

# HOUSING FOR ALL

## A Central Oregon Housing Consortium

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*Charter*  
*July 5, 2018*

### **1. Purpose/Rationale**

#### **Problem**

The lack of safe and affordable housing in Central Oregon is an economic development barrier, a strain on household finances, and in many instances, a public health crisis. The lack of workforce housing limits the ability of people to come to the region and accept jobs they have been offered – or requires them to live in outlying communities and commute long distances – and is also becoming a barrier for businesses seeking to relocate to or expand in Central Oregon. Low-income families in all three counties struggle to find affordable housing with very low rental vacancies rates. Homelessness persists and is becoming more widespread. The regional housing crisis is widening and exacerbating inequities and health disparities that impact people with fewer financial and support resources.

#### **Housing Continuum**

The housing continuum can be thought of as stretching from those experiencing homelessness to homeownership. There is a strong correlation between income/assets and the likelihood of where an individual and/or household appears along the continuum. There are several segments along the housing continuum: 1) Emergency shelter, 2) Supportive housing, 3) Rental housing, and 4) Homeownership.

H4A partners believe these different housing elements are linked. For instance, building a house for affordable homeownership may allow someone living in a rental unit to purchase it, thereby freeing up space in the rental market for someone living in supportive housing to make the step up the housing continuum. Similarly, building an affordable rental unit may allow someone living in a shelter to move out into more stable housing.

#### **Integrated Effort**

Housing for All (H4A) partners understand that addressing the housing crisis in Central Oregon is a complex task and will require the integrated efforts of many partners – including health and human services agencies, private developers, regional businesses, non-profits, local governments, state and federal agencies, advocates, and community members. H4A integrates the efforts of many regional partners towards delivery of an initial Joint Action Plan, identified below. Working together through H4A allows coordination of efforts, saves time and money, improves inter-agency mutual understanding and networks, and allows the implementation of solutions that address the full complexity of the problem.

## 2. Mission

“To address the full spectrum of Central Oregon’s housing needs – from homelessness to middle income market housing – through integrated regional effort and action.”

*Housing for All supports the groups that do the work.*

## 3. Structure and Membership

### Collective Impact Model

H4A is a Collective Impact regional network and is composed of representatives of the different organizational sectors needed to address the region’s housing needs. As a Collective Impact effort, H4A seeks to develop the following attributes:

1. All participants seek a **common agenda** for change including a shared understanding of the problem and a joint approach to solving it through agreed upon actions.
2. Collecting data and **measuring results consistently** across all the participants will ensure shared measurement for alignment and accountability.
3. A plan of action that outlines and coordinates **mutually reinforcing activities** for each participant.
4. Open and **continuous communication** across the many players to build trust, assure mutual objectives, and create common motivation.
5. COIC serves as a **backbone organization** with staff to serve the entire initiative and coordinate participating organizations and agencies.

### Meeting Schedule

H4A meets on a monthly basis, every third Monday, from 8:30-10:00am. Meetings are currently held at COIC’s Administrative Office/Hawthorne Station conference room. In the future, meeting location could move around the region. COIC will ensure that members may participate in meetings via teleconferencing and videoconferencing.

### Membership/Representation and Decision Making

In order to maintain a lean, efficient work group, H4A does not strive to represent every housing-related agency and organization in the region. Rather, membership represents each *sector* that is needed to address the housing crisis, as well as broadly representing regional communities/geographies. Members are expected to engage their broader networks to inform them about H4A activities and provide sector feedback and input back to H4A. Further, as a Collective Impact model consortium, members agree to work with each other to develop and implement a shared H4A work plan that reflects member organizations’ mission, goals, and strategic actions.

Sector	# of Seats	Current Member	Geography
Coordinating Organization	1	Central Oregon Intergovernmental Council	Also represents regional ED
Homelessness	1	Homeless Leadership Coalition	Regional
State Agencies	1	Regional Solutions	Regional
Regional Housing Authority	1	HousingWorks	Regional – also represents ED

Sector	# of Seats	Current Member	Geography
Public Health	2	COHC Housing Workgroup	Regional
		Crook County Public Health	Prineville/Crook County
Public Safety	1	Local Public Safety Coordinating Council	Crook/Jefferson
Local Government	3	City of Redmond	Redmond
		City of Bend	Bend
		City of Madras	Rural community
Non-profits	3	Sisters Habitat for Humanity	Sisters
		Bend 2030	Bend
		Latino Community Association	Madras/Regional
Large Employer	1	St. Charles Health System	Regional
Developers/Builders	2	Central OR Builders Association Hayden Homes	Regional
Realtors	1	Central Oregon Association of Realtors	Regional
Federal Agencies	1	Vacant – Political representative – <i>in progress</i>	
Tribal	1	CTWS Housing Authority	CTWS
Land Use Advocate	1	Central Oregon LandWatch	

### Ground Rules and Expectations

Those serving on H4A agree to the following expectations:

- **Decision-making.** H4A will make every reasonable effort to make decisions by full consensus. When necessary, decisions will be made by majority vote. H4A may elect to create “majority reports” and “minority reports” when it is impossible to create full consensus on an issue.
- **Participation.** H4A members will make every effort to regularly attend H4A meetings. If a meeting is missed, members will review meeting notes to catch up. Members are expected to regularly participate in meeting discussions and decisions. Persons that have not participated in at least 2 of the last 4 meetings may not participate in decisions.
- **Representation and Communication.** Members understand that they are representing broader interests and networks at the H4A table. Members are expected to engage their broader networks to a) inform them about H4A activities; and b) provide sector feedback and input back to H4A. Members will also help local communities engage with H4A activities.

### Leadership and Committees

Housing for All is served by two Co-Chairs, elected by the full membership. The Co-Chairs:

- serve a one-year term
- assist in the development and review of meeting agendas, chair meetings and assist with meeting facilitation, speak publicly for the group, and provide guidance on H4A development and strategic initiatives.
- Strive to provide “centrist” leadership in group discussions and decision-making.

In order to ensure regional diversity and rural voices, no more than one Co-Chair may be a resident of Bend.

#### **4. Staff Support and Fiscal Administration**

COIC will provide staff support to facilitate meetings, develop agendas, and follow up on tasks between meetings. COIC is also available to provide fiscal administration for H4A, although in some cases (e.g. grants), other partners may be more appropriate applicants and fiscal administrators. COIC also provides procurement and contract administration services for contracted work.

#### **5. Work Plan**

H4A partners have developed the following high-level shared work plan. The first activity will be the Regional Housing Needs Assessment. Additional activities beyond those listed here may be developed at a future date.

- **Create a Regional Housing Needs Assessment** – Update the last Housing Needs Assessment, which was conducted in 2006. The new assessment will look at the region’s current housing stock and distribution, and analyze what types of housing will be needed where and for what populations, as the region continues to grow.
- **Research and Best Practices** - Serve as a research hub for analyzing policies and best practices that regional and/or local government can implement to encourage housing provision across the income spectrum.
- **Policy and resource development and advocacy:**
  - Local Policies: work with local governments to identify, develop and adopt housing-supportive ordinances and programs that work in their communities.
  - State and federal policy: ID areas of mutual interest re: state and federal policies and regulations and develop coordinated advocacy
  - Work together to bring funding to support housing efforts into the region.
- **Regional Housing campaign** – Raise awareness among leaders and citizens about the nature of the housing crisis, potential solutions, and how to get involved. Help those that are not housing vulnerable to understand their “enlightened self-interest” in supporting housing for all. Create information resources to support local housing advocacy efforts.
- **Regional nexus** – Serve as a resource for outside agencies and organizations who want to engage with Central Oregon regarding housing.
- **Group coordination and capacity building** - Provide critical staff support, materials, grant administration, etc. for groups working on housing issues in the region.

SIGNATURE PAGE

By signing this Charter, participating organizations agree to:

- the H4A Purpose/Rationale and Mission;
- work together in a manner that supports the Ground Rules and Expectations;
- assist with the shared Work Plan in a matter consistent with their personal and organizational capacity; and
- represent their identified sector at H4A meetings and through communications and dissemination of information to and from other members of their sector.

<u>Organization</u>	<u>Sector</u>	<u>Print Name</u>	<u>Signature</u>	<u>Date</u>
COIC	<u>Coordinating Organization</u>		_____	
Homeless Leadership Coalition	<u>Homelessness</u>		_____	
Regional Solutions	<u>State Agencies</u>		_____	
HousingWorks	<u>Regional Housing Authority</u>		_____	
COHC Housing Workgroup	<u>Public Health</u>		_____	
Crook County Public Health	<u>Public Health</u>		_____	

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Local Public Safety Coordinating Council	<u>Public Safety</u>		_____	
City of Redmond	<u>Local Government</u>		_____	
City of Bend	<u>Local Government</u>		_____	
City of Madras	<u>Local Government</u>		_____	
Sisters Habitat for Humanity	<u>Non-Profits</u>		_____	
Bend 2030	<u>Non-Profits</u>		_____	

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Latino Community Association	<u>Non-Profits</u>		_____	
St. Charles Health System	<u>Employer</u>		_____	
Central OR Builders Assoc.	<u>Developers/Builders</u>		_____	
Hayden Homes	<u>Developers/Builders</u>		_____	
Central OR Assoc. of Realtors	<u>Realtors</u>		_____	
Warm Springs Housing Authority	<u>Tribal</u>		_____	
Central OR LandWatch	<u>Land Use Advocate</u>		_____	