sandy Schmidt, Homeless Liaison for Bend-La Pine Schools, "Many of our lower-income

families, including our houseless families, either lost their jobs or had work hours cut due to COVID-related illnesses, lack of adequate daycare, and other pandemic stressors. This has made it even harder for those families to find stable housing.”

## **Poor health or disability.**

**People with serious health issues are especially vulnerable to becoming houseless.**

Older adults and those suffering from extremely poor health or significant disabilities may be unable to work and rely on social safety net programs to make ends meet. But disability, Social Security, and Medicaid benefits are not adjusted for areas with a higher cost of living. As local housing costs continue to rise, these individuals and families are getting priced out.

## **Lack of family or social support.**

**When someone is in crisis, a lack of support can quickly lead to houselessness.**

Not everyone has a support system or extended family to rely on in times of need. For someone suffering from PTSD, depression, addiction, or parental neglect or endangerment, there is a gap where family or social support might otherwise offer protections against houselessness.

## **Cycles of trauma.**

## Traumatic experiences can pull people into houselessness, and continued trauma can keep them there.

For mental health professionals serving houseless community members in our region, one word comes up often: trauma. “When someone enters houselessness for the first time, it’s usually connected to some kind of trauma,” explains Colleen Thomas, Homeless Services Supervisor for Deschutes County Behavioral Health. It could be a recent traumatic event, such as a job loss, death of a spouse, or the breakdown of a family—or it could be rooted in the more persistent trauma of childhood abuse, domestic violence, or PTSD. According to Thomas, it can be incredibly hard to resolve someone’s trauma in the space of five weeks, which is how long they typically have in an emergency shelter. After the five weeks is up, living on the street is usually their only option.

**“When you are living in crisis mode...you don’t have the capacity to pull yourself up by your bootstraps.”**

— Colleen Thomas, Deschutes County Behavioral Health

“People enter houselessness in fear,” says Thomas. “They are living in crisis mode. And when you’re just trying to survive, trying to find your next meal, trying to find some place to rest, you don’t have the capacity to pull yourself up by your bootstraps.”

Living on the streets, traumatic experiences can snowball. Our houseless community members endure verbal and physical aggression from the public. Single women may seek the security of a relationship only to become victims of domestic abuse. Once a person starts living on the streets, they are at greater risk for sexual assault, trafficking, and other violent crimes. By the time the system catches up with them, the cumulative trauma can be acute. People with this kind of lived experience become more isolated, more distrustful, and more prone to trauma-induced mental illness.

**“I’ve been stripped of my humanity.”**

REJENA'S STORY

**What does houselessness look like?**

**WHAT YOU’VE SEEN IS NOT THE WHOLE PICTURE.**

The most visible houseless people—the individuals and families living in vehicles or makeshift outdoor camps—are an incomplete picture of the realities of houselessness in Central Oregon.

There are many more houseless people checking into short-term shelters, youth living on the streets and hiding out of sight, and an untold number of young adults couch surfing with friends or relatives. Solving this crisis requires a better understanding of the four different types of houselessness.

## **Transitional houselessness:**

**The most common form of houselessness is also the briefest.**

Catastrophic events such as wildfires or floods can make anyone suddenly houseless. Young people are also more vulnerable to sudden life changes, like losing a roommate or losing a job, which can result in a short spell of houselessness. With quick interventions and guidance, those who are transitionally houseless can get back on their feet.

## **Episodic houselessness:**

**When forced out of the family home, youth often experience frequent bouts of houselessness.**

Youth houselessness looks different, explains Eliza Wilson, Program Director for **J Bar J Youth Services**. “Some kids leave home as an act of self-preservation. They may be suffering neglect or abuse, or the home is downright dangerous, with drug dealing or domestic violence.” According to Wilson, “some youth are forced out through no fault of their own.” More than half of youth residents of the LOFT (a transitional living facility run by Cascade Youth & Family) identify as LGBTQIA+, and say they were kicked out because of their sexual identity.

In these situations, a young person can become suddenly houseless. Youth tend to slip in and out of houselessness because they have little savings, work experience, or important life skills. They tend to work in low-paying service sector jobs. They may not have access to health insurance or reliable transportation.

According to Wilson, “Young people living on the streets are especially vulnerable to violent crime and trafficking. They risk becoming chronically houseless, which increases their long-term cost to society,” says Wilson. “The sooner we can help them, the better.”

## Chronic houselessness:

### Poor health or severe disability can keep a person houseless for years.

Individuals who fall into the “chronically houseless” category are typically older, and either have a disabling condition or long-term health issues. They may have complex barriers to stability and a long history of houselessness, making it difficult for them to obtain stable housing.

This group is the most vulnerable and the most visible. People who are chronically houseless often sleep on sidewalks, in parks, or encampments. Accessing basic necessities like running water, electricity, toilets, or showers is a daily challenge. Because of their visibility, the chronically houseless tend to be “the face” of houselessness. **Central Oregon has one of the highest rates of unsheltered houseless people in the nation.** Almost 70% of our houseless are living outdoors (double the national average).

Outreach services, such as Relationship Empowerment Action Compassion Heart (REACH), Shepherds House S.H.A.R.E., Central Oregon Veterans Outreach (COVO), Deschutes County Behavioral Health, The Helpers, and Mosaic Medical mobile clinic meet individuals where they are to offer food and basic services.

“Living in the dirt takes years off your life.”

— Bob Bohac, Jericho Road

“Living in the dirt takes years off your life,” notes Bob Bohac. (**17.5 years shorter** on average.) Living unsheltered for years in dire conditions can lead to poor health and deepen a person’s trauma, which makes them even more vulnerable to severe sickness, violence, and even death. People who are chronically houseless often endure robbery and assault, suffer during periods of extreme cold or heat, have a higher risk of suicide, and have a decreased life expectancy

## The hidden houseless:

## An unknown number goes unreported and unhelped.

Hidden houselessness describes individuals who are “couch surfing” and families who are “doubled-up” with friends, family, or near-strangers. **Sheltered for the time-being, the hidden houseless may be forced to move on at a moment’s notice** and may have few prospects for stable housing. This population is considered ‘hidden’ because they are unknown to service providers, which also means they are not accessing services and resources.

According to Zavi Borja, Community Relations Manager for the City of Bend, houselessness in the tight-knit Latino community tends to fall in this “hidden” category. Some multi-generational households have grandparents, parents, and children living under one roof and struggling with housing instability.

One unfortunate outcome of the pandemic: **many local children joined the ranks of the hidden houseless**. During remote learning, teachers and other school personnel found it more difficult to identify kids coping with unstable housing. According to Sandy Schmidt, Bend-La Pine School District’s homeless liaison, “Houseless kids would mask their situation by keeping their cameras turned off in virtual classrooms.”

“I’m trying not to lose what I have.”

Sierra's Story

**“People think kids living on the street must have done something bad to be in their situation. But a child doesn't make themselves homeless.”**

Eliza Wilson, Program Director  
J Bar J Youth Services

Public transportation has its limits. Elderly or disabled people may struggle to get to bus stops. Shift



workers have to find other ways to get to and from work when buses aren't running.

SHOWN: BEND HAWTHORNE  
TRANSIT STATION

## What keeps people houseless?

### **TOO MANY BARRIERS...AND TOO LITTLE HOPE.**

## Becoming houseless is akin to falling into quicksand. Everything gets harder.

Barriers rarely feel like barriers for those of us with housing. As Stacey Witte of **REACH** explained, "Imagine getting a good night's sleep, showering and getting dressed for work. You leave your house and lock the door. You get in your car. You drive to your job. But for a houseless person, there is no restful sleep, no shower, no clean clothes, no house to store your possessions, and no lock to keep your belongings from getting stolen while you go to work."

Many of the barriers Witte describes are intrinsic to the state of houselessness. Other barriers are ingrained in state or federal systems, like long waitlists and application processes for housing vouchers and disability benefits, or requiring a photo ID to complete a W4 for your workplace. These seemingly simple requirements can unfortunately conspire to keep people trapped without housing. People with disabilities or extremely poor health face an even greater number of barriers.

Says Witte, "We try to understand the barriers houseless people face, so we can help them overcome those barriers and gain some ground."

**Here is a closer look at the variety of barriers facing houseless people.**

## **Barriers to employment:**

### **Houselessness creates a cascading series of hurdles to finding and keeping stable employment.**

A significant proportion of houseless people are working, but this work tends to be seasonal (such as agricultural operations work). Many houseless individuals work for trade as a way to secure temporary housing.

Houseless people face many barriers when they try to apply for a traditional job. For example, a houseless person may not have a mailing address, email, or phone number to list on a job application.

The interview process poses fresh barriers: washing clothes, showering and grooming, getting to the interview, and stowing personal possessions so they won't be stolen. If their ID has been stolen, they can't complete a W2 form. Transportation can be an ongoing challenge, especially for shift workers, because buses don't run all night.

## **Barriers to healthcare:**

### **Many barriers prevent people living with disabilities or chronic health conditions from getting proper care.**

The chronically houseless, who often have disabilities or are in very poor health, have a harder time getting to appointments. They may lack reliable transportation. They may not be able to walk several blocks to get to a bus stop. They may feel too ill or weak to get to appointments.

They also have high medical needs, but struggle to afford prescriptions and medical supplies. They may need special equipment like wheelchairs.

**“One of the biggest barriers we see is a lack of trust in the healthcare system.”**

— Elaine Knobbs-Seasholtz, Mosaic Medical

According to Elaine Knobbs-Seasholtz, Mosaic Medical Director of Strategy and Development, "One of the biggest barriers we see is a lack of trust in the healthcare system. Many houseless people have had horrible experiences, either emotionally or financially, and that lack of trust is a huge barrier to overcome."

## **The cumulative effect:**

### **Ostracized and traumatized, people lose hope.**

Houselessness is its own traumatic experience. People who are houseless may have their few possessions destroyed or stolen. They may witness violent crimes or experience assault. And they are shunned, ridiculed, judged, or made to feel unwelcome. Faced with so much public opposition to their very existence, houseless people often hide in isolation, which has its own negative impacts, explains Colleen Thomas.

**"They've stopped looking to the future because their experience has taught them nothing is going to change."**

— Bob Bohac, Jericho Road

Bob Bohac has spent years serving houseless encampments on the outskirts of Redmond. "None of these people have any hope left," he says quietly. "They are out there trying to survive, but they've stopped looking to the future because their experience has taught them nothing is going to change."

Shepherd's House Ministries operates a low-barrier warming shelter that gives 90 people a warm place to sleep each night and provides long-term residential programs for men, women, and children.

SHOWN: BEND SHELTER

**Many are working to end houselessness.**

**HERE ARE THE CHALLENGES THEY SEE.**

There are **66 groups** serving houseless people in our region—providing meals, shelter, transportation, and outreach. With boots on the ground, they have a clear view of what needs to change.

Our community's effort to serve our houseless community members is truly inspiring. "People say, 'No one's doing anything,' but there are so many actions happening behind the scenes," says Bend City Councilor Megan Perkins. Faith-based groups like **Sisters Community Church** and **Trinity Christian Center** open their doors when the temperature drops. Shelters like **Bethlehem Inn** and **Shepherds House** offer warm beds and also deliver food and clothing. Several organizations and nonprofits offer hot meals: Family Kitchen, Sisters Kiwanis, and **Jericho Road**, along with informal Facebook groups like **Bend Food Angels**. **FAN Advocates** gather clothing, food, and other necessities for houseless students in the Sisters, Redmond, and Bend-La Pine school districts. **School district Homeless Liaisons** ensure houseless students attend the same school throughout the year, regardless of where they are forced to move. Nonprofits like **Central Oregon Veterans Outreach (COVO)** gather donations of propane, tents, and sleeping bags for veterans living without shelter. The nonprofit, Relationship Empowerment Action Compassion Heart (**REACH**), offers outreach and creates safe parking spaces for people living in their cars. **Mosaic Medical**, runs a mobile medical clinic and brings healthcare directly to houseless people. **Deschutes County** offers mental and behavioral health services to roughly 30% of the houseless population. The **City of Bend** supports nonprofit service providers with funding and partners with developers of affordable housing and can make code changes and policies that impact the cost of housing. **HousingWorks** is increasing the supply of affordable apartments for people experiencing houselessness in Bend and Redmond. **The**

**Helpers** deliver food, heaters, propane, sleeping bags, and vehicles to houseless community members living outdoors in Bend, Redmond, and Madras. **The list** is extensive.

We should be making more headway on this issue. Instead, the number of houseless people in our region continues to grow.

A recent survey asked a number of houseless-serving organizations what they perceive as the greatest challenge in solving the crisis of houselessness. **Here's what they said.**

## Challenge #1

### **There's no regional strategy.**

"Houselessness is not a City of Bend or City of Redmond problem," notes Colleen Thomas, Deschutes County Behavioral Health Homeless Outreach Services Supervisor. "Houselessness is a crisis experienced nationwide. We need a clear vision and localized strategy for how to address it. Working together as a region will help streamline our efforts so we can do more."

## Challenge #2

### **There are gaps, and there is overlap.**

While some organizations and volunteer groups have formed partnerships around specific projects, most operate in silos. They serve the houseless population without coordinated leadership to connect their work to the greater whole. There are gaps in services, making it harder for houseless people to transition back into housing. There is also a great deal of duplication, from redundant meetings to overlapping services. "We simply aren't working as efficiently as we could be," notes Tammy Baney, Central Oregon Intergovernmental Council Executive Director.

## Challenge #3

### There is not enough funding.

In the 1980s, the federal government slashed funding for social programs and housing. The Department of Housing and Urban Development's budget was slashed by almost 80%. Over time, gutted social programs have altered the landscape. Houselessness used to rise in a struggling economy. Today it reflects the new normal of depressed wages and rising housing prices.

**"It feels like a fruitless exercise to qualify someone for a resource that doesn't exist."**

— Colleen Sinsky, FUSE

Colleen Sinsky, Executive Director for FUSE, says the lack of resources is thwarting our ability to lift people out of houselessness. Central Oregon is required by Housing and Urban Development to implement a regional Coordinated Entry System to assess needs and refer people experiencing houselessness to appropriate resources. "We have referral systems," says Sinsky, "but it feels like a fruitless exercise to qualify someone for a resource that doesn't exist." After seeing more than 500 unsheltered people qualify for housing support in 2019—but only a tiny fraction received housing due to limited program space—Sinsky now views funding as a primary challenge. "We need long-term, stable funding to hire staff, build programs, and provide resources to everyone who qualifies," she says.

## Challenge #4

### There is not enough affordable housing.

In a November 29, 2020 meeting with Deschutes County Commissioners, **Lynne McConnell**, Bend's Housing Director, indicated **Bend has a deficit of 5,000 homes** to house minimum wage earners working in the area's service sector. Because of rising labor, supply, and land costs, McConnell explains that we're now facing a math problem: "It's no longer possible to build housing that's affordable for families that earn at or below our area's median income. The only way to build affordable housing at this point is with subsidies." Our local Public Housing Agency, **Housing Works**, has constructed 900 moderately affordable housing projects throughout Central Oregon, but the need remains high.

## Challenge #5

### There is not enough Permanent Supportive Housing (PSH).

Some chronically houseless individuals may not be able to live independently, due to health conditions, mental or physical disabilities, and a host of other challenges. Permanent Supportive Housing (PSH) combines long-term affordable housing with supportive services such as on-site healthcare, case management, life-skills classes, and other needed services. Decades of research have indicated that PSH is the most effective strategy for supporting individuals who have an extended history of houselessness while living with disabilities.

PSH eases the strain on a community's resources by reducing reliance on crisis services. A study by Seattle University's School of Law found PSH, when targeted to high service users, can generate gross savings of \$46,000 per person per year compared to leaving people on the streets. A 2021 analysis conducted by the Portland Metro Joint Office of Homeless Services and other partners reported similar trends: chronically unhoused people living outdoors needed more emergency room visits, more hospital stays, and more help from law enforcement compared to a similar group placed in supportive housing.

**"It's frustrating to know that there's this data-backed, bipartisan, humane solution, but Central Oregon has almost no permanent supportive housing units."**

— Colleen Sinsky, FUSE

According to the **National Alliance to End Homelessness**, there are nearly 400,000 PSH beds in the country, making it the most common form of houseless assistance in the US. "It's frustrating to know that there's this data-backed, bipartisan, humane solution, but Central Oregon has almost no PSH units," Sinsky said. According to Central Oregon's Coordinated Entry System data, there's a documented need for at least 220 PSH units in Central Oregon. "In 2019 we had more than 200 highly vulnerable people with disabilities reach out to us asking for housing. They were living in emergency shelters or places not meant for habitation. Almost none of them received housing support. Our lack of resources is unacceptable."

**HousingWorks is the largest provider of affordable housing in Central Oregon, The nonprofit has built and manages 900 units of housing at 27 properties in Bend, Redmond, Prineville, Madras, and Sisters. Their newest development, Midtown Place, will be completed in 2022.**

**A solution is within reach.**

**HERE'S HOW WE'RE GOING TO ADDRESS HOUSELESSNESS.**

The Emergency Houselessness Task Force is laying the groundwork for a new, community-wide strategy.



In the summer of 2021, **the City of Bend and Deschutes County convened an Emergency Houselessness Task Force**, joined by a collaborative team of agencies and service providers long-dedicated to serving houseless people in our region. The Task Force was charged with developing a Strategic Plan to prevent and end houselessness in our region.

Facilitator Brittani Manzo helped the Task Force study the unique aspects of houselessness in Deschutes County and develop the Strategic Plan. What became clear, according to Manzo: “People experiencing houselessness right now need community support and services that just don’t exist to the extent that folks need them. Service providers have given so much of themselves to support their houseless neighbors—but there has not been enough invested in resources, programs and affordable housing to meet the need.” Even still, there is cause for hope. “Seeing elected officials launch the Task Force and rally around providers to ask ‘What more can be done?’ has been powerful to witness in the face of such a devastating crisis.”

**“Seeing elected officials launch the Task Force and rally around providers to ask ‘What more can be done?’ has been powerful to witness in the face of such a devastating crisis.”**

— Brittani Manzo, Brittani Manzo Consulting

The Task Force has met with partner organizations, “boots on the ground” volunteers, and outreach professionals to gain a clearer view of the crisis and make sure solutions are based on facts, not assumptions.

The end result of all this work: the Task Force is wrapping up a Strategic Plan based on facts and informed by the experience of the dozens of entities serving the houseless. The plan considers what’s working elsewhere in the country and embraces some creative problem-solving. We finally have a roadmap for how to address this crisis.

**[Next: The Plan to Address Houselessness >](#)**



# 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><b>1</b> <b>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.</b> 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 <a href="#">Collaborative Office</a> will work with service providers, local funders, and the <a href="#">Advisory Group</a> 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"><li>● Education</li><li>● Health</li><li>● Business</li><li>● Philanthropy</li><li>● Charities</li><li>● Faith congregations</li><li>● Service providers</li><li>● Community-based organizations</li></ul>	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.

**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 homelessness in the region and encourage members of the community to get involved in advancing the strategic plan.** The Collaborative Office will Ongoing

work with state, 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><b>3 The community will support an Advisory Group, made up of people with lived experience of homelessness, to guide and advise on the implementation of the strategic plan.</b> 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 homelessness 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>	<p>December 2022</p>
	<p><b>4 A flexible community fund will be established to support service providers, the Advisory Group, and other efforts to address homelessness and fill gaps where public funding is not sufficient.</b> 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 homelessness.</p>	<p>September 2022</p>

## 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 homelessness 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 homelessness and housing instability

**Developing the Community-wide Strategies:**

- Identify 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
- 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 homelessness are able to provide input, feedback, and recommendations to strengthen progress toward the 10-year vision.

<p>To establish the Collaborative Office, Deschutes County, the City of Bend, and participating cities will:</p> <ol style="list-style-type: none"> <li>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.</li> <li>2. Develop intergovernmental agreements or MOUs that outline roles and responsibilities.</li> <li>3. Delineate roles and areas of responsibility and connections across governmental, intergovernmental, nonprofit, and other key partners to ensure streamlined partnerships and coordinated action.</li> <li>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.</li> <li>5. Determine the staffing structure of the Collaborative Office and its relationship to other key partners.</li> <li>6. Develop interim funding plans and processes for additional funding requests to city partners.</li> <li>7. Establish a third-party auditing procedure.</li> <li>8. Identify necessary processes for ensuring transparency and accountability as stewards of public resources.</li> </ol>	<p style="text-align: right;">September 2022</p>
<p><b>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.</b> 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.</p> <p>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.</p> <p><b>3 Funding priorities, metrics, and allocations made through the county and participating cities will be aligned with the strategic plan through the Collaborative Office.</b> The Collaborative Office will:</p> <ol style="list-style-type: none"> <li>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.</li> <li>2. Work with the Advisory Group and the Homeless Leadership Coalition to identify recommendations for improving funding priorities and processes.</li> <li>3. Support efforts to create new funding streams to advance the community's 10-year vision.</li> </ol>	<p style="text-align: right;">December 2023</p>

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

Develop additional funding streams for supportive services

Actions	Target Completion
<p><b>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.</b></p> <p>The Collaborative Office will:</p> <ol style="list-style-type: none"> <li>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.</li> <li>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"> <li>a. Supportive Services Bond</li> <li>b. Transient Room Tax</li> <li>c. General Funds</li> <li>d. Community Services Block Grants</li> <li>e. Community Development Block Grants</li> <li>f. Medicaid</li> <li>g. Continuum of Care Funding</li> <li>h. Emergency Solutions Grant</li> <li>i. Construction Excise Tax revenue</li> <li>j. Corporate philanthropy</li> <li>k. Private philanthropy</li> <li>l. Pooled community funding</li> </ol> </li> </ol>	<p>March 2023</p>

<ol style="list-style-type: none"> <li>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.</li> <li>4. Facilitate service providers, people experiencing homelessness, and funders in developing a shared understanding of unmet needs and service priorities.</li> <li>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.</li> <li>6. Pool flexible funding for community-based organizations to expand services based on priorities set by the Advisory Group and people experiencing homelessness.</li> <li>7. Develop a sustainable, long-term funding plan for supportive services to include: case management, behavioral health care, transportation, food, and employment supports.</li> </ol> <p><u>Implementation Note:</u> HUD's <a href="#">Rehousing and Coordinated Investment Planning Tool</a> may be a first step in beginning to explore and develop these plans.</p>	<p style="text-align: right;">June 2023</p>
<ol style="list-style-type: none"> <li>2 <b>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.</b></li> </ol> <p>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.</p> <p><b>The Collaborative Office will work with the Advisory Group, funders, service providers, and key stakeholders to identify and decrease barriers to people experiencing homelessness who are seeking substance use disorder treatment and prioritize funding for expanding outreach and harm reduction services.</b> Deschutes County and the Collaborative Office will:</p> <ol style="list-style-type: none"> <li>1. Prioritize funding for treatment options that are accessible to and accommodating for people experiencing homelessness, including mobile crisis stabilization centers, short-term respite facilities, peer respite centers, behavioral</li> </ol>	<p style="text-align: right;">March 2023</p>

health urgent care walk-in centers, and crisis hotline centers.

2. Increase funding for peer support specialists.
3. Develop referral processes between outreach providers, hospitals, police, emergency medical care providers, and treatment providers and processes and policies to coordinate care.
4. Prioritize hiring peer support specialists to support transitions across providers and systems.
5. Prioritize access to local or regional drug treatment centers for people experiencing houselessness interested in treatment and recovery by assessing the scope of need and interest through outreach providers and working with drug treatment centers to create designated spots for people experiencing houselessness.
6. Ensure syringe exchange is accessible across the region.

**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 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.

Ongoing

<p>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.</p>	<p>June 2023</p>
<p><b>4 Training and building a cadre of peer support specialists to support service expansion will be a shared priority across cities and service providers.</b> 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.</p>	<p><b>Make all community and public resources accessible to people experiencing houselessness</b></p> <p><b>Actions</b></p> <p><b>5 Transportation to and from all houseless service locations, as well as to access basic needs, will be subsidized for people experiencing houselessness.</b> 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 support, and explore housing opportunities.</p> <p><b>6 Coordinated Entry will be scaled and supported to become the cornerstone of service connections for people experiencing houselessness in Deschutes County.</b></p> <p>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:</p> <ul style="list-style-type: none"> <li>● Family Access Network (FAN) Advocates</li> </ul>

- 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 homelessness 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**

March 2023

<p>will support the network of service providers by:</p> <ol style="list-style-type: none"> <li>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.</li> <li>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</li> <li>3. Streamlining processes and work with community partners to support pet owners in collecting documentation for shelters' reasonable accommodation processes</li> </ol>	December 2023
<p><b>8 Prevention and diversion programs will be developed in partnership with the Advisory Group, service providers, cities, the county, and the Collaborative Office.</b> 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.</p>	

## Strategic Priority 4: Addressing the Crisis of Unsheltered Houselessness

Improve services to meet individuals' needs while living unsheltered	
<b>Actions</b>	<b>Target Completion</b>
<p><b>1 Accessible, gender-inclusive showers, dumpsters, and recycling containers</b> 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><b>2 Public restrooms (toilets and handwashing stations) will be accessible at or near all large encampment sites.</b> 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"> <li>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 homelessness.</li> <li>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.</li> <li>3. Cities will support community partners in procuring and distributing <u>makeshift toilet supplies</u> to all who need them as an interim solution. Distribution should include information about publicly accessible waste disposal.</li> </ol>	<p>December 2022</p>
<p><b>3 Storage sites for people experiencing homelessness to safely store and access their belongings will be established and operated across Deschutes County.</b> Cities will work with community partners to:</p> <ol style="list-style-type: none"> <li>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.</li> <li>2. Develop a staffing and operations plan through community partnerships, leveraging volunteers, community service programs, and other innovative approaches</li> <li>3. Work with emergency services to ensure 24-hour access to storage units on an emergency basis, as well as with people experiencing homelessness to inform other operational needs and ongoing evaluation and improvement.</li> </ol> <p><u>Implementation Note:</u> 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 homelessness 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.</p>	<p>June 2023</p>
<p><b>4 Processes for people experiencing homelessness to access mail delivery will be streamlined, simplified, advertised, and facilitated by cities and service providers.</b> 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</p>	<p>December 2022</p>

<p>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.</p> <p><u>Implementation Note:</u> The <a href="#">U.S. Interagency Council</a> offers information on General Delivery for People experiencing houselessness. Consumer advocates have developed an <a href="#">information page</a> on USPS General Delivery and <a href="#">Invisible People</a> <a href="#">outlined the options</a> for people experiencing houselessness to receive mail.</p>	<p>June 2023</p>
<p><b>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.</b> 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.</p>	<p>October 2022</p>
<p><b>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.</b> 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 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.</p>	<p>December 2022</p>
<p><b>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.</b> 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</p>	<p>December 2022</p>

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.

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 homelessness and indicating the path ahead for cities across the country.

December 2023

**8 The Quality By-Name List will be an integral part of the homeless service system in Deschutes County and will be leveraged to ensure individuals' and families' basic needs are met 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.

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

September 2022

**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.**

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.

December 2022

**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.

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:

1. Work with service providers to project the number of shelters 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 homelessness over the next 3-5 years,
2. Project the number of shelter beds planned and needed in order to shelter everyone experiencing unsheltered homelessness 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 homelessness, 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 homelessness as needed,
7. Research the cost of unsheltered homelessness 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.

**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 homelessness on how to access shelter.

## 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><b>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.</b> 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"> <li>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.</li> <li>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.</li> <li>3. Develop shared strategies to make more land available for affordable housing development.</li> <li>4. Develop shared strategies to increase the stock of deeply affordable housing drastically over the next 10 years.</li> <li>5. Align funding and financing priorities to support progress toward the milestones and community vision.</li> <li>6. Leverage private sector partnerships to support the development of more affordable housing.</li> <li>7. Remove regulatory burdens and reduce fees for affordable housing development, as well as explore other ways to expedite deeply affordable development.</li> </ol>	<p>June 2023</p>

**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 homelessness for deeply affordable housing as a reflection of the unique needs of the region and its rapid growth.** The Collaborative Office will lead:

June 2023

1. Efforts with Housing Works to prioritize people experiencing homelessness 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 homelessness.
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.
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.

LEAF BRAND





## Summary of City of Bend Projects that have recently been Completed or are in Development and could be considered for Partnership with Deschutes County

### **RV Park/Outdoor Shelters/Village Concept | 30-40 Sites | IN DEVELOPMENT, POSSIBLE PARTNERSHIP**

- Responses received from recent "RFP" process, included two project proposals from Central Oregon Villages
  - Senior Women's Shelter (10 sites), location TBD
  - Tiny Home Units (6 sites), location TBD
  - Launch: Spring 2022 (NOTE: Phase 1 will include neighborhood outreach that's specific to each location and is anticipated to begin Winter 2022)
- St. Vincent DePaul (10-unit village) under construction, anticipated completion Spring 2022
- Veteran's Village (15-unit village) opened in Dec 2021
- RV Park, potential partnership with Deschutes County on Juniper Ridge property currently being explored, City to initiate land use process in Spring 2022

### **Temporary Shelter: Project Turnkey (former Bend Value Inn) | 28 Rooms | COMPLETE**

- Low-barrier & Coordinated Entry System
- City: Ownership, Renovation, Repair & Maintenance
- Contract with NeighborImpact for operations
- Launch: 2022 (possible early occupation in February 2022, with renovations occurring in Summer 2022)

### **Temporary Shelter & Navigation Center: 2nd Street (permanent warming shelter) | 90 Beds | COMPLETE—FULL**

- Operated by Shepherd's House
- Future: +Day use & Navigation Center, responses to RFP currently being evaluated
- Launch: 2022 (If Awarded)

### **Safe Parking | 12 Spots | FULL (CONTINUED DEVELOPMENT)**

- 2 Locations in Bend at a Church and Non-Profit
- Exploration of additional Safe Parking Program opportunities in process

### **Additional Temporary Shelter (Rainbow Hotel) | 50-60 Beds | IN DEVELOPMENT, POSSIBLE PARTNERSHIP**

- Council approved terms of sale, anticipated close of property in Spring 2022
- Low-barrier & Coordinated Entry System
- City: Ownership, Renovation, Repair & Maintenance
- Plans for an RFP to operate
- Launch: Spring/Summer 2022

### **Management of City Right of Way and Regulation of Camping | COMPLETE, POSSIBLE PARTNERSHIP**

- Compliant with recently adopted state law and court cases
- City Administrative Policy updated at December 15 Council meeting
  - Managing garbage and debris, and maintaining accessible passageways
  - Move or removal of single tents/campsites/personal property in right-of-way or blocking sidewalks
  - Posting notice to remove larger, established campsites in the right-of-way and closing the right-of-way for clean up
- Development of Comprehensive Camping regulations to occur in 2022 in parallel with additional temporary housing options
- Updated Service Request Form and process for better public reporting mechanism complete

