



Deschutes County & the Cities of Bend, La Pine, Redmond, & Sisters- Coordinated Homeless Response Office (CHRO)

## CHRO BOARD MEETING

4:00 p.m. – 5:15 p.m. on Monday, August 25, 2025

City of Redmond | City Hall – Conference Room #207 (2<sup>nd</sup> Floor) | 411 SW 9<sup>th</sup> St., Redmond, OR 97756

Click this link to access the meeting via Zoom

<https://us06web.zoom.us/j/89404087573?pwd=nk20oahx9KwGH9AShy0vjRixE1JOgR.1>

Meeting ID: 894 0408 7573 Passcode: 611918

### AGENDA

Time	Duration	Agenda Item	Board Action	Presenter / Facilitator	Materials
4:00 p.m.		Call to Order		Co-chair Megan Perkins	
4:00 p.m.		June 2, 2025, Meeting Minutes and July 30, 2025, Special Meeting Minutes Approval	Motion to Approve	Co-chair Perkins	June 2, 2025, and July 30, 2025, Meeting Minutes
4:00 p.m.	10 minutes	Public Comment (2 minutes each, 10 minutes total)	Receive	Co-chair Perkins	
4:10 p.m.	45 minutes	CHRO Budget – Prioritizing Funding Balance	Board Discussion & Staff Direction	Co-chair Perkins	See Memo
4:55 p.m.	15 minutes	Introduction to Resource Development Strategy Discussion	Board Discussion & Staff Direction	Co-chair Perkins	See Memo
5:10 p.m.	5 minutes	Bend Human Rights and Equity Commission – Recommendations for Encampment Closures	Receive	Co-chair Perkins	
5:15 p.m.		Adjourn		Co-chair Perkins	

[end]

**DESCHUTES COUNTY AND CITIES OF BEND, LA PINE, REDMOND, AND SISTERS  
COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)**

**Board Meeting Minutes**

4:00 p.m. to 5:15 p.m. on Monday, June 2, 2025

City of Redmond City Hall Room #207, 411 SW 9<sup>th</sup> St. Redmond, OR

---

CHRO Board Members Attendance: Commissioner Phil Chang (Deschutes County Commissioner), Vice-Chair Megan Perkins (City of Bend Mayor Pro Tem), Councilor Cat Zwicker (City of Redmond Councilor), Mayor Jeannine Earls (City of La Pine), Councilor President Sarah McDougall (City of Sisters), Vice-Chair Molly Heiss (NeighborImpact), and Eliza Wilson (HLC Chair).

**1. Call to Order at 4:01 p.m.**

**2. Approval of Minutes from the May 5, 2025 CHRO Board Meetings**

Vice-Chair Molly Heiss asked for edits or a motion to approve the May meeting minutes.

Motion: Councilor President Sarah McDougall

Second: Commissioner Phil Chang

Votes: All In Favor

**3. Public Comment**

There was no public comment.

**4. CHRO Budget Update**

Vice-Chair Molly Heiss opened the discussion of the CHRO Budget Update by asking if there are any questions. Then, Vice-Chair Heiss went through the update since the May 2025 meeting. From the \$1M allocation, total expenditures to date are \$150,000 to COIC for unrestricted funding, \$85,000 to NeighborImpact to repair units, \$25,000 for Gales Brothers, with a remaining balance of a little over \$500,000. Vice-Chair Perkins asked if the \$150,000 has been touched yet. It has not been touched.

Vice-Chair Heiss then reviewed the \$1.1M pod funding allocations with the group. \$175,500 went to the City of Bend for the Safe Parking program; \$197,500 to the City of Redmond; \$234,000 for City of Bend; and \$300,000 for the City of Redmond. There is \$193,000 remaining. The group has until June 30 to expend these funds.

**5. Overview – Mosaic New Pilot Street Medicine Program**

Elaine Knobbs-Seasholtz presented on the New Pilot Street Medicine Program. Mosaic is a 501(c)3 that started in Prineville over 20 years ago. Community members created a non-profit entity and applied for a federal grant to become a community health center. They now have 16 sites, with the goal of building a multi-level building in the next year. They've added behavioral health, dental, substance abuse treatment, and other programs.

The goal has been to meet community needs, and the unhoused community has been a priority from the beginning. Their mobile outreach started in 2012 and continues to grow. Mosaic served 1700 unhoused patients in the last 12 months. In 2024 they applied for the Street Medicine Seed Grants to allow for providers to meet people where they are.

This has moved from a pilot to a full program, based in Deschutes County. The goal is to be adaptable and to meet people where they are. They exist along a continuum of healthcare staffed by a team who split their time with traditional, mobile, and shelter-based clinics.

Mosaic works closely with Deschutes County Behavioral Health, as well as other partners in the region to ensure safety for everyone on their team, as well as their patients.

**6. Feedback – May 19, 2025 Point-In-Time (PIT) Count Report**

Vice-Chair Heiss, along with Eliza Wilson, asked the group what other information they would like for the report moving forward. It was suggested to explain how many volunteers are involved in the count, as well as the communities included to show change overtime. It was also suggested to get more information on exiting from houselessness to help build the story for the public.

It was suggested to have a PIT workshop with the CHRO Board to dig into this deeper.

**7. Request - \$250k Central Oregon Intergovernmental Council (COIC) Staff Support Budget Request**

COIC Executive Director, Tammy Baney requested \$250,000 for staff support of the CHRO. This is an up to number, to allow for adjustments as necessary. This would be for July 1, 2025, forward.

Motion: Commissioner Phil Chang

Second: Eliza Wilson

Votes: All in Favor

**8. Options Explored to Maximize Funding - \$193k Unallocated Governor's Funding for Capital Expenditure: Pods**

Tammy Baney opened the discussion for how to use the remaining unallocated funds. The first option was to award the funding to the City of Bend or to take a portion and set it aside for pods as well as relocation services. Money can also be set aside for sanitation purposes. The sanitation dollars can be extended an additional six months because it's an immediate need without other funding. The City of Bend explained that if they do not receive funding, they cannot complete the pods.

To get the 21 units up and running, the City of Bend would need at least \$158,000. The group discussed setting aside \$158,000 for the City and then holding some aside for sanitation.

The motion is for \$158k to COB for site prep of the existing 21 pods, as well as four new pods. The remaining balance is \$35k for sanitation funds to be directed by the CHRO.

Motion: Commissioner Phil Chang

Second: Councilor Zwicker

Votes: Everyone in Favor, Except Vice-Chair Perkins

**9. Acknowledgement – Gwenn Wysling, Executive Director of Bethlehem Inn**

The group appreciated Gwenn Wysling and acknowledged her retirement.

**Adjourned** at 5:25 p.m.

Prepared by Jenn Greco – COIC Program Assistant II

**DESCHUTES COUNTY AND CITIES OF BEND, LA PINE, REDMOND, AND SISTERS  
COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)**

**Special Board Meeting Minutes**

2:00 p.m. Wednesday, July 30, 2025

Virtual Meeting via Zoom

---

CHRO Board Members Attendance: Commissioner Phil Chang (Deschutes County Commissioner), Councilor Cat Zwicker (City of Redmond Councilor), Mayor Jeannine Earls (City of La Pine), Councilor President Sarah McDougall (City of Sisters), Vice-Chair Molly Heiss (NeighborImpact), and Eliza Wilson (HLC Chair). Absent: Vice-Chair Megan Perkins (City of Bend Mayor Pro Tem)

**1. Call to Order at 2:00 p.m.**

**2. Approve the Allocation of \$35,000 from the Sanitation Fund to COIC and authorize COIC to administer and allocate the funds to service providers in alignment with parameters set by the CHRO Board.**

The Board moved to approve the release of \$35,000 from the Sanitation Funds to COIC and authorize COIC to administer and allocate the funds in alignment with CHRO Board set parameters.

Motion: Commissioner Chang

2<sup>nd</sup> : Board Member Wilson

Absent: Co-chair Perkins

Votes: All in Favor except for MPT Perkins who was absent

**3. Approve the allocation of \$20,000 in flexible funding to COIC and authorize COIC to administer and allocate the funds to service providers for the purpose of reducing barriers to housing, shelter, or relocation from encampment closures.**

The Board motioned and moved to approve the release of \$20,000 from the \$150,000 unrestricted and flexible funding to COIC and authorized the COIC to administer and allocate the funds to reduce barriers to housing, shelter or relocation from encampment closures. The Board set a parameter of \$1,500 cap per household or \$2,500 per household for urgent or exceptional cases.

Motion: Board Member Wilson

2<sup>nd</sup> : Mayor Earls

Absent: Co-chair Perkins

Votes: All in Favor except for MPT Perkins who was absent

**Adjourned at 2:15 p.m.**

Prepared by Mickie Derting – COIC Housing Programs Director



Deschutes County & the Cities of Bend, La Pine, Redmond, & Sisters- Coordinated Homeless Response Office (CHRO)

## MEMO

**Date:** August 25, 2025  
**To:** CHRO Board  
**From:** Mickie Derting, COIC Housing  
**Subject:** Prioritization of CHRO Budget Allocation in Alignment with the Strategic Plan

---

## Purpose

This memo is intended to initiate a discussion at the next CHRO Board meeting on the prioritization of remaining CHRO funds—**\$278,679 currently unallocated**—and future potential resources, to ensure alignment with the CHRO Strategic Plan and evolving regional needs.

## Context

To date, CHRO has deployed approximately **\$510,000 of its \$1M budget** (less Executive Director and Analyst salary and benefits paid to Deschutes County = \$789k starting balance), funding staff support, shelter enhancements, and foundational infrastructure. With **federal and state funding shrinking** and local needs intensifying, it is critical that we take a deliberate, transparent approach to how remaining CHRO funds are spent.

## Strategic Considerations

The CHRO Strategic Plan lays out five clear regional priorities:

1. Engage the Whole Community
2. Initiate the CHRO (organizational infrastructure, governance, alignment with CoC, etc.)
3. Expand Services
4. Address the Crisis of Unsheltered Homelessness
5. Improve Access to Affordable Housing

## Recommended Board Discussion Topics

1. Which strategic priorities require the most urgent support or funding?

- Are there time-sensitive efforts that need investment this fall or winter (e.g., shelter access, weather response)?
- 2. **Where are service providers experiencing the greatest pressure or capacity gaps?**
  - Should CHRO invest in regional administrative capacity, systems navigation, outreach, or case management?
- 3. **How can CHRO funds best complement existing or expected investments from state/federal sources, local governments, or philanthropy?**
  - Consider how CHRO dollars can be catalytic or fill gaps.
- 4. **How can CHRO investments align with the new regional shelter system passed by the legislature?**
  - What opportunities exist to coordinate CHRO funding with the state shelter funding implementation through the Oregon Housing and Community Services (OHCS)?
  - How can CHRO resources complement or enhance the shelter operations funded during the last biennium?
- 5. **Should CHRO establish target allocations per strategic priority or remain flexible?**
  - Discuss whether the Board would like to set proportional benchmarks.

## Proposed Engagement with Service Providers and Local Governments

To ensure the Board is informed by direct, on-the-ground experience, we recommend inviting representatives from the service provider network **and local jurisdictions** to share short presentations tied to the five strategic priorities.

Suggested format:

- 1-2 providers per priority area (e.g., outreach, shelter ops, data/evaluation, housing placement, etc.)
- **Representatives from cities and the County to share needs they are seeing on the ground with their efforts**
- 5–7 minutes each to describe challenges, resource gaps, and potential impact if CHRO funding were available.
- Optionally, a brief written summary to accompany verbal presentations.

## Next Steps & Board Action Requested

- **Discussion:** At the next meeting, review current expenditure, available funds, and strategic goals.



- **Direction:** Determine whether to move forward with engaging providers **and local jurisdictions** and identify specific themes or questions to guide their input.
- **Strategic Timing Decision:** Determine if CHRO should hold current funds to combine with potential resource development efforts for greater impact or proceed with immediate allocation.
- **Planning:** Based on discussion, staff will prepare a draft CHRO Investment Framework or Prioritization Tool for Board consideration.

## Attachments

- Current CHRO Budget Overview (as of June 2025)
- CHRO Strategic Plan Timeline & Priorities Summary
- Please come prepared to provide your insights into priority areas and potential engagement strategies. Your leadership is critical in ensuring CHRO resources are deployed equitably, effectively, and strategically.

[end]

# Budget

## CHRO \$1M Budget Expenditures (Fiscal Agent: Deschutes County):

**\$788,679** balance as of June 2025

- (\$150,000) to COIC to use as unrestricted/flexible funding for CHRO RFQ project (CHRO Board approved on 6/20/24)
- (\$ 85,000) to City of Bend & NeighborImpact to replace equipment at Stepping Stone Shelter (Approved: 2/24/25)
- (\$ 25,000) to Deschutes County for Gales Bros land use application fee (Approved: 5/5/25)
- (\$250,000) to COIC for Staff Support (Approved: 6/2/25)

**\$510,000 total expenses**

**\$278,679 unallocated funds**

## Governor's \$1.1M Budget for Pods Expenditures (Fiscal Agent: COIC):

- **\$175,500** to City of Bend for Safe Parking with 1. Dean Swift (CHRO RFQ Tier 1) & 2. Mtn View Dev (CHRO RFQ Tier 2)
- **\$197,500** to City of Redmond for Tiny Homes/Micro-shelters with Oasis Village
- **\$234,000** to City of Bend for two additional sites
- **\$300,000** to City of Redmond for Mountain View Development Safe Sites
- \$158,000 to City of Bend for Safe Parking Programs in Bend – pods & site preps
- \$ 35,000 Set-aside for Sanitation Funds (Eligible Use Approved by the State of Oregon)

**\$1,100,000 total expenses**

**\$0 unallocated funds**



## Coordinated Houseless Response Office (CHRO) 5-Year Strategic Plan August 14<sup>th</sup>, 2023

### Priority 1. Engage the Whole Community

#### Community Engagement

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

#### Support Philanthropy

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

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

#### Advisory Group

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

#### Align with Continuum of Care

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

#### Establish Funding to Support Ongoing Operations

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



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

### **Priority 3: Expanding Services for People Experiencing or At Risk of Homelessness**

#### **Develop/Increase Funding Streams**

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

#### **Support Service Providers**

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

#### **Expand Access to Services**

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

#### **Support Development of Authorized Camping Spaces**

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



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

## Priority 4: Address the Crisis of Unsheltered Homelessness

### Reduce Burdens of Unsheltered Homelessness

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

### Emergency Weather Response

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

### Enhance Data

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

### Improve Access to all Types of Shelter

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

## Priority 5. Improve Access to Affordable Housing



### Support Affordable Housing Development

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

CHRO Strategic Plan - Progress Update

NOTE: The CHRO will not provide housing or direct services.			
CHRO Operations	Lead Agency	Collaborating Partners	Notes
Per HB4123, provide:	CHRO		
1. High-level coordination			
2. Centralized communication			
3. Strategic Visioning			
And...	CHRO		
1. Lead the implementation of the CHRO strategic plan and support continuous improvement of the plan to achieve its mission			Strategic Plan Implementation
2. Align state, county, & city resources to achieve the plan's milestones including sustainable funding for the CHRO beyond the HB4123 2-year grant fund			Resource Development
3. Support community partners to strengthening and streamlining service provision & affordable housing development and supports under a shared set of principles, priorities, and strategies.			Service Provider Support
CHRO Strategic Plan			
Priority 1. Engage the Whole Community	Lead Agency	Collaborating Partners	
Community Engagement			
Create consistent programs to educate, engage, & inform leaders, service providers, & community	CHRO	Coms/Eng Experts	CHRO adopted the Public Partnership Roundtable (PPR) strategies for CHRO RFQ projects; Pending implementation.
Support philanthropy			
Empower the community to support the work	CHRO	Access via Business	The Central Oregon Health Council (which is a nonprofit) is in alignment with the CHRO strategies by embedding within the Regional Health Improvement Plan, elements of the CHRO Strategic Plan. "By December 2029, we will reduce disparities in housing by improving and developing access to holistic housing options and services, with a special focus on marginalized and underserved communities."
Priority 2. Initiate the CHRO	Lead Agency	Collaborating Partners	Notes
Advisory Group			
Activate an advisory body comprised of community members with subject-matter-expertise who can help advance the CHRO Strategic Plan.	CHRO		CHRO evolution pivot. Efficiency considered and best use of subject-matter-experts who are in the Homeless Leadership Coalition (HLC) and Governor's Emergency Order - Multi-agency Coordination group (MAC).
Align with Continuum of Care			
Enhance & grow partnerships with providers, local and regional governments, & key stakeholders	CHRO		Ongoing
Assist providers, local governments, and the community in tracking investments and outcomes in the homeless response system	CHRO	HLC/NI - Data Dashboard	Summary of projects and resources. In-kind support.
Through intergovernmental agreements, clearly define the roles and responsibilities between the cities and county for addressing homelessness among governmental entities	CHRO	County-Cities (DC-C) & Governor's Office	Agreement with the Governor, Deschutes County, and Cities of Bend and Redmond completed.
Establish Funding to Support Ongoing Operations			
Identify & secure financial resources to keep CHRO operational through the required 5yr period	CHRO	County-Cities	CHRO evolution pivot. HB 4123 sunseting and CHRO aligning with the Regional Housing Council (RHC).
Priority 3. Expand Services	Lead Agency	Collaborating Partners	Notes
Develop/Increase Funding Streams			
Assist with the creation of a Regional Sustainable Services Funding Plan	CHRO		Alignment of funding with MAC to support outreach, engagement, added shelter capacity, homeless prevention investments, and rapid re-housing funding.
Support Service Providers			
Increase access to best practices training for service providers across the Continuum of Care	HLC	HLC	MAC allocated funding for service providers to attend conferences, trainings as well as access to online trainings such as Ryan Dowd Homeless Training.
Address Gaps in Administrative Capacity	HLC	HLC	MAC administrative expense usually meant for the fiscal agency (in this case is COIC) is shared with the service providers.
Expand Access to Services			
Advocacy around increased access to subsidized transportation	CHRO	COIC & Local Govt	City of Bend's FY25-27 Council Goals includes: Transportation & Infrastructure --> Improve and deliver the City's transportation projects and plans and prioritize future investments --> Work proactively with Cascade East Transit to increase transit service, secure sustainability transit funding and establish two mobility hubs. Detailed work plan will be available by mid-June 2025.
Expand Coordinated Entry by Service Providers	HLC	Service Providers Network	Expanded/increased service provider utilization due to MAC funding requirement.
Address Racial and Equity Disparities with Strategic Investment	CHRO	Regional Equity Coalition	The Central Oregon Health Council (which is a nonprofit) is in alignment with the CHRO strategies by embedding within the Regional Health Improvement Plan, elements of the CHRO Strategic Plan. "By December 2029, we will reduce disparities in housing by improving and developing access to holistic housing options and services, with a special focus on marginalized and underserved communities."
Streamline Resources/Services	CHRO		The service provider network has been prioritizing, streamlining, and coordinating resources and services with support and funding from MAC, CHRO, and more.
Partner with providers and the County to expand Supportive Services	CHRO		The County has contributed through funding and advocacy.
Support Development of Authorized Camping Spaces			
Support participating communities in their efforts to create camping programs and connect them with subject matter experts and providers	CHRO	Service Providers & Whole of Community	Roundtables
Priority 4. Address the Crisis of Unsheltered Homelessness	Lead Agency	Collaborating Partners	Notes
Reduce Burdens of Unsheltered Homelessness			
Improve services to meet individuals' needs while living unsheltered	County PH (Basic Needs Guideline)	Cities & Outreach	
Emergency Weather Response			
Coordinate amongst Emergency Services, local governments, and providers to ensure community members have access to shelters	County PH - Emergency Prep Team: Marissa/Carissa	Shelter & Service Providers	County's Marissa/Carissa
Enhance Data			
Improve data quality and usability	HLC/NI		CHRO funding support.
Transparency	HLC/NI		CHRO funding support.
Improve Access to all Types of Shelters			
Support shelter providers	CHRO	Shelter Providers	CHRO funding support.
Increase awareness about shelter availability	Shelter Providers	Shelter Providers	Pending data dashboard launch.
Priority 5. Improve Access to Affordable Housing	Lead Agency	Collaborating Partners	Notes
Support Affordable Housing Development			
Advocate for more funding at the local, state, and federal level	CHRO/RHC	HLC/Housing Works/County and Cities	In alignment with the RHC, their Legislative Advocacy Subcommittee has developed a priority list and advocacy strategies.
Advocate for increased 0-30% area median income (AMI) housing options	CHRO/RHC/Housing Works	County & Cities Housing/Community Development Dept	
Prioritize permanent affordable housing	RHC/Housing Works/CO FUSE	County & Cities Housing/Community Development Dept	Cleveland Commons opened! Central Oregon's first Permanent Supportive Housing.
Increase voucher access and utilization	HLC/NeighborImpact/Housing Works	County & Cities Housing/Community Development Dept	





Deschutes County & the Cities of Bend, La Pine, Redmond, & Sisters- Coordinated Homeless Response Office (CHRO)

## Memo

Date: August 25, 2025  
To: CHRO Board  
Prepared by: Mickie Derting, COIC Housing  
Subject: Resource Development Strategy Discussion

---

## Background

With the **American Rescue Plan Act (ARPA) funding concluded, recent federal funding cuts, state funding reductions, and local CHRO funds decreasing**, there is growing urgency to explore resource development strategies to sustain and expand the region's homelessness response. Broadening CHRO's funding base could strengthen the **implementation of the regional strategic plan and provide critical support to the service provider network**—especially in addressing system gaps not covered by existing resources.

**Recent State Shelter Funding Context:** The Oregon Legislature recently passed shelter funding legislation, House Bill 3644, though at 6% below the full requested package. The Governor signed the bill on July 24, 2025, and Oregon Housing Community Services (OHCS) is now working on implementation. Funding is expected to be allocated to existing shelters that were operationally funded during the last biennium, including those funded through the Governor's Emergency Order 23-02, Senate Bill 5511, and Operational Support for Shelters (OPSS) programs. While the Governor's Emergency Order – Multi-agency Group's lead agency, COIC awaits contract details from the state regarding specific shelters, funding allocations, and requirements, this development reinforces the importance of aligning CHRO's resource development efforts with the full Continuum of Care (CoC) moving forward.

## Purpose of the Discussion

This agenda item invites the Board to discuss the potential role of **resource development** in supporting CHRO's mission. The conversation will help clarify goals, assess organizational readiness, and identify potential next steps—ensuring alignment with the region's collaborative approach and avoiding duplication of service provider efforts.



# Key Discussion Topics

## 1. Why Pursue Resource Development?

- What activities or unmet needs could be supported (e.g., flex funds, outreach coordination, communications, system navigation)?
- Are there region-wide efforts that would benefit from shared or supplemental resources?

## 2. Potential Resource Development Mechanisms

- **Public Grants:** State or federal funding for systems coordination or innovation
- **Private Foundations:** Support for regional infrastructure and equity efforts
- **Public-Private Partnerships:** Hospitals, employers, or developers invested in local housing solutions
- **Community-Driven Contributions or Campaigns:** Where appropriate and not duplicative of provider fundraising
- **Entrepreneurs for Innovative Shelter Programs:** Engaging local business leaders and innovators in shelter solutions

## 3. Capacity and Infrastructure

- Does CHRO have the ability to receive and manage external funds (either directly or through COIC)?
- Would a contract grant writer or resource development professional be helpful?
- Could CHRO leverage COIC's existing capacity for grant development?

## 4. Board and Staff Roles

- What role should the Board play (e.g., strategic guidance, connections, resource development advocacy)?
- Should a **Board Resource Development Subcommittee** be formed to explore options and shape direction?
- What staffing or contractor support would be needed?

## 5. Short-Term Next Steps

- Identify 2–3 priority opportunities that align with CHRO's role and strategic plan or regional efforts
- Outline administrative considerations (e.g., fund acceptance, compliance, fiscal sponsorship)
- Assess administrative needs or partnerships to pursue new resources
- Draft a preliminary resource development roadmap for future Board review

## 6. Ethical and Policy Considerations

- Are there funding sources or partnerships CHRO should avoid?
- How can CHRO ensure transparency and alignment with the service provider network?
- Should the Board adopt a formal policy to guide resource development activities?

## Staff Recommendation

Staff recommend the Board explore whether to pursue a resource development strategy and, if so, consider forming a **Board-level workgroup or subcommittee** to develop a framework, identify initial opportunities, and advise on implementation pathways.

## Requested Board Action

- Provide input on CHRO's potential role in resource development
- Determine interest in forming a Board resource development subcommittee
- Direct staff to draft a resource development strategy for Board review

[end]