

HOUSING FOR ALL

A Central Oregon Housing Consortium

Charter

Updated and Signed June 16, 2021

1. 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.

2. 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.

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. In-person meetings will be held in a central location with one regional meeting per year. For all meetings, COIC will ensure that participants may attend via teleconferencing and videoconferencing. In the case that meeting in-person is not possible, H4A will hold a remote meeting in its place.

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.

Recruitment and Approval Process

Coming with the DEI policy in 2021

Sector Seats	# of Seats	Geography
Houselessness	1	Regional
Community Health	2	Regional Regional
Public Safety	1	TBD
Local Government	3	Redmond Bend Madras
Non-profits	3	Sisters Bend/Redmond La Pine/Sunriver
Large Employer	1	TBD
Developers/Builders	2	Regional
Realtors	1	Regional
Tribal	1	CTWS
Land Use Advocate	1	Regional
At Large	5	Regional
Convening Agency	1	Regional
Regional Housing Authority	1	Regional
Community Action Agency	1	Regional
Regional Solutions	1	State

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.
 - **Endorsements.** In the instance of endorsement votes, there must be a quorum and 75% majority vote for the motion to pass.
 - **Electronic Voting.** Email voting may be used as necessary.
 - **Ratification.** In the instance of a full electronic vote, members will ratify the decision at their next regular meeting.

- **Abstention.** Members are permitted to abstain as they see necessary.
- **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.
- **Terms and Term Limits.** All members will have a two-year term limit on a staggered basis. There is no limit on the number of terms a member can serve.
- **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 a Chair or two Co-Chairs, elected by the full membership. The Chair or 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. Diversity Equity and Inclusion Policy

DEI Policy Statement: Housing for All works to build a Central Oregon where every person has a safe and stable place to call home. We recognize that the history of housing discrimination in the United States and Central Oregon has resulted in people being denied access to housing opportunities based upon their identities and lived experience. We strive to embed Diversity, Equity and Inclusion into our work, the work of our partners and our community.

We commit ourselves to:

1. Equip H4A members and partner organizations to engage in DEI learning and self-reflection through ongoing training and dialogue.
2. Integrate Diversity, Equity, and Inclusion into H4A strategies in an explicit and strategic way while continually **assessing impacts** vs. intention.
3. Examine disparate impacts and potential missing data and perspectives through ongoing analysis and disaggregation of data.

4. Engage and build trust with marginalized communities by being present and listening in order to empower their collective voice.

[H4A DEI Toolkit](#)

5. 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.

6. Strategic Goals/Strategic Functions:

H4A has developed the following high-level functions. Additional activities beyond those listed here may be developed at a future date.

- **Engage with the state’s Regional Housing Needs Analysis** – Advise the Regional Housing Council and assist in managing the regional engagement with the RHNAs and subsequent housing unit allocation process. Provide insight and feedback to the RNC in the form of community-specific contextual information; data collection methodology; and opportunities for needs assessments.
- **Identify, Prioritize, and Address System and Service Gaps and Needs** – Leverage resources and partnerships to support and create programs and projects that address system gaps.
- **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>Community Health</u>		_____	
Mosaic Medical	<u>Community Health</u>		_____	

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<u>Organization</u>	<u>Sector</u>	<u>Print Name</u>	<u>Signature</u>	<u>Date</u>
TBD	<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>		_____	
LaPine-Sunriver Habitat for Humanity	<u>Non-Profits</u>		_____	
Sisters Habitat for Humanity	<u>Non-Profits</u>		_____	

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Bend-Redmond Habitat for Humanity	<u>Non-Profits</u>		_____	
TBD	<u>Employer</u>		_____	
Central OR Builders Assoc.	<u>Developers/Builders</u>		_____	
Foundation for Afford. Housing	<u>Developers/Builders</u>		_____	
Central OR Assoc. of Realtors	<u>Realtors</u>		_____	
Warm Springs Housing Authority	<u>Tribal</u>		_____	

Central OR LandWatch

Land Use Advocate

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Bruce Abernethy

At Large

Dana Richards

At Large

Mandee Seeley

At Large

Kathy Austin

At Large

Beth Jacobi

At Large
