

Central Oregon MAC Group Deschutes, Crook, Jefferson				
Homeless Mission		Operational Period:	Date From: 1/10/2023	Date To: 1/10/2024
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We reserve the right to include future members from Crook County				
We reserve the right to include future members from Jefferson County				
We reserve the right to include future members from the Confederated Tribes of Warm Springs				

# Regional Planning Template and Funding Request



OR-503 (Central Oregon CoC)

## Contents:

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## Overview

On January 10, 2023, Governor Tina Kotek declared a state of emergency in response to a 63% rise in homelessness since 2016. Oregon's Departments of Emergency Management (OEM) and Housing and Community Services (OHCS) have partnered to lead this work with the Office of the Governor.

The initial priority in this crisis is to target funding in a coordinated, three-prong effort to 1) **prevent homelessness** for at least 8,750 households statewide, 2) **increase shelter capacity** in emergency areas by 600 units, and 3) **rehouse** at least 1,200 **households** statewide this year.

The Oregon Housing and Community Services Department will deliver \$130,000,000 in funding to seven of Oregon's Continuums of Care (CoCs) deemed emergency areas. OEM and OHCS will lead this work and coordinate state agency support for local implementation. Over the course of the year, state partners will support regional and community partners in the emergency areas to:

### Phase 1: January-February

- Determine additional state funding opportunities for unsheltered homeless services
- Establish and begin managing MAC (multi-agency coordination) teams

- Determine regional impact and needs
- Gather community priorities
- Project this year's progress and possibility
- Set goals and milestones
- Confirm draft regional plan

### Phase 2: February-March

### Phase 3: March-April

- Determine local capacity for approved plan
- Identify outstanding support and resource needs
- Develop local implementation plans

**Phase 4:** April-December

- Monitor systems improvement
- Iterate on regional plan and strategies

- Support continuous quality improvement

**Phase 5:** August-December

- Document lessons learned
- Determine regional impact for 2023 and 2024 needs
- Celebrate and build on successes for 2024 planning

This **Regional Planning Template and Funding Request** is the framework for Phase 2 and is designed to support regional planning and streamline the state’s funding process for homeless services under EO-23-02.

*Process*

In February 2023, OHCS and OEM will convene regional and local leaders to provide an overview of Phase 2: Regional Planning and Funding Requests. This document covers the three steps of Phase 2:

- 1) Data Collection                      2) Community Analysis                      3) Goal Setting

This document can be used as a guide throughout Phase 2 and as a repository for qualitative data and community decisions and plans. State partners have attached an editable spreadsheet to this document, which will serve to collect data and automate calculations and projections necessary to the planning and funding process. Phase 2 is outlined below with items captured in the spreadsheet noted with an \*.

Data Collection

- Partners\*
- Population\*
- Services\*

Community Analysis

- Stakeholder Engagement
- Data Review
- Impact Analysis

- Community Priorities
- Unmet Needs

Goal Setting

- Priority Strategies
- Projections\*
- Confirm Goals
- Milestones

## *Data Collection*

Early in this phase of work, MAC teams and CoCs are encouraged and can be supported in seeking input from people with lived expertise and/or experience of homelessness (people who have or who are currently experienced of homelessness). This input should be prioritized in discussion and decision-making. State agencies and technical assistance providers are available to support this coordination as needed upon request through MAC teams. The region's spreadsheet\* should be used to capture a comprehensive list of partners and expertise engaged in Phase 2.

The data collection work outlined below requires the accompanying spreadsheet where MAC teams will collect the data necessary to inform local projections, analysis, and priorities. Use of the spreadsheet is noted with an asterisk (\*) throughout this template.

## *Partners*

MAC teams will work with Continuums of Care to identify key partners in regional and local strategic planning for unsheltered homeless services to inform stakeholder engagement from the beginning of the regional process. Given the critical systems operations and service provision already underway, communities may elect to have representatives to this process to share information for and with multiple stakeholders and coalitions.

The initial data and impact analysis\* offered by state partners should inform whether and which additional partners should be invited to the table, particularly those representing communities and subpopulations who are disproportionately impacted by unsheltered homelessness in each region.

During the data collection process in Phase 2, MAC teams and CoCs should prioritize community engagement efforts identify preexisting connections or plan for outreach to culturally specific service providers, identity- and interest-based community groups, community organizers, and other formal and informal representatives of disproportionately impacted groups across the region.

This engagement and partnership should be prioritized over the quantitative data outlined below in early in Phase 2 because their specific perspectives will significantly improve the efficacy of the community's strategies given the disparate impact of the crisis on their communities and their resulting expertise.

## *Population*

State partners have documented\* each CoC's 2022 Point-in-Time data as well as each CoC's census data to better understand the impact of unsheltered homelessness at the subpopulation level in each region. Through the contracting process, MAC teams will be asked to coordinate HDX 2.0 access for state agencies to establish more accurate baselines and projections using annual rather than point-in-time data.

Subpopulation data is captured here based on the following publicly available demographic data for the general population as well as data specific to those experiencing homelessness: household makeup (individual/family), age or service (youth and veterans), and race and ethnicity. This initial data analysis\* is intended to highlight which subgroups in the region are at a disproportionately high risk of experiencing unsheltered homelessness. During Phase 2, there is no additional data input or quantitative data analysis required.

The region's data and impact analysis should be shared with partners engaged in the regional planning and funding request process. As information is gathered about the specific challenges, opportunities, and efforts already underway, MAC teams will document and build on that information to inform the region's priority strategies and goals.

## *Services*

All In is focused on three core components of our statewide response to unsheltered homelessness: rehousing people experiencing unsheltered homelessness, preventing unsheltered homelessness, and shelter.

MAC teams will gather and input data\* to capture the relevant types of services, units, availability, and costs across the region. This will include all federal, state, local, and philanthropic contributions and funding for shelter, rehousing, and targeted homelessness prevention.

As communities identify priority strategies for each of these three areas, partners will refer to this data to identify capacity restraints and opportunities to invest in additional capacity. State agencies will also use this data to better understand and support communities in navigating unstable funding streams during and preceding the COVID-19 pandemic.

## *Community Analysis*

### *Part 1: Community Engagement and Data Review*

- 1) Please summarize your community engagement processes and the efforts made to ensure that the perspectives of people experiencing homelessness, frontline service providers, and groups at a high risk of experiencing homelessness inform regional priorities throughout Phase 2. Please list decision making processes and track community engagement efforts here as well.

The MAC Group has 24 members representing the following agencies across the tri-county region:

- Local jurisdictions (homelessness and EM staff)
  - Public housing authority
  - Community Action Agency
  - Local homelessness agencies
  - Rapid rehousing service providers
  - Shelter developer/operator
  - Behavioral Health Providers
  - Healthcare/Federally Qualified Health Center
  - Continuum of Care Leadership
- Encouraging MAC members to share the surveys within their networks. We've also encouraged MAC members to help channel feedback in a constructive way, by sharing information from meetings within their networks and soliciting feedback and elevating that to the broader MAC group.
  - Informal Vertical Feedback (similar to Lane County)

New website ([www.coic.org/EO2302/](http://www.coic.org/EO2302/)) –

- EO 23-02 language
- MAC roster
- Zoom links to attend MAC meetings, links to meeting materials, and recordings of MAC meetings
- Regional Planning Template
- All in Workbook
- Google Surveys
- Contact information for COIC Staff

Google Surveys – sent to 700+ people throughout Central Oregon to capture information on Community Priorities and Goal Setting.

- Over 150 responses to Community Priorities Survey
- Over 35 responses to Project Concepts Survey

The MAC is also leveraging information collected in past outreach efforts, like information gleaned from the comprehensive Emergency Homelessness Task Force (Deschutes County) process in 2021, which you can learn more about here: <https://www.houselessindeschutes.org/>. The Emergency Homelessness Task Force informed a strategic plan, which can be found here: <https://www.houselessindeschutes.org/our-plan-to-solve-homelessness>. Redmond Service Providers, with partnership with Rogue Retreat, collected input from Service Providers in 2021, which was considered as well. The Continuum of Care does regular outreach and receives feedback from culturally and population-specific providers, which was considered in this process. The Oregon Homeless Youth Needs Assessment and System Modeling was also considered.

- 2) MAC teams and CoCs will seek input from disproportionately impacted groups and communities in an ongoing effort to develop a shared understanding of individual and regional challenges facing people experiencing unsheltered homelessness. Please add any additional qualitative or quantitative data or information that was shared to better understand the impact of unsheltered homelessness on their communities.

HMIS Data, State-provided PIT Data, McKinney-Vento Youth Homelessness Data, Census Data

Discussions with and feedback from subpopulation specific providers – J Bar J, COVO, Latino Community Association, Council on Aging

### *Part 2: Impact Analysis*

- 3) How many people experiencing unsheltered homelessness did your Continuum of Care region house in 2022?  
HMIS

111 people reported their last living situation was an unsheltered situation, before entered a program, and then moved into permanent housing.

36 head of households, who have experienced unsheltered homelessness became housed through an EHV.

29 of the head of households were housed through an EHV in 2022.

2 housed EHV holders who had experienced unsheltered homelessness returned to homelessness in 2022 and 2023.

- 4) Based on quantitative data and qualitative community input, these three groups have a disproportionately high risk of experiencing unsheltered homelessness:

**Commented [C01]:** Add portion about reaching out to Madras Homelessness Group?

*Context: In 2022, our Continuum saw 1096 people engage with the homelessness response system who were experiencing unsheltered homelessness (living in a place not meant for habitation)*

- a. Subpopulation 1: BIPOC, specifically Black, Pacific Islander, and Indigenous peoples
  - b. Subpopulation 2: Medically-Vulnerable individuals
  - c. Subpopulation 3: LGBTQ+ Youth
- 5) What percentage of people experiencing unsheltered homelessness who exit to permanent housing, return to homelessness within 6 months?
- 6% (2022 System Performance Measures)
- 6) What percentage of people experiencing unsheltered homelessness who exit to permanent housing, return to homelessness within 6-12 months?
- 6% (2022 System Performance Measures)
- 7) On average, how many people experiencing unsheltered homelessness does your Continuum of Care region exit to permanent housing each month?
- 9 People
- 8) What culturally specific services are available and accessible to each of the three groups of people experiencing unsheltered homelessness in your Continuum of Care region?
- a. Subpopulation 1: Latino Community Association, Warm Springs Street Outreach and Emergency Shelter, Oregon Worker Relief Fund
  - b. Subpopulation 2: Central Oregon Council on Aging, Assisted Living Facilities, Mosaic Medical Community Health Workers
  - c. Subpopulation 3: J Bar J Youth Services
- 9) What specific services or supports are available for individuals in these groups to access and sustain mainstream (education, health care, Social Security, etc.) services and community connections once people are housed?
- a. Subpopulation 1: Latino Community Association, Warm Springs Navigation Center, The Father's Group, Mosaic Community Health Workers, Best Care, Oregon Human Development Corporation, NeighborImpact, Thrive
  - b. Subpopulation 2: Central Oregon Council on Aging, Assisted Living Facilities, Mosaic Community Health Workers, Thrive Central Oregon, Abilitree, NeighborImpact, Thrive
  - c. Subpopulation 3: J Bar J Youth Services, Deschutes County Mental Health Youth and Young Adults, FAN, Best Care, Rimrock, NeighborImpact, Thrive



### Part 3: Community Priorities

10) Please select **all** local needs that are immediate and major barriers to your Continuum of Care's efforts to support people experiencing unsheltered homelessness in regaining housing, safety, and stability. (25% or more of respondents selected the following answers as their top priorities)

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Housing Affordability                       | <input type="checkbox"/> Project-based rental assistance                 |
| <input checked="" type="checkbox"/> Emergency Shelter Shortage                  | <input checked="" type="checkbox"/> Housing Choice Vouchers              |
| <input checked="" type="checkbox"/> Street Outreach Services                    | <input type="checkbox"/> Targeted subsidies                              |
| <input checked="" type="checkbox"/> Affordable Housing Landlord Engagement      | <input checked="" type="checkbox"/> Rent buy-down                        |
| <input checked="" type="checkbox"/> Substance Use Disorder Care and Services    | <input type="checkbox"/> Family reunification transportation assistance  |
| <input checked="" type="checkbox"/> Mental Health Care and Services             | <input checked="" type="checkbox"/> Flexible emergency funding           |
| <input checked="" type="checkbox"/> Rapid Rehousing Projects                    | <input type="checkbox"/> Food security payments                          |
| <input checked="" type="checkbox"/> Service Providers – Organizational Capacity | <input type="checkbox"/> Marketing materials                             |
| <input checked="" type="checkbox"/> Service Providers – Staff/Salary            | <input checked="" type="checkbox"/> Operating costs                      |
| <input type="checkbox"/> Service Providers – Specific Expertise                 | <input type="checkbox"/> Other flexible forms of financial assistance    |
| <input checked="" type="checkbox"/> Medical Care                                | <input type="checkbox"/> Other renovations                               |
| <input checked="" type="checkbox"/> Skilled Nursing Facility Care               | <input checked="" type="checkbox"/> Peer support Services                |
| <input type="checkbox"/> Nursing Home Shortage                                  | <input type="checkbox"/> Planning and development                        |
| <input type="checkbox"/> Manufactured Housing                                   | <input checked="" type="checkbox"/> Project management                   |
| <input checked="" type="checkbox"/> Housing Development                         | <input type="checkbox"/> Repairing damages                               |
| <input type="checkbox"/> Flexible System Funding/Costs                          | <input type="checkbox"/> Room and board payments                         |
| <input type="checkbox"/> Cleaning or maintenance (e.g., hoarding prevention)    | <input checked="" type="checkbox"/> Security deposits                    |
| <input checked="" type="checkbox"/> Housing-focused Case Management             | <input checked="" type="checkbox"/> Service coordination and integration |
| <input checked="" type="checkbox"/> Housing problem-solving assistance          | <input type="checkbox"/> Signing bonuses                                 |
| <input checked="" type="checkbox"/> Conflict mediation Services                 | <input checked="" type="checkbox"/> Staffing                             |
| <input checked="" type="checkbox"/> Housing Navigation Services                 | <input type="checkbox"/> Transportation assistance                       |
| <input type="checkbox"/> Tenant-based rental assistance                         |  |

11) For each of the three subpopulations identified above as **disproportionately likely** to experience unsheltered homelessness in your region, please identify which of these needs most significantly and specifically impact their ability to regain and retain housing.

- Subpopulation 1: BIPOC - Peer Support, Service Coordination/Integration, Housing Problem-Solving Assistance, Flexible Emergency Funding, Street Outreach, Housing Affordability
- Subpopulation 2: Medically Vulnerable - Medical Care, Skilled Nursing, Flexible Emergency Funding, Housing Affordability
- Subpopulation 3: LGBTQ+ Youth - Emergency Shelter Shortage, Rapid Rehousing, Street Outreach, Housing Affordability, Conflict Mediation Services, Peer Support, Housing Focused Case Management, Mental Health, Medical Care, Flexible Emergency Funding

12) Please list the region's five most urgent and critical (important but not immediately time sensitive) unmet needs, choosing from the selected list above.

1. Most Urgent: Housing Affordability (77.9% of Respondents)
2. Urgent and Critical: Mental Health Care and Services (68.8% of Respondents)
3. Time Sensitive and Very Important: Emergency Shelter Shortage (59.7% of Respondents)
4. Not Time Sensitive but Very Important: Substance Use Disorder Care and Services (55.8% of Respondents)
5. Important: Rapid Rehousing Projects (39.6% of Respondents)

### *Goal Setting*

Each region will determine priority strategies that will target its All In investments across its three goals. MAC teams and CoCs will rely on the data and community analysis above to inform which of these strategies to prioritize. MAC teams and CoCs may gather additional data to better understand what local capacity and limitations should guide these investments.

Based on the supports most needed and the services currently available in your region, please check **only** the boxes for the investment strategies that would **most benefit** your community's efforts to rehouse people experiencing unsheltered homelessness.

*Part 1: Strategies to prevent unsheltered homelessness*

Technical assistance and support to integrate **housing problem-solving into street outreach**.

Offering **flexible housing-related funding for institution-involved families, youth, and single adults** who formerly exited or are currently exiting a publicly funded child welfare and foster care, juvenile and adult corrections, long-term care, health, and mental health and substance use treatment facility by providing flexible funding that to reduce housing instability. Eligible activities include:

- Housing-focused case management
- Service coordination and integration
- Targeted subsidies
- Flexible emergency funding
- Room and board payments
- Transportation assistance
- Food security payments
- Other flexible forms of financial assistance

Offering **flexible housing-related funding for older adults and people with disabilities** – including people with mental health conditions and/or substance use disorders –to reduce housing instability by providing access to housing-related home- and community-based services. Eligible activities include:

- Housing-focused case management
- Service coordination and integration
- Targeted subsidies

- Flexible emergency funding
- Room and board payments
- Transportation assistance
- Food security payments
- Other flexible forms of financial assistance

**Funding encampment-specific prevention and shelter diversion to permanent housing or family reunification** (if safe and appropriate) to prevent people that have been placed into permanent housing from losing their housing and falling back into unsheltered homelessness. Eligible activities include:

- Housing-focused outreach
- Housing-focused case management
- Family reunification transportation assistance
- Housing problem-solving assistance
- Flexible emergency funding

**Expand or establish geographically robust street outreach efforts** that provide access to the full menu of services available in your community. Eligible activities include:

- Service coordination and integration
- Harm reduction training
- Peer support
- Housing problem-solving assistance
- Conflict mediation
- Family reunification transportation assistance

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## Part 2: Strategies to increase shelter capacity for individuals and families experiencing unsheltered homelessness

**Technical assistance and support to re-evaluate current emergency shelter rules** that may unnecessarily punish, divert, harm, or discourage people from staying in emergency shelter and seek unsheltered respite.

- Related soft costs
- Replacement reserve

**Expand non-congregate shelter** through acquisition and development through the following eligible activities:

- Acquisition of existing structure or vacant land
- Demolition costs
- Development hard costs
- Site improvements

**Expand emergency shelter bed capacity** through the following eligible activities:

- Major rehabilitation
- Conversion
- Other renovation

## Part 3: Strategies to rapidly rehouse individuals and families experiencing unsheltered homelessness

Technical assistance and support to establish or strengthen your Continuum of Care region's **relationship with Public Housing Authorities** to coordinate on securing available voucher resources to rehouse individuals and families experiencing unsheltered homelessness.

Technical assistance and support to develop and implement an **encampment strategy** to focus rehousing efforts and reduce the number of encampments.

Technical assistance and support to examine, revise or strengthen your Continuum of Care region's **coordinated entry** prioritization policies and practices to rapid rehouse individuals and families experiencing unsheltered homelessness.

Expand or develop a **landlord incentive package** to establish a pool of units with reduced or eliminated tenancy screening criteria to rehouse people experiencing unsheltered homelessness. Eligible activities include:

**Technical assistance and support to analyze your Continuum of Care region's funding portfolio** to identify braided funding opportunities to increase its capability to rapidly rehouse individuals and families experiencing unsheltered homelessness.

- Planning and development
- Marketing materials
- Holding fees
- Signing bonuses
- Security deposits
- Rent buy-down

Repairing damages

Develop and implement a **master leasing program**. Eligible activities include:

Develop and implement a **housing surge** and/or **housing fair**. Eligible activities include:

- Staffing
- Admin
- Project management
- Fiscal Agent
- Tenant-based rental assistance
- Housing-focused case management
- Third-party inspection services

- Staffing
- Admin
- Project management
- Fiscal Agent
- Project-based rental assistance
- Housing-focused case management
- Third-party inspection services
- Operating costs

## Goals

Please identify what goals your Continuum of Care is prepared to set and work toward this year for each area, assuming financial support from the state for implementing some or all the strategies marked above, as well as technical assistance and collaboration.

Quantify your goal to contribute towards this statewide effort and identify the number of households, beds, and/or people you will be able to serve with additional resources.

### Prevent homelessness

Our CoC Region will prevent homelessness for a minimum of 354 households by this date: 1/9/2024.

### Increase shelter capacity

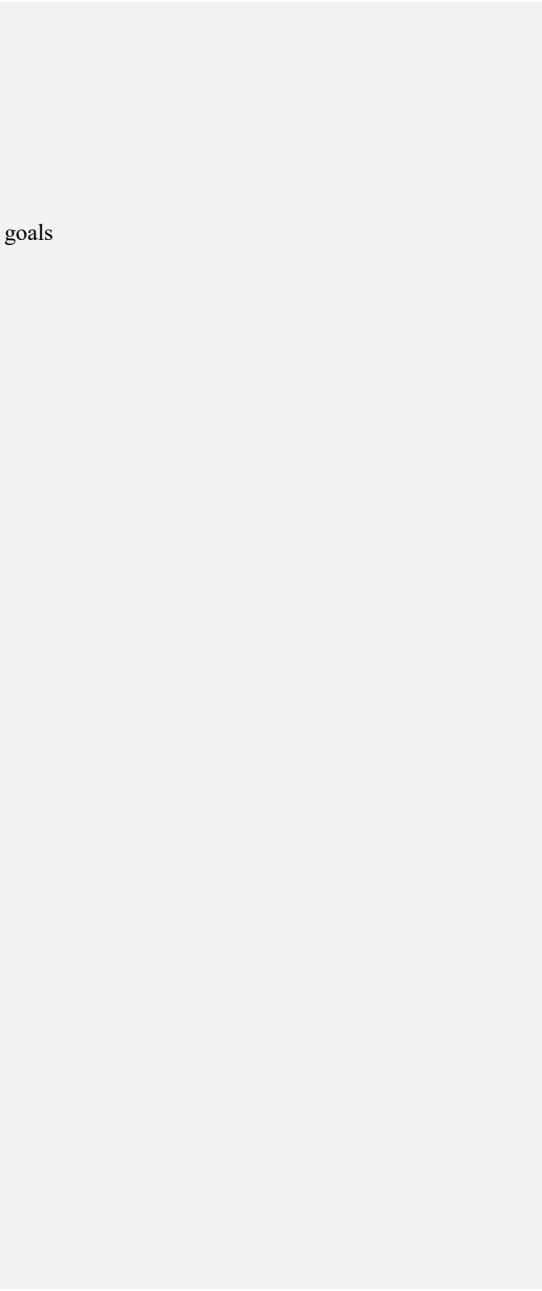
Our CoC Region will add a minimum of 81 emergency shelter beds by this date: 1/9/2024.

### Rapidly rehouse

Our CoC Region will rapidly rehouse 157 people experiencing unsheltered homelessness by this date: 1/9/2024.

### *Milestones*

Please provide a timeline of milestones your Continuum of Care region proposes to mark progress, evaluate strategies, and improve operations to achieve the goals identified above, contingent on funding, in partnership with OHCS and OEM.



Month	Progress Milestones	Systems Improvement Actions
March 2023	<ul style="list-style-type: none"> <li>• March 10<sup>th</sup>: Plan submitted to State Agencies</li> <li>• March 31<sup>st</sup>: Updated Plan submitted to State Agencies</li> <li>• Immediate vs phased project funding Considerations</li> <li>• Clear understanding of state expectations</li> <li>• Create rough process and template for project Submissions and ideas</li> <li>• Establish regional priorities and barriers to achieving those priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Receive feedback pre and post plan development from local partners.</li> <li>• Set up ongoing meetings with MAC Group and external partners</li> <li>• Determine governance structure and decision making structure for MAC group and region to meet priorities set by State.</li> </ul>
April	<ul style="list-style-type: none"> <li>• Implementation Plan complete</li> <li>• Review Process established</li> <li>• Grants Committee Established</li> <li>• Funding Application posted</li> <li>• MAC Refresh</li> <li>• Agreement with state agencies signed</li> <li>• Subgrantees have new job descriptions for key hires prepared.</li> <li>• Process and subcontract template established</li> </ul>	<ul style="list-style-type: none"> <li>• MAC Meeting for Funded Agencies to discuss progress, successful strategies, and Barriers (monthly)</li> <li>• HMIS Data Quality Component (monthly)</li> <li>• Coordinated Entry &amp; By Name List Progress (monthly)</li> <li>• Case Manager Check ins (monthly)</li> <li>• Deal-making/Partnership Brokering among organizations with complimentary programs</li> <li>• Assessment if all priorities will be addressed with awarded projects, if not how to address them</li> <li>• Create points of access for identified populations</li> </ul>
May	<ul style="list-style-type: none"> <li>• Hired HMIS Person(s)</li> <li>• Job Descriptions posted for necessary new positions &amp; positions hired</li> <li>• Concepts or projects that need additional support have been identified.</li> <li>• TA has been requested for projects that it would benefit</li> <li>• Agreements with subgrantees/providers finalized.</li> <li>• Funding deployed if appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• MAC Meeting for Funded Agencies to discuss progress, successful strategies, and Barriers (monthly)</li> <li>• HMIS Data Quality Component (monthly)</li> <li>• Coordinated Entry &amp; By Name List Progress (monthly)</li> <li>• Case Manager Check ins (monthly)</li> <li>• Deal-making/Partnership Brokering among organizations with complimentary programs</li> <li>• Funding Reserve Assessment</li> <li>• Begin coordinating engagement strategy to focus on rehousing efforts and reduce the number of encampments. Including needs Assessment.</li> </ul>

June	<ul style="list-style-type: none"> <li>• Quarterly Check in with MAC Executive Team to measure progress towards goals (HMIS adoption, Coordinated Entry Participation, Subpopulation specific impact, etc.)</li> <li>• MAC Refresh</li> <li>• If properties need to be acquired, acquisition has happened on the process of escrow.</li> <li>• Funded Projects/Programs have begun to serve clients. Case Management, Operations asst.</li> <li>• Develop master leasing program</li> <li>• Develop landlord incentive program and requirements.</li> <li>• Operations funding deployed and some Emergency shelters up and running.</li> <li>• Subcontractor procurement process determined, if necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• MAC Meeting for Funded Agencies to discuss progress, successful strategies, and Barriers (monthly)</li> <li>• HMIS Data Quality Component (monthly)</li> <li>• Coordinated Entry &amp; By Name List Progress (monthly)</li> <li>• Case Manager Check ins (monthly)</li> <li>• Create landlord incentive program with landlord and agency feedback.</li> <li>• Create master leasing program with agency feedback.</li> <li>• Review opportunities, barriers and progress on meeting goals. Target agencies needing additional support or Technical assistance.</li> <li>• Funding Reserve Assessment</li> </ul>
July	<ul style="list-style-type: none"> <li>• Subcontractor contracts in place, if necessary.</li> <li>• Renovations to property have started, if necessary.</li> <li>• New programs participating in HMIS are trained and have begun to input data into the system.</li> <li>• Begin implementing both landlord incentive program and master leasing program.</li> </ul>	<ul style="list-style-type: none"> <li>• MAC Meeting for Funded Agencies to discuss progress, successful strategies, and Barriers (monthly)</li> <li>• HMIS Data Quality Component (monthly)</li> <li>• Coordinated Entry &amp; By Name List Progress (monthly)</li> <li>• Case Manager Check ins (monthly)</li> <li>• Funding Reserve Assessment</li> </ul>
August	<ul style="list-style-type: none"> <li>• MAC Refresh</li> <li>• Shelters that are planning to expand capacity are functional and serving clients</li> <li>• Halfway point... 4 months to go. <ul style="list-style-type: none"> <li>○ Prevention – 100/354 individuals</li> <li>○ Shelter – 30/81 beds</li> <li>○ Rehousing – 50/162 households</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• MAC Meeting for Funded Agencies to discuss progress, successful strategies, and Barriers (monthly)</li> <li>• HMIS Data Quality Component (monthly)</li> <li>• Coordinated Entry &amp; By Name List Progress (monthly)</li> <li>• Case Manager Check ins (monthly)</li> <li>• Funding Reserve Assessment</li> <li>• Larger scale assessment of what programs have been working and what programs need to pivot their approach.</li> </ul>



September	<ul style="list-style-type: none"> <li>Quarterly Check in with MAC Executive Team to measure progress towards goals</li> <li>Ensure each community in Central Oregon has emergency cold weather sheltering options</li> <li>Ensure newly funded shelter facilities are up and running</li> </ul>	<ul style="list-style-type: none"> <li>MAC Meeting for Funded Agencies to discuss progress, successful strategies, and Barriers (monthly)</li> <li>HMIS Data Quality Component (monthly)</li> <li>Coordinated Entry &amp; By Name List Progress (monthly)</li> <li>Case Manager Check ins (monthly)</li> <li>Funding Reserve Assessment</li> </ul>
October	<ul style="list-style-type: none"> <li>Assembling final reporting on goals met and projects complete</li> <li>Assess future needs and resources</li> <li>MAC Refresh</li> <li>2 months to go. <ul style="list-style-type: none"> <li>Prevention – 250/354 individuals</li> <li>Shelter – 70/81 beds</li> <li>Rehousing – 120/162 households</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>MAC Meeting for Funded Agencies to discuss progress, successful strategies, and Barriers (monthly)</li> <li>HMIS Data Quality Component (monthly)</li> <li>Coordinated Entry &amp; By Name List Progress (monthly)</li> <li>Case Manager Check ins (monthly)</li> <li>Funding Reserve Assessment</li> </ul>
November	<ul style="list-style-type: none"> <li>Assembling final reporting on goals met and projects complete</li> <li>Assess future needs and resources</li> <li>Met goals set by state: <ul style="list-style-type: none"> <li>Prevention – 354/354 individuals</li> <li>Shelter – 81/81 beds</li> <li>Rehousing – 162/162 households</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>MAC Meeting for Funded Agencies to discuss progress, successful strategies, and Barriers (monthly)</li> <li>HMIS Data Quality Component (monthly)</li> <li>Coordinated Entry &amp; By Name List Progress (monthly)</li> <li>Case Manager Check ins (monthly)</li> <li>Funding Reserve Assessment</li> </ul>
December	<ul style="list-style-type: none"> <li>Quarterly Check in with MAC Executive Team to measure progress towards goals</li> <li>Assembling final reporting on goals met and projects complete</li> <li>Assess future needs and resources</li> <li>Lessons learned report</li> <li>Assemble reporting for the state. Work with State on future funding.</li> <li>Ensure we spend total amount and met goals established by the State.</li> <li>Projects should be materially complete</li> </ul>	<ul style="list-style-type: none"> <li>MAC Meeting for Funded Agencies to discuss progress, successful strategies, and Barriers (monthly)</li> <li>Work with State agencies on sustainably funding programs &amp; projects created by this funding opportunity</li> <li>Work with State to assess All IN efforts when Initiative ends to determine best practices State wide, lessons learned and innovative ideas and concepts that worked or didn't.</li> </ul>



## Strategies to create 83 new shelter beds

In order to meet our shelter bed goal, we're considering several strategies.

We know that the community has a need for funding to operate existing shelters (The City of Bend, for example, already owns a 50 unit, non-congregate shelter, but lacks funding to operate it), but that not all communities have dedicated shelter space, and so there is also a need for acquisition funding. Properties that would make a good fit for shelter needs have been identified across Central Oregon, namely in Sisters, Madras, and Bend.

The vast majority of currently operational shelter is concentrated in Deschutes County, specifically Bend. We're hoping to leverage this opportunity to increase provider capacity in Crook and Jefferson Counties.

Based on submissions from the Project Concept Survey, there were a similar number of requests for both acquisition and operating funding. With that in mind, we are hoping to have some shelter beds (50+) online as quick as funding is granted from the State. The larger challenge will be getting additional shelter space created, through acquisition and potentially renovations. As of right now, some potential properties have been identified, but the scope of site improvements has not been fully developed. As we are hoping to allocate funding to sub recipients in early May, we will be requiring an assessment of the scope of necessary renovations and estimated timeline as a precondition to funding any acquisition projects.

As it relates to addressing disparities and barriers that the planning process has identified, we are designing the funding application to prioritize projects that address underlying disparities in the community. Our application will include specific questions on potential barriers to success and how they will be overcome, how projects specifically support members of our community who are disproportionately likely to experience unsheltered homelessness, and how projects will leverage cross-sector partnerships to create the greatest reach for their programs.

The following shelter concepts have been submitted in the project concepts survey (this is not intended to represent a list of approved or prioritized projects, Central Oregon has not officially opened up a funding application or selected sub recipients, yet):

- Medical Respite Shelter in Bend (15 Beds – requires acquisition)
- Congregate/Family Shelter – 11 units with maximum of 10 beds per unit in Sisters (110 beds max – requires acquisition)
- Non-Congregate shelter (former Motel), 50 units to accommodate singles, families, & medical respite in Bend (50+ beds – requires operating funding)
- Motel Diversions for youth/families – region wide
- Youth specific shelter in Redmond (50 beds – requires acquisition)
- Start up costs and initial operating funding for congregate shelter in Redmond (44 beds – requires operating funding)
- Acquire land and build tiny homes

## Strategies to rehouse 162 unsheltered households

We expect this goal to be our most challenging to meet, and plan to utilize several strategies to meet the State's goals here as well. Acknowledging that Central Oregon has some of the lowest rental vacancy rates in the country, our region's main challenge is in the sheer lack of units to put people in. We are considering the following strategies at a high level to increase the impact of the region's rehousing programs:

- Master Leasing – Currently, housing navigators do not have a pool of master leased units to refer individuals to. Accordingly, there is a high administrative burden in having housing navigators scour the region for available housing. We hope that some of this executive order funding could be utilized to leverage a master lease agreement with a pool of units to increase the efficiency of the system.
- Landlord incentives
  - setting aside funding for rent buy downs,
  - renters insurance,
  - cash incentives,
  - damage repair reserves,
  - and training opportunities for property owners.
- Intensive Housing Focused Case Management to ensure that folks have the wrap around supports they need to remain stably housed.
- As mentioned in the shelter section above, we are designing the funding application to prioritize projects that address underlying disparities in the community. It will include specific questions on potential barriers to success, how projects support members of our community who are disproportionately likely to experience unsheltered homelessness, and how projects will leverage cross-sector partnerships to create the greatest impact.

The following rehousing concepts have been submitted in the project concepts survey (this is not intended to represent a list of approved or prioritized projects, Central Oregon has not officially opened up a funding application or selected sub recipients, yet):

- Purchasing apartment complex in Bend (42 units, acquisition and operating funding)
- Renovated motel in Bend (80 units, requires 5 year master lease)
- Medically Vulnerable Case Management
- Acquire Land and build tiny homes in Bend (10 units, requires acquisition and operating funding)
- Medically Vulnerable/Disabled Case Management
- Homesharing for Veterans (requires funding for renovations)
- Vehicle purchase for outreach in Redmond
- Build tiny homes for Veterans (7 units, capital funding request)
- Create landlord incentive fund
- Barrier Busting/Flexible funding to help get folks through the door
- Housing focused Case Management – moving folks from safe parking/camping into housing.